



Cambridge City Council
Community Services Scrutiny Committee

Date: Thursday, 5 October 2017

Time: 5.00 pm

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

Contact: democratic.services@cambridge.gov.uk, tel:01223 457013

Agenda

- 1 Apologies
- 2 Declarations of Interest
- 3 Minutes (Pages 3 - 20)
- 4 Public Questions
- 5 Record of Decision Taken by Executive Councillor for Communities, Community Services Chair and Spokes
To note decision taken since the last meeting of the Community Services Scrutiny Committee.
- 5a Community Facilities Funding For Refurbishment Of Memorial Hall And Church Hall, Cherry Hinton Road (Pages 21 - 22)

Decisions for the Executive Councillor for Communities

- 6 Anti-Poverty Strategy Review (Pages 23 - 86)

Decisions for the Executive Councillor for Streets and Open Spaces

- 7 Streets and Open Spaces Development Strategy Implementation Plan (Phase 1) (Pages 87 - 106)
- 8 Arbury Court Local Centre Improvements (Pages 107 - 116)

Community Services Scrutiny Committee Members: Ratcliffe (Chair), Sinnott (Vice-Chair), Abbott, Austin, Barnett, Bird, Gillespie and O'Connell

Alternates: Gawthrope, Nethsingha and Sargeant

Executive Councillors: Johnson (Executive Councillor for Communities) and Smith (Executive Councillor for Streets and Open Spaces)

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COMMUNITY SERVICES SCRUTINY COMMITTEE29 June 2017
5.00 - 7.35 pm**Present:** Councillors Ratcliffe (Chair), Sinnott (Vice-Chair), Abbott, Austin, Barnett, Bird, Gillespie and O'Connell

Executive Councillors: Johnson (Executive Councillor for Communities) and Smith (Executive Councillor for Streets and Open Spaces)

Officers:

Strategic Director: Suzanne Hemingway

Head of Community Services: Debbie Kaye

Head of Environmental Services: Joel Carré

Community Funding and Development Manager: Jackie Hanson

Operations Manager – Community Engagement and Enforcement: Wendy Young

Sport & Recreation Manager: Ian Ross

Streets and Open Spaces Development Manager: Alistair Wilson

Principal Accountant (Services): Chris Humphris

Committee Manager: James Goddard

FOR THE INFORMATION OF THE COUNCIL**17/7/Comm Apologies**

No apologies were received.

17/8/Comm Declarations of Interest

Name	Item	Interest
Councillor Barnett	17/11/Comm	Personal: Works at Addenbrooke's Hospital
Councillor O'Connell	17/15/Comm	Personal: Council appointed Trustee of Cambridge Live

Councillor Abbott	17/17/Comm	Personal: Member of Health and Wellbeing Board
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17/9/Comm Minutes

The minutes of the meeting held on 16 March and 25 May 2017 were approved as a correct record and signed by the Chair.

17/10/Comm Public Questions

There were no public questions.

17/11/Comm 2016/17 Revenue and Capital Outturn, Carry Forwards and Significant Variances - Streets and Open Spaces Portfolio

Matter for Decision

The Officer's report presented for the Streets & Open Spaces Portfolio:

- i. A summary of actual income and expenditure compared to the final budget for 2016/17 (outturn position).
- ii. Revenue and capital budget variances with explanations.
- iii. Specific requests to carry forward funding available from budget underspends into 2017/18.

Decision of Executive Councillor for Streets & Open Spaces

Approved carry forward requests:

- i. Totalling £41,140 revenue funding from 2016/17 to 2017/18, as detailed in Appendix C of the Officer's report.
- ii. Of £728k capital resources from 2016/17 to 2017/18 to fund rephased net capital spending, as detailed in Appendix D.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Principal Accountant (Services).

In response to Councillor Austin's question the Principal Accountant (Services) said £200,000 of funds were allocated to the University Arms for phased work over a period of years until 2017-18.

In response to Councillor Austin's question the Executive Councillor said:

- i. Historic Environmental Improvement Programme (EIP) projects were delayed due to delivery issues from third parties. It was considered better to delay the projects and get them right rather than rush them. Newer EIP projects were delivered faster as they were not reliant on third parties. Delays were not caused by staff capacity issues
- ii. Rephased/uncommitted funding would go back to area committees for reallocation. It was hoped historic problems would not lead to funding being carried over into the next financial year.
- iii. Area Committees would be given guidance on how to select faster delivery projects. In July they would also receive information on projects seeking funding and budgets available.

The Head of Environmental Services said there had been uptake issues for area committees as projects were not coming forward to seek funding, so some was not allocated. This would carry over if not allocated.

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.

17/12/Comm Streets and Open Spaces Service Review and Development Strategy

Matter for Decision

The Streets and Open Spaces (S&OS) review identified the service enjoyed continuing high residents' satisfaction rates and generally delivered a range of high quality frontline services. However, the review also identified a number of areas where the service needed to improve. S&OS would need to respond to these issues in order to make the service fit for purpose and resilient for the

future; and be able to respond to the ongoing financial and growth challenges and opportunities, which the city faces.

As the Council's largest frontline service, the review included the need for S&OS to make a £600K net revenue budget reduction by 2021, as a contribution towards the wider corporate savings target the Council needs to make as a result of the ongoing reductions in Central Government grant funding.

In response to the review findings, S&OS proposed to pursue a service development strategy, which delivered against the corporate vision – "One Cambridge: Fair for All" and the following specified corporate objectives.

The proposed strategy would be delivered through an implementation plan, which would set out a programme of proposed projects and activities, and associated capital and revenue budgetary implications. Subject to the wider strategy being approved at Committee, the proposed implementation plan would be researched and developed and then presented to a future committee meeting(s) for consideration and approval.

Decision of Executive Councillor for Streets & Open Spaces

- i. Noted the key findings of the Streets and Open Spaces service review.
- ii. Approved the proposed future service vision and development strategy (2017-21) for Streets and Open Spaces.

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 Environmental Services.

Councillor Austin asked for the minutes to show her concern regarding the need for the S&OS Service to make a £600,000 net revenue budget reduction by 2021. She asked for clarification on why this needed to happen.

Opposition Councillors expressed concern about the damage done to Mid Summer Common and Jesus Green after events eg Mid Summer Fair. Revenue from events had to be balanced against maintenance costs. The

Strategic Director undertook to discuss issues including parking restrictions outside of committee.

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

- i. The S&OS review was led by the principle of "what's best for the service".
- ii. The S&OS service shape/structure had to be fit for purpose to respond to demands by the city within resources available. The S&OS Strategy set out how to do this eg through the use of technology.
- iii. Area Committees received environmental data reports to give information about the public realm and general street cleanliness. Intelligence was sought at Area Committees on 'hot spots' where action needed to be taken. As a result of feedback in the Opposition Councillor briefing, the intention was to take a breakdown of local performance data to Area Committees.
- iv. The reference in the Officer's report that cleansing of the city centre may happen at the detriment of outlying areas reflected a snapshot in time. It was being investigated what the data actually showed. The city centre needed a lot of resource due to high service demand. A good service was also given to city outskirts. The S&OS Strategy should lead to prioritisation and smarter working to identify where to allocate resources.
- v. Management plans were in place to use resources appropriately eg types of plants to use in areas so they were lower maintenance.
- vi. Management were careful to ensure staff were able to input into the process at the start of the S&OS review. Staff supported the strategy, lots of opportunities to engage had been taken up. Staff would be involved in the delivery of the implementation plan.
- vii. Management plans covered the need to balance revenue from events against maintenance costs. An events review in 2017 would also cover the issue. Event organisers were required to repair or pay for repairs to open spaces, to put areas back into their pre-event condition.

The Strategic Director said the S&OS Strategic Review would look at how to deliver services in future. There would be a separate Event Review. These would look at the overall headline/strategic level of detail, not at individual events. Councillors and Officers could discuss details about individual open spaces outside of committee.

The Executive Councillor said that events on green spaces would continue to go ahead. Events were temporary and generated sufficient benefit to mitigate any damage that needed repair.

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.

17/13/Comm Tree Maintenance Framework

Matter for Decision

The current framework agreement for tree maintenance services has expired.

Officers sought permission to commence a formal tender process for the provision of tree maintenance services for a period of 3 years from November 2017.

This framework approach followed the previously agreed format approved by the Executive Councillor for City Centre and Public Places on the 11th July 2014.

The new framework would be a continuation of current working practice and continue to cover a wide range of tree maintenance services for existing trees as well as tree planting and establishment services for new trees.

The value of the framework agreement over its 3.5 year life was estimated at £825,000 inclusive of VAT.

Decision of Executive Councillor for Streets & Open Spaces

Authorise the:

- i. Head of Environmental Services to invite and evaluate tenders for contractors to provide tree maintenance services for 2017 to 2021;
- ii. Strategic Director to award the contract(s) to the most favourable tender(s), in accordance with pre-determined evaluation criteria.

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 Streets and Open Spaces Development Manager.

In response to Members' questions the Streets and Open Spaces Development Manager said:

- i. Open data on tree species and location was outside the scope of the report.
- ii. The City Council were working with the County Council to release open data.
- iii. The timeline for release of data was set by the County Council and IT department. Detail would be discussed post meeting.

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.

17/14/Comm City Centre Accessibility Review: Advertising 'A' Board and Sign Policy

Public Question

Councillor Bick raised the following points as a Market Ward Councillor:

- i. **Welcomed the City Council taking ownership of 'A' board issues as the County Council/Highways Authority had not taken action although they had responsibility to do so.**
- ii. **'A' boards blocked pavements for all users and caused crushes where people unexpectedly stepped into streets to avoid 'A' boards, usually without looking for traffic.**
- iii. **The highway should be for public use and no business had the right to do so. Suggested the County Council had chosen not to take action against businesses who put 'A' boards on the highway (pavements).**
- iv. **There were better alternatives to 'A' boards for signposting businesses. Queried why these were not used eg discreet signs.**
- v. **'A' boards were a hazard and street clutter. The City Council should have a default position of no 'A' boards. They should be implemented by exception not default.**

- vi. **The proposed policy appeared to give permission for 'A' boards near buildings and so could lead to greater numbers.**
- vii. **Queried if officers had the time or resources to take enforcement action on top of their other duties.**
- viii. **Expressed concern that people who dropped litter got a fixed penalty fine whereas inappropriate 'A' boards got a warning and 48 hours to take remedial action before further penalties were imposed. This seemed unfair.**
- ix. **Queried when the 'A' board policy would be reviewed to see if it was effective.**

The Operations Manager (Community Engagement and Enforcement) responded:

- i. Businesses were surveyed to ascertain why they used 'A' boards (eg to signpost businesses) and if they would voluntarily remove them. Respondents had not looked at alternatives.
- ii. The policy tried to balance business and highway user needs.
- iii. There was an enforcement team of 7 officers to cover all duties. 'A' board enforcement work would complement other duties. The 'A' board policy would also allow enforcement work to be undertaken by City Rangers, which was not currently possible.
- iv. 'A' boards were not given a fixed penalty like dog fouling as they were not a crime that could be penalised in the same way.

Matter for Decision

In 2014, the City Centre Accessibility Review was commissioned to gain a fuller understanding of the issues affecting ease of access in and around the city centre for a range of users, but particularly pedestrians, disabled people. The review report was considered at the March, 2015, Community Services Scrutiny Committee, and in July, 2015, a plan of action was developed and approved at committee to take the next steps to bring about the identified changes needed. This plan included the development of an advertising board policy. A progress update of the actions undertaken from the action plan was presented to committee in July, 2016. In March, 2016, a survey of advertising signage use in the city centre was undertaken and the views of local business users sought on the voluntary removal of advertising signs, such as A-boards. In January, 2017, a draft city-wide policy for Advertising Boards was approved at committee for consultation with relevant stakeholders.

The June 2017 Officer's report reviewed the consultation findings and set out a proposed final policy for Advertising Boards and timetable for implementation.

Decision of Executive Councillor for Streets & Open Spaces

- i. Approved the Policy for placing of Advertising Boards, as set out in Appendix A of the Officer's report.
- ii. Approved the implementation timetable for the policy, allowing for officers to undertake a three-month education programme and engage with key stakeholders including Cambridge BID and trader associations.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

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

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

- i. Shop curtilage extended 1m into the pavement, so they could do what they like in this area.
- ii. Queried if the policy would lead to an increased number of 'A' boards.
- iii. Streets and pavements should be accessible. 'A' boards, blocked drains and parking on pavements were all factors to consider.
- iv. 'A' boards blocked pavements. This was a historic issue. Shops would not survive if people could not access them due to blocked pavements.
- v. 'A' boards were of greater importance to small businesses who had less brand recognition than larger ones, so smaller businesses needed a way to attract customers.
- vi. 'A' boards were of more use to visitors than local residents.
- vii. Alternatives to 'A' boards should be considered.

The Operations Manager (Community Engagement and Enforcement) said the following in response to Members' questions:

- i. A review of the impact of the policy would be brought to committee circa June 2018. This should include 6 months of enforcement data.
- ii. It was unclear what percentage of 'A' boards could have enforcement action taken against them hence the education first approach.

The Operations Manager (Community Engagement and Enforcement) said the following in response to Members' questions:

- i. The City Council would work with businesses and review the impact of the 'A' board policy if implemented. Ward Councillor feedback was also welcome.
- ii. Feedback from Councillors was welcomed outside of the meeting on alternatives to 'A' boards.

Councillors requested a change to the recommendations. Councillor Austin formally proposed to amend the 'A' boards policy as follows:

- To hold a review after 4 months.
- To bring back a report to committee in June 2018 that would include enforcement data.

The Committee approved this additional recommendation nem con.

The Committee resolved unanimously to endorse the recommendations as amended.

The Executive Councillor approved the recommendations. She asked for the minutes to record the work undertaken by Councillor Bird and Operations Manager (Community Engagement and Enforcement) to get the 'A' board policy in place.

The 'A' board policy report focussed on access, other reports looked at other issues such as City Council support for local businesses.

The 'A' board policy aimed to reduce the number and size of 'A' boards to ensure they were appropriate, or enforcement action would be undertaken. 1.5m of accessible pavement would be protected for people.

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

No conflicts of interest were declared by the Executive Councillor.

17/15/Comm 2016/17 Revenue and Capital Outturn, Carry Forwards and Significant Variances - Communities Portfolio

Matter for Decision

The Officer's report presented for the Communities Portfolio:

- i. A summary of actual income and expenditure compared to the final budget for 2016/17 (outturn position).
- ii. Revenue and capital budget variances with explanations.
- iii. Specific requests to carry forward funding available from budget underspends into 2017/18.

Decision of Executive Councillor for Communities

Approved carry forward requests:

- i. Totalling £20,600 revenue funding from 2016/17 to 2017/18, as detailed in Appendix C of the officer's report.
- ii. Of £74k capital resources from 2016/17 to 2017/18 to fund rephased net capital spending, as detailed in Appendix D.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Principal Accountant (Services).

In response to Members' questions the Head of Community Services said that an underspend in Clay Farm finances occurred for contractual reasons.

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.

17/16/Comm Building Stronger Communities: Community Centres Strategy**Matter for Decision**

In October 2015, the Executive Councillor for Communities, Arts & Recreation made a decision to undertake a strategic review of community provision. A full review was undertaken, including: an audit of existing facilities provided by a wide range of organisations; mapping of access to facilities across the city and analysis of where the greatest needs for community support exist.

In January 2017, the Executive Councillor for Communities approved a draft community centres strategy for consultation with stakeholders and the wider community on the draft proposals. This strategy set out to deliver a programme of support with the overarching theme of 'Building Stronger Communities.'

The Officer's report considered the results of that consultation exercise and set out actions to be carried out in pursuit of the strategy.

The Council would use the Building Stronger Communities Strategy and the data collected throughout this review, to inform future considerations for Section 106 / CIL funding.

Decision of Executive Councillor for Communities

The Executive Councillor agreed to:

- i. Adopt the proposals relating to six centres as set out in the draft strategy, as follows:
 - 2.1.1 Ross Street Community Centre – seek to lease the centre to a voluntary organisation, with an agreement to safeguard community use. If a suitable organisation cannot be found the Council will retain management of the centre. In order to deliver this proposal a delegation is proposed at 2.4.
 - 2.1.2 Nun's Way Pavilion – explore options for a suitable alternative community space, keeping the centre operational in the meantime. Once alternative space is found options for leasing the pavilion to a voluntary organisation will be explored. If none are viable, then the pavilion could be used for sports use only.
 - 2.1.3 37 Lawrence Way - explore options for a suitable alternative community space, keeping the centre operational in the meantime. Once alternative community space is found the premises will be returned to Council housing stock.
 - 2.1.4 82 Akeman Street - replace the community space as part of the proposed new housing project in this location in consultation with the community.
 - 2.1.5 Brownsfield Youth & Community Centre - retain as a Council managed community centre, ensuring community access.
 - 2.1.6 Trumpington Pavilion - continue to work with Trumpington Resident's Association towards greater sustainability and independence.
- ii. Modify the proposals set out in the draft strategy for two centres, as follows:
 - 2.2.1 The Meadows Community Centre and Buchan Street Neighbourhood Centre – approve the completion of a full feasibility study for both centres, to explore with local groups, partners and centre users whether it is possible to deliver the community hub at the

- Meadows and to further explore options for Buchan Street. This feasibility work will need to consider:
- practical development constraints, planning issues and financial feasibility;
 - detailed analysis of current uses of both centres and potential future partnership arrangements.
- iii. Adopt the proposals as originally outlined in relation to meeting identified needs where there are gaps in provision
- 2.3.1 Abbey - continue to support County Council led work on redevelopment of a new centre on the East Barnwell Community Centre site.
 - 2.3.2 Queen Edith's - explore opportunities to work with existing facility providers in the north of the ward.
 - 2.3.3 East Chesterton - explore opportunities in the north of the ward for new facility provision through growth.
 - 2.3.4 Cherry Hinton - support the development of a community hub in Cherry Hinton Library with local partners, with the proviso that the County Council continue library services there and a sustainable management solution is found.
- iv. Delegate the authority to deliver the proposals as required.
- 2.4.1 **Ross Street:** Approve delegated authority to the Strategic Director following consultation with the Executive Councillor, Chair and Spokes to approve the selection process for a voluntary organisation to take on the management of Ross Street Community Centre (including community use requirements) and to approve the selection of a voluntary organisation in accordance with this process.
- v. Report back to the Committee on progress with delivering the strategy, as described in the actions set out in Section 5 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 Community Funding & Development Manager.

Councillor Gillespie made the following comments in response to the report:

- i. People had expressed frustration they could not say all they wanted in the consultation. This put some off. Future consultations should be braver in seeking information in future.
- ii. There should have been a specific question asking if more facilities were required.

The Community Funding & Development Manager said the following in response to Members' questions:

- i. People had lots of opportunities to comment on community facilities such as email and face-to-face. This was in addition to the consultation. Officers encouraged people to respond as much as possible. The last consultation question was open to allow any other business.
- ii. The aim of the consultation was to align resources with areas of high need and include the voluntary sector in the delivery.
- iii. Results suggested that people valued existing facilities and there was not high demand for new ones. There was not a specific question asking this as the consultation did not wish to encourage demand for a service the City Council could not deliver due to lack of resources.
- iv. Officers were working with the Web Team to produce an interactive map of facilities availability/location. This would be advertised when ready. Information ownership and management to ensure it was up to date would be looked at in future. Open data was another future consideration.
- v. Market was not identified as an area of high need for community facilities before or during the consultation, but Petersfield was.
- vi. Ross Street was identified as a valued facility. Management criteria would ensure the voluntary sector had the capacity to deliver or the City Council would retain management responsibility.
- vii. Organisations could apply to become community facilities if they wished. Officers would review to ensure they did not compete with each other.

The Committee resolved by 7 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.

17/17/Comm Review of Strategic Partnerships: Health and Wellbeing Board and Children's Executive Partnership

Matter for Decision

A report giving an update on the key external partnerships the Council is involved with was provided to Strategy and Resources Scrutiny Committee on 20 March 2017. It was agreed at this meeting that Community Services Scrutiny Committee be given the opportunity to consider the partnerships relevant to its work – Cambridgeshire’s Health and Wellbeing and the Children’s Trust - and to also take into account how growing concerns about homelessness in the City presently fed into these partnerships.

Decision of Executive Councillor for Communities

Agreed to continue to work with key external partnerships to ensure that public agencies and others can together address the strategic issues affecting Cambridge, including the growing homelessness issue in the City, and that the concerns of Cambridge citizens are responded to.

Reason for the Decision

As set out in the Officer’s report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Head of Community Services.

In response to Councillor O’Connell’s question the Executive Councillor said the impact of homelessness on mental health was being considered by the Health and Wellbeing Partnership and Cambridge Local Health Partnership.

In response to Councillor Sinnott’s question the Head of Community Services offered to liaise outside of the meeting on how the strategic partnership worked.

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.

17/18/Comm Outdoor Sports Awards To External Sports Facilities

Matter for Decision

The Officer's report provided an update on sports facility grants for projects originally allocated S106 funding from Strategic S106 funding in January 2015, and were also reported back to this Committee in June 2016, because they had not been able to move their projects forward.

The report sought approval for increasing the levels of devolved S106 grant funding to a project previously approved by North Area Committee in 2015/16.

- Cambridge Rugby Club.
- Kings School.
- North Cambridge Academy.

Decision of Executive Councillor for Communities

- i. Confirmed approval of the provisionally allocated £200,000 grant to Cambridge Rugby Union Football Club for new changing rooms, subject to a community use agreement and officer approval of the business case for the grant under delegated authority.
- ii. Allocated and approved an additional £25,000 of outdoor sports S106 funding to the existing £100,000 grant for a total award of £125,000 to North Cambridge Academy for the provision of four floodlit tennis courts, subject to a community use agreement and officer approval of the business case for the grant under delegated authority.
- iii. De-allocated the £75,000 of indoor sports S106 contributions and £50,000 of outdoor sports S106 contributions currently earmarked to the King's College School sports hall and changing rooms, following withdrawal of the grant request by the grant applicant.

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 Sport & Recreation Manager.

In response to the report the Committee commented that community use agreements ensured that funding was allocated to organisations who committed to publicly accessible facilities.

In response to Members' questions the Sport & Recreation Manager said that funding allocated to King's College School (recommendation iii) would be

returned to the strategic level funding pot not a local one. Funding was not time limited so it would not be lost.

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 7.35 pm

CHAIR

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CAMBRIDGE CITY COUNCIL

Record of Executive Decision

Community facilities funding for refurbishment of memorial hall and church hall, Cherry Hinton Road

Decision of:	Community Services Committee: Chair and Spokes, Executive Councillor for Communities East Area Committee: Chair, Vice Chair and Spokes South Area Committee: Chair, Vice Chair and Spokes		
Reference:	17/CSAC/S106/02		
Date of decision:	24/07/17	Recorded on:	26/07/17
Decision Type:	Non Key		
Matter for Decision:	Committees asked to approve spending S106 monies for refurbishment of memorial hall and church hall, Cherry Hinton Road.		
Why the decision had to be made (and any alternative options):	The decision had to be made as this project does not fit into the standard mould. The £150k community facilities S106 grant is based on £100k funding from the Exec Councillor (Communities) plus £25k of devolved funding from each of South and East Area Committees.		
Decision:	Approved the officers' recommendation for the release of S106 funds to be spent on the project.		
Reasons for the decision:	As set out in the Officers Report.		
Scrutiny consideration:	Executive Councillor, Chair, Vice Chair and Spokes of Committees were consulted		
Conflicts of interest:	No conflicts of interest were declared by Councillors		
Comments:	This S106 decision will be reported back to the next Community Services, East and South Area Committees.		

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To: Executive Councillor for Communities
Report by: David Kidston, Strategy and Partnerships Manager
Relevant scrutiny committee: Community 5/10/2017
Services
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

ANTI-POVERTY STRATEGY 2017-2020

Key Decision

1. Executive summary

- 1.1 The Council's first Anti-Poverty Strategy was approved by the Executive Councillor for Finance and Resources at Strategy and Resources Committee on 23 March 2015. The strategy set out the Council's strategic approach to addressing poverty in Cambridge during the period April 2014 to March 2017.
- 1.2 The Council's Anti-Poverty Strategy aims to: improve the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty; and to help alleviate issues that can lead households on low incomes to experience financial pressures.
- 1.3 The Council has produced a revised and updated Anti-Poverty Strategy for the period from April 2017 to March 2020, which is presented for approval by the Executive Councillor. The revised Anti-Poverty Strategy sets out 5 key objectives and 57 associated actions to reduce poverty in Cambridge over the next three years.

2. Recommendations

- 2.1 The Executive Councillor is recommended to:
 - Approve the revised Anti-Poverty Strategy for 2017-2020

3. Background

- 3.1 The Council's first Anti-Poverty Strategy was approved by the Executive Councillor for Finance and Resources at Strategy and Resources Committee on 23 March 2015.
- 3.2 The Anti-Poverty Strategy aimed: to improve the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty; and to help alleviate issues that can lead households on low incomes to experience financial pressures.
- 3.3 Based on a review of available evidence and extensive consultation with stakeholders and residents, the first Anti-Poverty Strategy identified 7 objectives for City Council activity to address poverty. The key objectives were:
- 1 Helping people on low incomes to maximise their income and minimise their costs
 - 2 Increasing community pride, raising aspirations and making the move into work easier
 - 3 Reducing the impact of poverty on children and helping low income families with the cost of raising a child
 - 4 Reducing the link between poor health and poverty
 - 5 Ensuring that vulnerable older people and people with disabilities get the services that they need and reducing the social isolation they can experience
 - 6 Helping people with high housing costs, increasing numbers of affordable homes, and improving the condition of people's homes
 - 7 Working in partnership to tackle wider barriers to employment and engagement
- 3.4 The first strategy also set out a total of 61 detailed actions that City Council services to be undertaken from 2014/15 to 2016/17 to help achieve the objectives outlined above. A summary of progress in delivering the key actions is provided in section 6.0 of the revised Anti-Poverty Strategy, which is attached at Appendix B to this report. More detailed progress reports on all 61 actions are provided in the Anti-Poverty Strategy review report, which is listed as a background paper for this report in section 7.0 below.
- 3.5 Some of the actions in the first Anti-Poverty Strategy were funded through the dedicated Sharing Prosperity Fund (SPF), which was established to provide resources to fund fixed-term projects that support the 7 objectives of the first Anti-Poverty Strategy. These projects range from promoting the Living Wage to local employers, to

providing practical advice to residents in poverty on reducing their fuel and water bills.

- 3.6 Some of the actions in the first Anti-Poverty Strategy were funded through mainstream service budgets, ranging from constructing new affordable homes in the city, to supporting eligible residents to receive their full allocation of Housing Benefit and Council Tax support.

4. Revised Anti-Poverty Strategy 2017- 2020

- 4.1 The Council has produced a revised and updated Anti-Poverty Strategy for the period from April 2017 to March 2020, which is attached as Appendix B to this report.

- 4.2 The revised strategy has been informed by:

- consultation with stakeholders and Council staff. Details of the consultation carried out are provided in section 7(f) of this report.
- the impact of projects funded through the SPF and mainstream service budgets.
- the learning from projects and actions carried out over the first three years of the strategy, and the implications for future Council action to reduce poverty in Cambridge.
- a review of available data regarding the nature of poverty, inequality and social mobility in Cambridge.
- national research on poverty and good practice from other local authorities that are actively focussing on tackling poverty.
- the impact of changes in national policy and the national economy on poverty in Cambridge.

- 4.3 It is proposed that the existing objectives for the Council's Anti-Poverty strategy (set out at 3.3 above) should be refined to reflect the key issues identified through the review of data on poverty, inequality and social mobility and the learning from projects delivered over the past three years. The revised Anti-Poverty Strategy proposes 5 key objectives for the Council's work to reduce poverty over the next three years:

1. Helping people on low incomes to maximise their income and minimise their costs
2. Increasing community pride, raising skills and aspirations, and improving access to higher value employment opportunities for people on low incomes

3. Improving health outcomes for people on low incomes
 4. Helping people with high housing costs, increasing numbers of affordable homes, and improving the condition of people's homes
 5. Supporting groups of people that are more likely to experience poverty and social isolation, including children and young people, older people, women, people with disabilities, and BAME residents
- 4.4 The revised strategy will continue to balance measures to reduce costs and increase incomes for residents in immediate financial difficulty, with measures to improve life chances for people in poverty in the longer-term. Objective 2 has been amended to provide a more explicit focus on working with partners to raise skills and improve access to higher value employment opportunities for people on low incomes, to address the issues around inequality and social mobility.
- 4.5 Evidence suggests that there are a number of factors that may be contributing to income inequality and limited social mobility for people on low incomes in Cambridge, including:
- lower levels of educational attainment for young people from low income households.
 - a combination of a highly skilled workforce and a predominance of jobs which require high levels of skills in Cambridge, which may limit the opportunities of low-skilled, lower paid employees to progress into higher paid employment.
- 4.6 A new objective is also proposed to provide a clearer focus on supporting a range of equalities groups, (children and young people, older people, women, lone parent households, people with disabilities, and BAME residents), which evidence suggests are more likely to experience poverty and isolation. The new proposed Objective 5 brings together Objectives 3 and 5 in the previous strategy, which focussed on children, low income families, older people and people with disabilities.
- 4.7 The revised Anti-Poverty Strategy includes an updated action plan which sets out 57 actions that the Council will take over the next three years to deliver the objectives of the strategy. The key areas of focus for the Council's approach going forward will be:
- Supporting residents to access benefits and responding to the impacts of welfare reform.
 - Working with voluntary sector partners to provide debt advice and financial advice.

- Promoting and signposting residents to sources of affordable finance.
- Supporting residents in fuel and water poverty to reduce their energy and water bills.
- Continuing to promote the Living Wage to employers in Cambridge.
- Working with businesses to identify ways that they might use their skills, capacity and resources to support achievement of shared objectives around poverty and disadvantage.
- Working with partners to support low income residents into higher paid employment and raise skills, attainment and life chances.
- Continuing to promote digital access for residents on low incomes.
- Continuing to promote volunteering as a means to develop skills and employability and build communities.
- Promoting community pride and cohesion through supporting a range of community events and celebrations.
- Working with partners to improve health outcomes for people on low incomes, including physical and mental health.
- Constructing new Council homes and working with social landlords and developers to deliver more affordable homes.
- Providing housing, employment and skills support for homeless people in Cambridge.
- Delivering a range of projects to support groups of people that are more likely to experience poverty, including women, children and young people, lone parent households, older people, people with disabilities, and BAME people.

5. Sharing Prosperity Fund

- 5.1 The Anti-Poverty Strategy recognises that over time new projects will be identified as our understanding of the changing needs in the city increases, and as the learning from pilot projects is identified.
- 5.2 A dedicated Sharing Prosperity Fund was created in 2014 to support pilot projects which contributed to the objectives of the Anti-Poverty Strategy. To date a total of £1,336,950 million has been allocated to the SPF. As shown in the table in Appendix A, a total of £540,820 has been spent on project delivery from 2014/15 to 2016/17. A further £740,110 has been committed to projects to be delivered in 2017/18 and 2018/19, including rephrasing of some spend that was originally scheduled to take place in previous years.

- 5.3 Due to underspends across some projects, there is £54,020 remaining in the fund which is currently unallocated to projects. Officers are currently developing project proposals for considerations by the Executive Councillor.
- 5.4 To date funding for 23 projects from the Sharing Prosperity Fund has been approved. The first 10 projects listed in the table in Appendix A were approved either through the Budget Amendment in July 2014 or through the Budget Setting Report (BSR) in February 2015. Funding for some of these projects has subsequently been extended.
- 5.5 A further 13 projects were approved by the Executive Councillor between September 2015 and March 2017, following consideration by officers at the Anti-Poverty Strategy Project Board. These approvals were made in accordance with the approvals process agreed at full Council on 25 February 2015.

6. Implications

(a) Financial Implications

The Anti-Poverty Strategy primarily seeks to co-ordinate and refocus City Council activity so that it focuses on tackling poverty where possible. However, some additional one-off, fixed term initiatives which contribute to the objectives of the Anti-Poverty Strategy have been supported by the SPF. Further details are provided in section 5.0 above and Appendix A.

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

Much of the work to deliver the Anti-Poverty Strategy is being achieved within existing staff resources. However, some of the initiatives being taken forward (e.g. Living Wage promotion, financial inclusion activity and fuel and water poverty activity) have involved the recruitment of a limited number of additional staff, usually on fixed-term contracts.

(c) Equality and Poverty Implications

An Equality Impact Assessment was carried out for the original Anti-Poverty Strategy. An updated Equality Impact Assessment has been produced for the revised strategy, which is published for information on the Council's website here: <https://www.cambridge.gov.uk/equality-impact-assessments>

(d) Environmental Implications

Some of the activities being delivered as part of the Anti-Poverty Strategy have a medium positive environmental impact. For example:

- Work to promote take-up of water meters and water efficiency measures to residents in low income areas of the City will reduce water consumption and associated carbon emissions.
- The additional promotion of energy efficiency measures to residents in low income areas of the City will reduce energy consumption and associated carbon emissions from households in these areas.

(e) Procurement

The Council has achieved accreditation from the Living Wage Foundation as a Living Wage Employer. As part of this, the City Council has adopted a Living Wage policy in respect of contractors. This policy requires contractors to pay the Living Wage to Qualifying Staff unless it would be unlawful or inappropriate to do so. Officers are monitoring the Council's compliance with this policy on an ongoing basis.

(f) Consultation and communication

The first Anti-Poverty Strategy was informed by extensive consultation with stakeholders and residents. This, consultation included:

- Publication of the draft strategy and a questionnaire survey on the City Council website, which received 59 responses The survey was publicised via: the City Council's Twitter account, a media release and other corporate communications channels; direct messages to residents associations, members of Cambridge Community and Voluntary Services (CCVS), organisations funded by City Council grants, and other relevant partner organisations; and the Cambridge Network, which has a membership of more than 1500 businesses based in Cambridge.
- Focus groups with low income residents, delivered as part of regular service user meetings organised by the City Council and partner agencies. These included: Wintercomfort service users meeting, Sheltered Schemes Residents' Association, Tenants and Leaseholders Forum, Hanover Court Residents Association meetings, and Cherry Hinton Mingle Munch.
- A stakeholder workshop, which brought together key stakeholders to consider the key issues in Cambridge, and identify interventions which have been successful, both in Cambridge and in other towns and cities.
- 25 face-to-face meetings with representatives of local organisations that are working to address different aspects of poverty in the city. Officers also attended stakeholder groups to discuss the strategy with other local organisations, such as the Equalities Panel, Local Health Partnership,

Guidance Employment and Training (GET) Group, and the Homelessness Service Information Group.

This revised strategy has been informed by further internal and external consultation, including:

- Consultation with academics, statutory partners and voluntary and community groups through a half-day Anti-Poverty Summit, which was held on 30 June 2017 and was attended by more than 50 delegates.
- Consultation with City Council managers, including through a workshop held in November 2016 and subsequent meetings of the Council's Anti-Poverty Strategy Project Board in March and June 2017.
- Consultation with City Council frontline staff with experience of working with low income residents through workshops held on 4 and 11 August 2017.

Subject to approval of the revised Anti-Poverty Strategy, the Council will produce an accessible summary document to help raise awareness and facilitate engagement with the public and other partners.

(g) Community Safety

There are no specific community safety implications for the Strategy.

7. Background papers

More detailed information on how each of the 61 actions in the APS have been progressed during 2014/15 -2016/17 can be found on the Council's website at: <https://www.cambridge.gov.uk/antipoverty-strategy>

8. Inspection of papers

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Appendix A – Sharing Prosperity Fund expenditure to date and future allocations to projects

No.	Project	Actual spend			Allocations		Total
		2014/15	2015/16	2016/17	2017/18	2018/19	
1	Community Clear out days	8,000	1,000	0	0	0	9,000
2	Living Wage Campaign	8,080	31,870	3,900	7,000	0	50,850
3	Fuel and Water Poverty	0	55,400	41,740	74,400	0	171,540
4	Promotion of collective energy switching	220	4,280	0	2,500	0	7,000
5	Youth Apprenticeship Scheme	0	63,000	99,140	152,860	0	315,000
6	Free swimming lessons for children	0	10,000	9,000	9,000	0	28,000
7	Rental Support for Cambridge City Foodbank	0	14,000	14,000	14,900	0	42,900
8	Outreach advice project in health centres	0	25,000	35,000	35,000	0	95,000
9	Digital Access Strategy	0	15,000	9,370	40,630	0	65,000
10	Junior Savers Pilot Project	0	3,000	320	6,680	0	10,000
11	Expansion of Credit Union services	0	0	0	50,000	0	50,000
12	Cooking workshops for families	0	7,000	15,000	17,140	17,700	56,840
13	Summer holiday free lunch programme	0	2,000	3,730	1,270	0	7,000
14	Single Homelessness Service	0	0	36,400	0	0	36,400
15	Money and Debt Management in Schools	0	0	0	25,000	0	25,000
16	Tenancy buddies	0	0	0	3,000	0	3,000
17	'Activate' arts and cultural leadership project	0	0	2,370	67,630	0	70,000
18	Financial Inclusion Officer	0	0	23,000	50,000	0	73,000
19	Cambridge City Time Credits	0	0	0	25,000	25,000	50,000
20	Free Exercise Referral Programme	0	0	0	7,000	7,000	14,000
21	Energy Project Development Officer	0	0	0	50,000	0	50,000
22	Reducing Pensioner Poverty	0	0	0	30,000	0	30,000
23	Act Up	0	0	0	23,400	0	23,400
	Subtotal	16,300	231,550	292,970	692,410	49,700	1,282,930

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Anti-Poverty Strategy

2017-2020

1.0 Executive summary

- 1.1 The Council's first Anti-Poverty Strategy was approved by the Executive Councillor for Finance and Resources at Strategy and Resources Committee on 23 March 2015. The Strategy covers a three year period from April 2014 to March 2017. It aims to: improve the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty; and to help alleviate issues that can lead households on low incomes to experience financial pressures.
- 1.2 This report reviews the impact of the strategy over the past three years, and identifies the key learning points from projects that have been implemented. It proposes a revised approach to addressing poverty in Cambridge which builds on the achievements and learning to date.
- 1.3 The Council has established a dedicated Sharing Prosperity Fund (SPF) to provide resources to fund fixed-term projects that support the 7 objectives of the first Anti-Poverty Strategy. A total of more than £1.3 million has been allocated from the SPF to a total of 23 projects to date, which have collectively supported a significant number of beneficiaries. These projects range from promoting the Living Wage to local employers to providing practical advice to residents in poverty on reducing their fuel and water bills.
- 1.4 The first Anti-Poverty Strategy also sets out a series of further actions that have been funded through mainstream service budgets and which have supported a significant number of residents who are on low incomes, ranging from constructing new affordable homes in the city to supporting eligible residents to receive their full allocation of Housing Benefit and Council Tax support.
- 1.5 The Anti-Poverty Strategy identifies a basket of indicators of poverty, some of which the Council has greater influence over than others. A review of available data shows that over the period of the strategy in Cambridge there has been an improvement in some of the key indicators. There has been:
 - an increase in wages for those on the lowest incomes, although their incomes remain low
 - a reduction in unemployment
 - a reduction in the percentage of people with no qualifications
 - a reduction in the proportion of young people who are not in education, employment or training (NEET)
 - a reduction in the gap in life expectancy between the most deprived and least deprived areas, although there is still a significant gap
 - a reduction in fuel poverty
- 1.6 However, over the period of the strategy not all of the key indicators have shown an improvement. In particular:

- Due to the continued strength of the housing market in Cambridge, housing has become less affordable for low income residents, with private rents and house prices increasingly beyond the reach of many low income residents.
- Homelessness and rough sleeping are increasing, both nationally and locally, partly due to major changes in welfare benefits making it extremely difficult for people on low incomes to maintain tenancies.
- There continue to be concentrations of poverty and deprivation in particular areas of Cambridge, with Abbey, Arbury, East Chesterton and Kings Hedges wards having both the highest proportion of Housing Benefit and Council Tax support claimants and the lowest ranked areas in the Index of Multiple Deprivation 2015.
- Particular equalities groups, including women, children and young people, older people, people with disabilities, and BAME people, continue to be more likely to experience poverty.

1.7 The review also identifies that, while the Cambridge economy continues to thrive, there are high levels of income inequality in the city, with Cambridge identified as the most unequal city in the UK by the Centre for Cities. There are also lower levels of social mobility for young people from poorer backgrounds.

1.8 There are a number of factors that may be contributing to income inequality and limited social mobility in Cambridge. These include:

- lower levels of educational attainment for young people from low income households; and
- a combination of a highly skilled workforce and a predominance of jobs which require high levels of skills in Cambridge, which may limit the opportunities of low-skilled, lower paid employees to progress into higher paid employment.

This suggests that a key focus of the Council's Anti-Poverty Strategy in future should be to work with partners to raise skills, attainment and life chances and support people into higher-paid employment.

1.9 The review identifies a number of national policy and economic drivers which mean that addressing poverty will remain a key challenge for the Council over the next few years. These include: the cumulative impact of national welfare reforms on low income households; and projected low pay growth nationally over the next five years, which will result in a reduction in real earnings.

1.10 Significant learning has been identified from projects and actions delivered during the three years of the Council's current Anti-Poverty Strategy. This learning has included:

- The importance of balancing initiatives which have an immediate impact on residents living in poverty, with activities which will improve the life chances of residents in poverty in the longer term.

- Working with vulnerable people on low incomes can be resource intensive. There is a need for intensive and sustained face-to-face engagement with the most vulnerable residents.
- Balancing a geographic focus versus a city-wide approach is necessary to be effective
- The benefits of working in partnership with voluntary and community organisations, public sector partners and local businesses to maximise our collective impact on poverty.

1.11 The report identifies a revised approach to the Council's Anti-Poverty Strategy for 2017-2020, based on feedback from staff and stakeholders, the review of data on the current nature of poverty in the city, and the learning from projects implemented to date. It also contains a detailed action plan setting out 57 actions that the Council will take to address poverty over the next three years.

1.12 The key areas of focus for the Council's approach going forward will be:

- Supporting residents to access benefits and responding to the impacts of welfare reform.
- Working with voluntary sector partners to provide debt advice and financial advice.
- Promoting and signposting residents to sources of affordable finance.
- Supporting residents in fuel and water poverty to reduce their energy and water bills.
- Continuing to promote the Living Wage to employers in Cambridge.
- Working with businesses to identify ways that they might use their skills, capacity and resources to support achievement of shared objectives around poverty and disadvantage.
- Working with partners to support low income residents into higher paid employment and raise skills, attainment and life chances.
- Continuing to promote digital access for residents on low incomes.
- Continuing to promote volunteering as a means to develop skills and employability and build communities.
- Promoting community pride and cohesion through supporting a range of community events and celebrations.
- Working with partners to improve health outcomes for people on low incomes, including physical and mental health.
- Constructing new Council homes and working with social landlords and developers to deliver more affordable homes.
- Providing housing, employment and skills support for homeless people in Cambridge.
- Delivering a range of projects to support groups of people that are more likely to experience poverty, including women, children and young people, older people, people with disabilities, and BAME people.

2.0 Background

2.1 The Council's first Anti-Poverty Strategy was approved by the Executive Councillor for Finance and Resources at Strategy and Resources Committee on 23 March 2015. The strategy aims to: improve the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty; and to help alleviate issues that can lead households on low incomes to experience financial pressures. The strategy covered a three-year period from April 2014 to March 2017.

2.2 The first strategy was based on a review of available evidence and extensive consultation with stakeholders and residents. This, consultation included:

- Publication of the draft strategy and a questionnaire survey on the City Council website, which received 59 responses. The survey was publicised via: the City Council's Twitter account, a media release and other corporate communications channels; direct messages to residents associations, members of Cambridge Community and Voluntary Services (CCVS), organisations funded by City Council grants, and other relevant partner organisations; and the Cambridge Network, which has a membership of more than 1500 businesses based in Cambridge.
- Focus groups with low income residents, delivered as part of regular service user meetings organised by the City Council and partner agencies. These included: Wintercomfort service users meeting, Sheltered Schemes Residents' Association, Tenants and Leaseholders Forum, Hanover Court Residents Association meetings, and Cherry Hinton Mingle Munch.
- A stakeholder workshop, which brought together key stakeholders to consider the key issues in Cambridge, and identify interventions which have been successful, both in Cambridge and in other towns and cities.
- 25 face-to-face meetings with representatives of local organisations that are working to address different aspects of poverty in the city. Officers also attended stakeholder groups to discuss the strategy with other local organisations, such as the Equalities Panel, Local Health Partnership, Guidance Employment and Training (GET) Group, and the Homelessness Service Information Group.

2.3 The strategy identified 7 objectives for City Council activity to address poverty and it set out 61 detailed actions to be undertaken by City Council services from 2014/15 to 2016/17. The key objectives were:

Objective	
1	Helping people on low incomes to maximise their income and minimise their costs
2	Increasing community pride, raising aspirations and making the move into work easier
3	Reducing the impact of poverty on children and helping low income

	families with the cost of raising a child
4	Reducing the link between poor health and poverty
5	Ensuring that vulnerable older people and people with disabilities get the services that they need and reducing the social isolation they can experience
6	Helping people with high housing costs, increasing numbers of affordable homes, and improving the condition of people's homes
7	Working in partnership to tackle wider barriers to employment and engagement

2.5 The Council's second Anti-Poverty Strategy covers a three year period from April 2017 to March 2020. This revised strategy has been informed by further internal and external consultation, including:

- Consultation with academics, statutory partners and voluntary and community groups through a half-day Anti-Poverty Summit, which was held on 30 June 2017.
- Consultation with City Council managers, including through a workshop held in November 2016 and subsequent meetings of the Council's Anti-Poverty Strategy Project Board in March and June 2017
- Consultation with City Council frontline staff through workshops held on 4 and 11 August 2017.

2.6 The revised strategy has also been informed by a review of:

- Available data on poverty in Cambridge
- National research on poverty and good practice from other local authorities that are actively focussing on tackling poverty, including Islington, Leeds, Lincoln, Norwich, Sheffield and York
- The impact of changes in national policy and the national economy on poverty in Cambridge
- The impact of projects funded through the Council's Sharing Prosperity Fund, and the impact of wider actions included in the Anti-Poverty Strategy.
- The learning from projects and actions carried out over the first three years of the strategy, and the implications for future Council action to reduce poverty in Cambridge.

3.0 Poverty in Cambridge

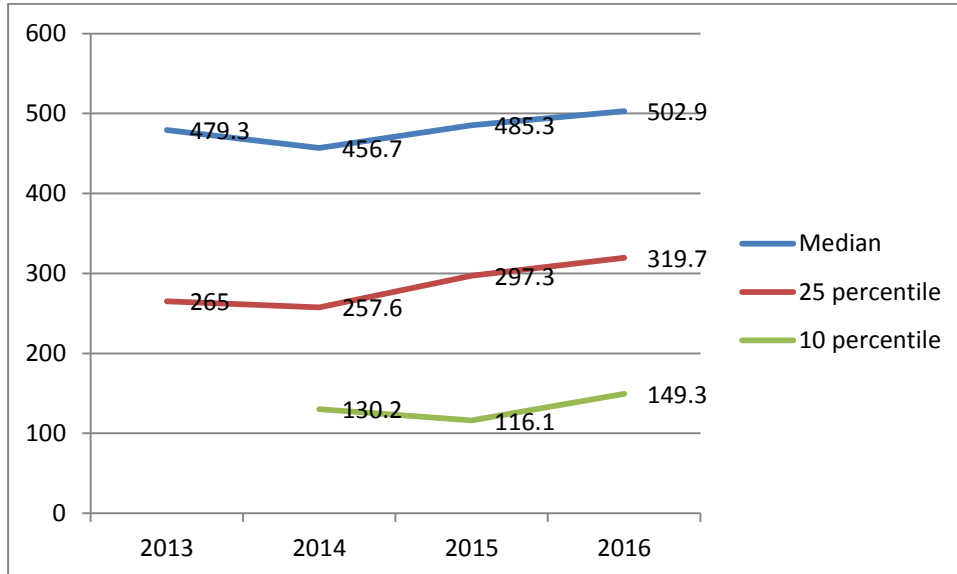
- 3.1 The Council's first Anti-Poverty Strategy for 2014-2017 highlighted that despite the continuing growth of the Cambridge economy, there were a significant proportion of households in the city living in on low incomes and in poverty.
- 3.2 One of the most common measures of poverty is "relative poverty", which the Government defines as whether a household's income is below 60% of the median household income (after taxes and benefits). This is assessed at a national level by the Office for National Statistics using the Family Resources Survey. It is difficult to assess the impact of the first Anti-Poverty Strategy on "relative poverty" in Cambridge over time due to the lack of available local data on household incomes. The Family Resources Survey is a sample survey of around 20,000 households nationally, so it cannot be used to provide a statistically reliable figure for local areas such as Cambridge¹.
- 3.3 The first Anti-Poverty Strategy identified a basket of high level indicators that can be used as a barometer for poverty in Cambridge. These measures will enable us to monitor the combined impact on poverty of City Council action, together with the effects of partner activity, national government fiscal and welfare policy, and changes in the local and national economy. The latest available data for each of these indicators is provided at Appendix A, although there is a time-lag in the production of some of these indicators.
- 3.4 While poverty remains a significant issue in Cambridge, a number of the high-level indicators have improved over the period of the first Anti-Poverty Strategy. The most recently available data on income and benefits from the Office for National Statistics and our own administrative data show that:
- For the lowest quartile (25%) of employees in Cambridge, as shown by the chart on the next page, gross estimated weekly median pay has increased from £257.60 in 2014 to £319.70 in 2016. This equates to an increase in annual earnings from £13,395 to £16,624².
 - For the lowest 10% of employees, as shown by the chart on the next page, gross estimated weekly median pay has increased from £130.20 in 2014 to £149.30 in 2016. This equates to an increase in annual earnings from £6,774 to £7,763.60.
 - The total number of people living in households claiming Housing Benefit and Council Tax Support claimants and their dependents reduced from 14,477 in 2013 to 13,968 in 2017, while the population of the city has

¹ Department for Work and Pensions, 2016, How low income is measured in households below average income, <https://www.gov.uk/government/publications/how-low-income-is-measured/text-only-how-low-income-is-measured>

² Annual Survey of Household Earnings (ASHE), 2017, Office for National Statistics (ONS). It should be noted that the ASHE is a national sample survey. The figures for Cambridge quoted in this Strategy are therefore subject to a confidence interval.

increased in this period. In 2017, 10.6% of the Cambridge population was living in household claiming benefit³.

Chart 1 - Cambridge estimated weekly earnings per employee (gross)



Source: Annual Survey of Household Earnings, Office for National Statistics (ONS)

3.5 The latest available data on employment and skills shows that:

- The proportion of the working age population (those aged 16-64) in Cambridge that were unemployed reduced from 7.3% (or 5300 people) in 2013 to 2.9% in September 2016 (or 2,200 people)⁴
- The proportion of economically active people (those who are available for work) that are unemployed has reduced from 4.4% (or 3,500 people) in September 2013 to 3.4% in September 2016 (or 2,600 people)⁵
- The proportion of young people in Year 13 who are not in education, employment or training (NEET) reduced from 7.3% in 2013 to 6.6% in 2016 in the northern half of Cambridge, and from 7.3% to 6.6% in the southern half of Cambridge⁶.
- The proportion of the working age population in Cambridge with no qualifications reduced from 5.5% in 2012 to 4.5% (or 4,200 people) in 2015. This was significantly below the UK average of 8.8%, and Cambridge still ranks as the city in the UK with the third lowest proportion of for the proportion of residents with no qualifications⁷.

³ Based on a the ONS 2015 Mid-Year Population estimate for Cambridge (130,907 people)

⁴ NOMIS, 2017, Annual Employment Survey (AES) data. It should be noted that the ASHE is a national sample survey. The figures for Cambridge quoted in this Strategy are therefore subject to a confidence interval.

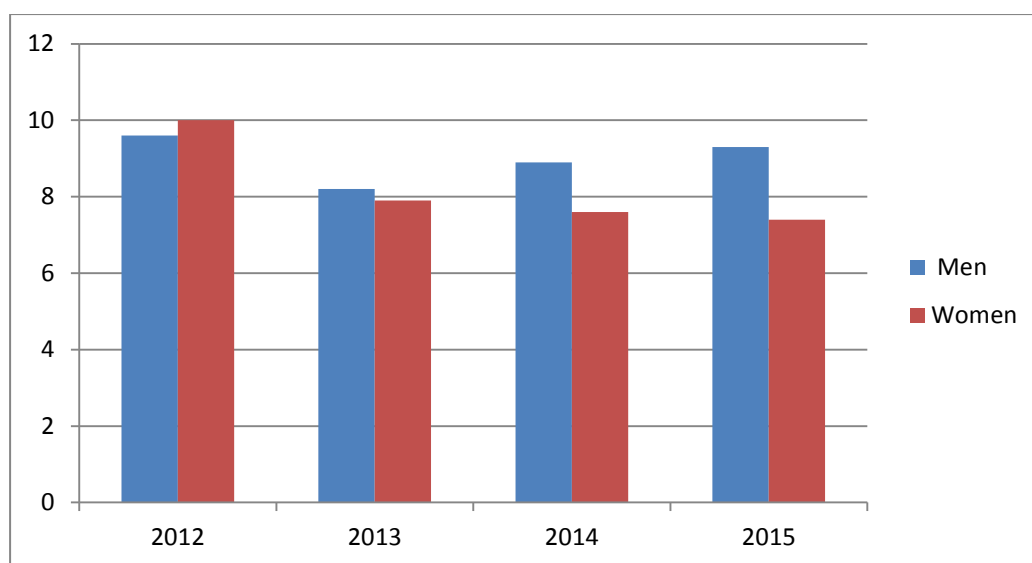
⁵ NOMIS, 2017, Annual Employment Survey (AES) data.

⁶ Cambridgeshire County Council, 2017, NEET data

⁷ Annual Population Survey – Resident Analysis, 2017, Office for National Statistics

- 3.6 There has also been an improvement in some health and housing indicators:
- The proportion of households in fuel poverty⁸ reduced steadily from 15.8% (7493 households) in 2011 to 11.3% (5447 households) in 2014.
 - As shown by Chart 2 below, the gap in life expectancy⁹ for women between the most and least deprived areas of the city narrowed from 10.0 years in 2010-2012 to 7.4 years in 2013-2015. For men, this gap reduced from 9.6 years to 9.3 years between the two periods.

Chart 2 - Gap in life expectancy between the least and most deprived areas in Cambridge (years)



Source: Public Health England, Cambridge District Health Profiles (N.B. figures are for 2010-2012, 2011-2013, 2012-2014 & 2013-2015 periods)

- 3.7 However, not all of the key indicators have shown an improvement over the period of the strategy. Due to the continued strength of the housing market in Cambridge, housing has become less affordable for low income residents. Available data shows that:

- Lower quarter house prices have increased from £250,000 to £320,000 between March 2014 and March 2016. Lower quartile house prices were 14.6 times lower quartile earnings in March 2014, but had reached 18.8 times lower quartile earning in March 2016.
- Lower quartile monthly private rents increased significantly from £563 in 2014 to £875 in 2016, which has made renting accommodation in the private sector less affordable for low income households.

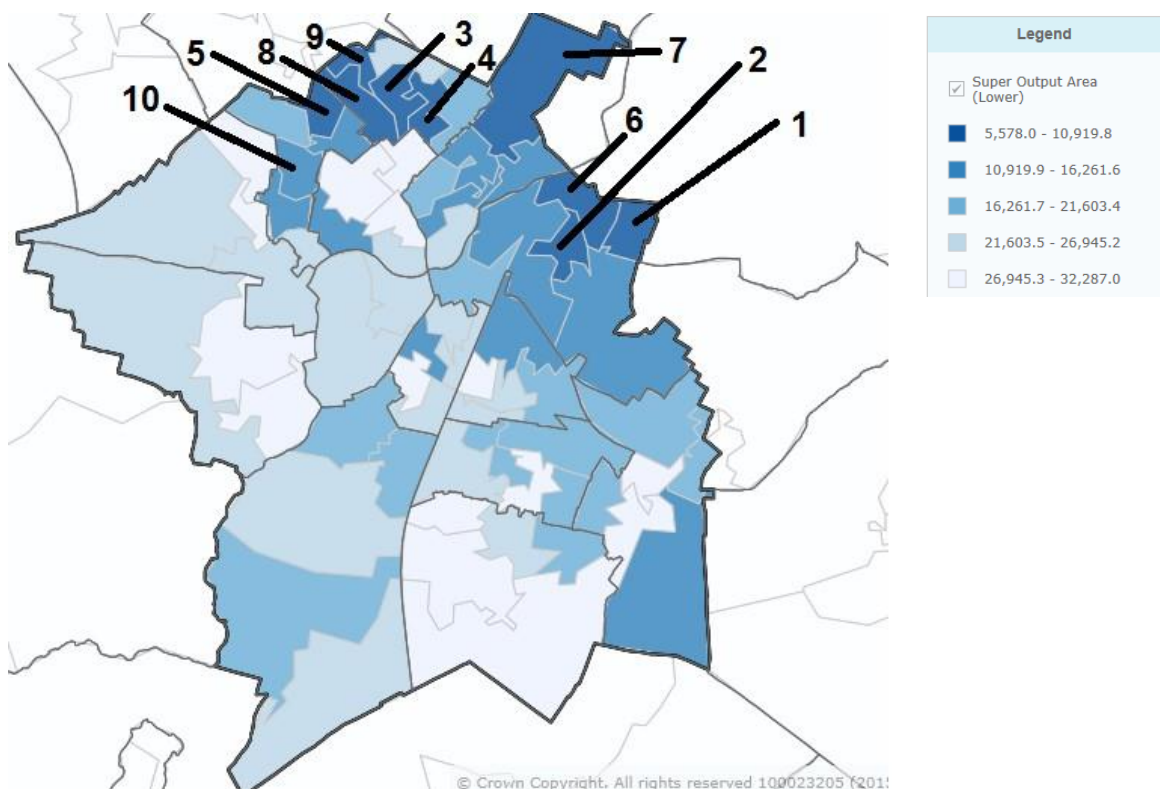
⁸ Fuel Poverty statistics measured using the Low Income High Costs (LIHC) indicator reported by Department for Business, Energy & Industrial Strategy

<https://www.gov.uk/government/collections/fuel-poverty-statistics>

⁹ Public Health England, Cambridge District Health Profiles

- For those claiming benefits, Local Housing Allowance (LHA) Rates are set well below Cambridge rents, which means that Housing benefit does not fully cover rental costs. For example, the LHA rate of £126 per week for a one bedroom home falls well short of the lower quartile rent in the city of £196 per week.
- Homelessness and rough sleeping are increasing, both nationally and locally, partly due to major cuts in welfare benefits making it more difficult for people on low incomes to maintain tenancies. The number of households accepted as homeless and in priority need of accommodation increased between 2013/14 and 2015/16 (from 127 to 172) While this count then fell in 2016/17 (to 130), homelessness has been rising amongst households whom the council has no statutory duty to rehouse. In 2015/16, 787 cases of homelessness were prevented or relieved and in 2016/17 there were 1,112. There has been a sharp rise in the number of rough sleepers recorded in the City, from 135 individuals in 2014/15, to 152 in 2015/16 and 192 in 2016/17.

Map 1: Ten Lowest IMD 2015 Ranked LSOAs in Cambridge



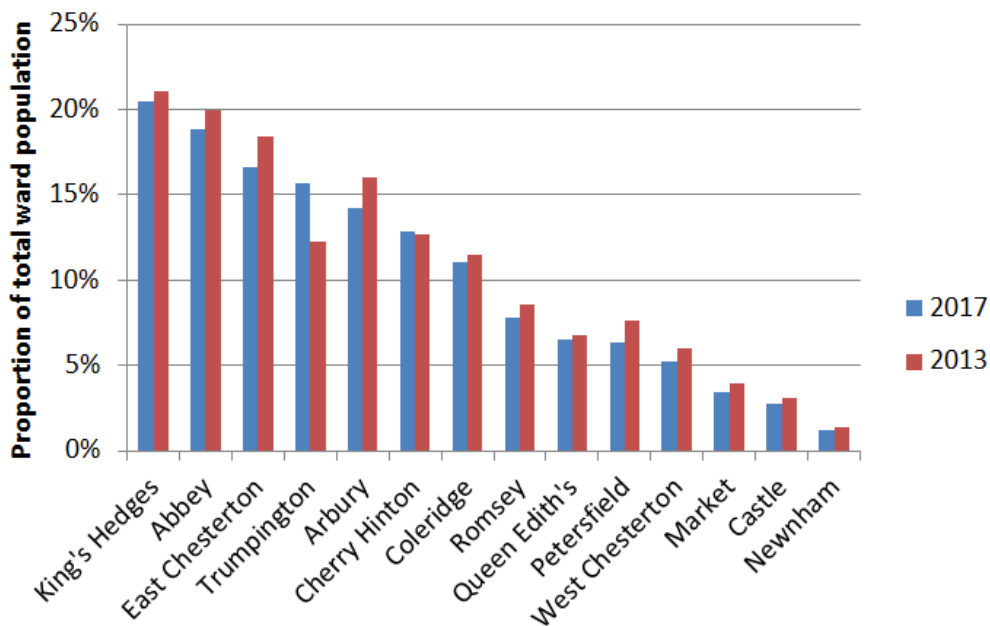
3.8 There continue to be concentrations of poverty and deprivation in particular areas of Cambridge

- As the map above shows, data from the 2015 Index of Multiple Deprivation (IMD) shows that the ten most deprived Lower Super Output Areas

(LSOAs) in Cambridge lie in the North and North East of the city, in Abbey, Arbury, East Chesterton and Kings Hedges wards.

- Two of the Cambridge’s LSOAs were in the most deprived 20% of LSOAs in the country in 2015, according to the IMD. These two LSOAs are in Abbey ward. In 2010 there were also 2 LSOAs in the most deprived 20% of LSOAs nationally, but they were in Kings Hedges ward.
- In 2011, three wards in Cambridge had higher rates of child poverty in than the national average: Abbey (26.7%), King’s Hedges (25.8%) and East Chesterton (23.9%)

Chart 3 – Housing Benefit and Council Tax support population as a proportion of total ward population



3.9 As the chart above shows, housing benefit claimants and their dependents are concentrated in particular areas within the city, primarily in the North and East of Cambridge. In 2013, King’s Hedges (21.4%), Abbey (20.4%), East Chesterton (18.8%) and Arbury (16.5%) were the wards with the highest level of housing and/or council tax benefit claimants and their dependents. In 2017, Kings Hedges, Abbey and East Chesterton remained the wards with the highest proportion of claimants, but Trumpington was the ward with the fourth highest level of claimants.

3.10 The first APS identified that particular equalities groups, including women, children and young people, lone parents, older people, people with disabilities, and BAME people, are more likely to experience poverty. As the statistics below suggest, this continues to be the case:

- **Women** in Cambridge are less likely to be in employment than men. Employment rates were lower for working age women (71.5%) in Cambridge than for working age men (82.6%)¹⁰ in 2016.
- Women in Cambridge earn less on average than men, because they are more likely to be working in lower paid occupations and are more likely to be working part-time. The average earnings for women in Cambridge with the lowest 25% of earnings is £214.50 per week or less, compared with £419 or less for men with the lowest 25% of earnings¹¹.
- **Older people** are more likely to be living in households receiving benefits than the population as a whole. For example, 16% of pensioners in six in Cambridge are living in a household claiming Housing Benefit and/or Council Tax support in 2017¹², compared to 10.6% of all Cambridge residents.
- More than one in five (22%) of all **children** in the city in 2017 are living in households that are claiming Housing Benefit and/or Council Tax Support¹³
- **Lone parent families** are more likely to be receiving benefits than other households, with almost 4 out of 5 (77%) of lone parent families in the city receiving Housing Benefit and/or Council Tax support in 2017¹⁴.
- **People with disabilities** are less likely to be economically active. 39.5% of working age people with disabilities (Equality Act core work-limiting disabled) were economically in 2016, compared to 20.1% of the working age population in Cambridge as a whole¹⁵.
- **BAME residents** are less likely to be employed than the population as a whole. 67.1% of BAME working age residents were in employment in 2016, compared to 77.4% of the working age population as a whole¹⁶.

4.0 Inequality, social mobility and skills in Cambridge

- 4.1 As the first Anti-Poverty Strategy highlights, the Cambridge economy has continued to thrive despite the national economic downturn. The city is a national centre for higher education and research and development, and has a globally significant hi-tech and bio-technology economy. In the wider Greater Cambridge sub-region (which includes the districts of Cambridge City and South Cambridgeshire), there are over 4,700 knowledge intensive

¹⁰ Office for National Statistics, 2017, Annual Population Survey

¹¹ Office for National Statistics, 2017, Annual Survey of Hours and Earnings – Resident Analysis

¹² Cambridge City Council, 2017, Housing Benefit and Council Tax support data

¹³ Cambridge City Council, 2017, Housing Benefit and Council Tax support data

¹⁴ Cambridge City Council, 2017, Housing Benefit and Council Tax support data

¹⁵ Office for National Statistics, 2017, Annual Population Survey

¹⁶ Office for National Statistics, 2017, Annual Population Survey

companies with more than 54,000 employees and a combined revenue of over £12bn¹⁷.

4.2 While many residents in Cambridge benefit from the city's prosperous economy, as the following data shows there are high levels of inequality in the Cambridge:

- The Centre for Cities¹⁸ identified Cambridge as the most unequal city in the UK in 2017, based on the 'Gini coefficient', which is an experimental measure produced by the Office for National Statistics using data on wages, pensions, benefits and other income.
- In 2016, Cambridge had the fifth highest average weekly earnings (£603 per week) of any city in the UK¹⁹. However, as highlighted at 4.4 above, those with the lowest 10% of earnings in the city received only £149.30 per week.
- While average incomes are high, significant numbers of people in the city are experiencing financial crisis. For example, the numbers of people receiving food from Cambridge City Foodbank has steadily increased over the period of the first strategy, from 4020 in 2013 to 5066 in 2016²⁰.

4.3 Available data also suggests that opportunities are more limited for people from low income households in Cambridge to succeed. Cambridge ranks 275th out of 324 local authorities across England and Wales. Outcomes are particularly poor for young people from poorer backgrounds in the city, with Cambridge having the fifth lowest score of any local authority in the Index²¹

4.4 There are a number of factors which contribute to low levels of opportunity and social mobility for people in low income households in Cambridge. These include

- An **educational attainment gap** in the city, which impacts on longer term life chances for young people from low income households. As Chart 4 on the next page shows, in 2015 less 28.1% of pupils receiving Free School

¹⁷ University of Cambridge, 2017, Cambridge Innovation in Numbers
<https://www.cam.ac.uk/research/innovation-at-cambridge/innovation-in-numbers>

¹⁸ Centre for Cities, 2017, Cities Outlook 2017

¹⁹ Centre for Cities, 2017, Cities Outlook 2017 (source ONS, 2016, Annual Survey of Hours and Earnings (ASHE), average gross weekly workplace-based earnings data)

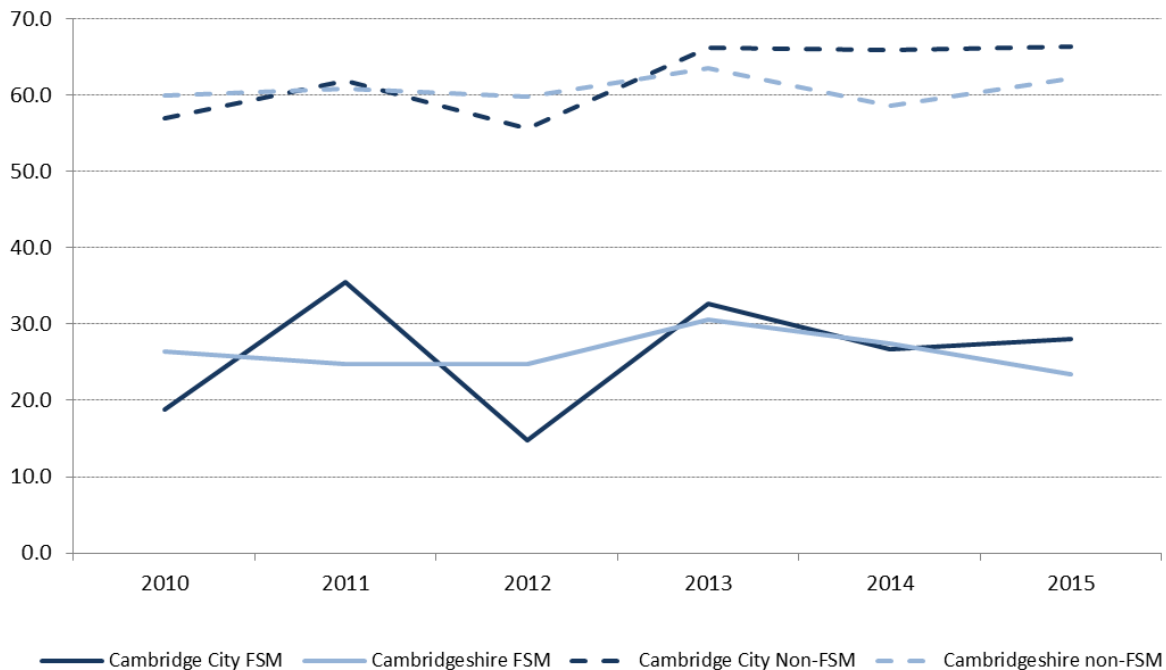
²⁰ Cambridge City Foodbank, 2017 (N.B. This increase in Foodbank usage could partly be due to greater awareness of amongst referring agencies of the support provided by the Foodbank and a reduction in the stigma previously associated with accessing them. However, it also suggests that there continue to be a significant number of residents experiencing financial hardship).

²¹ Social Mobility and Child Poverty Commission, 2016, Social Mobility Index (The Social Mobility Index compares a range of measures of the educational outcomes achieved by young people from disadvantaged backgrounds and local job and housing markets outcomes for adults. It provides a measure of the opportunities people from poorer backgrounds have to succeed across each of the 324 local authority district areas of England. Scores and rankings are provided in the Index for four different life stages – early years, school, youth and adulthood).

Meal achieved GCSE 5+ grades A*-C including English and Maths, compared to two thirds (66.4%) of children not eligible for free school meals in the city²².

Chart 4

% FSM and non-FSM pupils achieving 5+ GCSEs A*-C, including English and Maths



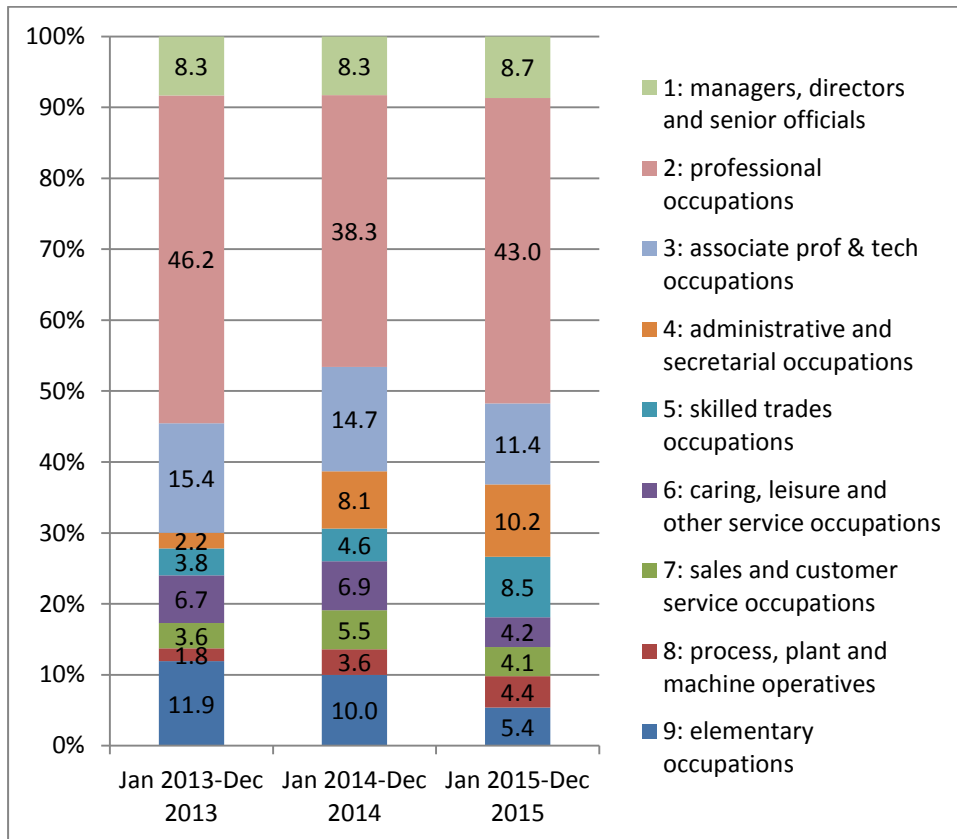
- 66.5% of the working age population in Cambridge had **higher level qualifications** (NVQ Level 4 and above) in 2015, which was the highest level of any city in the UK. As a result, opportunities for higher-skilled, higher-paid employment may be limited for young people who achieve lower qualifications in Cambridge compared to cities with lower-skilled workforces.
- The strength of the higher education, research and development and hi-tech sectors in Cambridge means that the majority of jobs are in **higher-skilled occupations**. As Chart 5 on the next page shows, in 2015, 63.1% of jobs in the Cambridge economy were in the top 3 classifications (managers, directors, senior officials; professional occupations; and associate professional and technical occupations).
- There are fewer jobs in Cambridge which require mid-level skills, which may limit the opportunities for people on low incomes to progress to higher-skilled, higher-paid occupations. However, as the chart below

²² Cambridgeshire County Council, 2017, Educational attainment data

N.B. Data for 2016 onwards is not currently available, because the Department for Education has changed the GCSE benchmark from '5+ GCSE grades A*-C, including English and Maths' to a broader benchmark (across English, Maths, the English Baccalaureate subjects, and then other qualifications). The new measure is called attainment 8 and gives each school a score that equates to an average GCSE grade.

shows, the proportion of jobs in mid-level occupations in Cambridge (administrative and secretarial occupations; skilled trades occupations; caring, leisure and other service occupations; and sales and customer service occupations) increased from 14.1% in 2013 to 22.9% in 2015

Chart5 – Percentage of all who are in employment working in different occupations



Source: Annual Population Survey, ONS

5.0 Impacts of national policy and changes in the national economy on poverty in Cambridge

5.1 There are a number of national policy developments and changes in the national economy that have had an impact on poverty in Cambridge, and which are likely to continue to have an impact in future years.

5.2 Since April 2013, the pace of welfare reforms has increased substantially. The main changes have been:

- The introduction of a local Council Tax support scheme.
- The introduction of the Benefit Cap, which initially limited the total payment of certain benefits to £500 per week for families and £350 per week for single people. The initial impact of the benefit cap in Cambridge was limited, but from November 2016, the benefit cap was reduced to £385 per

week for families and £258 per week for single people. It is projected that as a result the number of claimants affected will increase by an average of 150 at any one time.

- Restricting the eligible rent in social sector claims to a formula based on the number of bedrooms the household needs, called the Removal of the Spare Room Subsidy (RSRS). In late 2015, the removal of the spare room subsidy affected 569 working age households in Cambridge.
- Restricting the uprating of benefits and allowances.
- Freezing Local Housing Allowance rates at April 2015 levels from April 2016 for a period of 4 years. This has the impact of breaking the link between private sector rents eligible for housing benefit and actual market rents, which have seen significant increases, particularly across Cambridge, estimated at 8.3% per annum over the next 4 years.

5.3 A number of further welfare reforms will also impact on residents on low incomes, including:

- From April 2017, housing benefit entitlement will restrict the allowances for children to two children for all new claims and for existing claims that already have two allowances this will not be increased if a new child is born.
- From April 2018, many social sector rents will be restricted to the Local Housing Allowance, which has not kept pace with inflation since the benchmarking with actual markets rents ceased in 2015. There are some exemptions due for supported accommodation claims until 2019 and the shared accommodation for under 35's will not apply to social tenants.

5.4 Analysis commissioned by the Council in late 2015 suggests that there will be a cumulative impact of the above reforms for some households. During 2016, 170 more households than in 2015 will be highly impacted (reducing the incomes by £30 per week or more) by the cumulative effect of welfare reforms.

5.5 Changes in the national economy are also predicted to have an impact on residents on low incomes. Although wages have increased for Cambridge residents on low incomes over the period of the strategy, recent national projections suggest that wages and incomes are likely to fall in real terms in coming years. The projections suggest that while average wages increased in real terms between 2015/16 and 2016./17 in Cambridge²³, real earnings nationally are set to fall in 2017, due to a combination of rising inflation and lower pay growth, and are only projected to return to their 2007 level by late 2022²⁴. The Annual Survey of Hours and Earnings (ASHE) for 2016 shows

²³ ONS 2016, Annual Survey of Hours and Earnings (ASHE), average gross weekly workplace-based earnings, 2016 data; quoted in Centre for Cities, 2017, Cities Outlook 2017, <http://www.centreforcities.org/wp-content/uploads/2017/01/Cities-Outlook-2017-Web.pdf>

²⁴ Clarke, Corlett, Finch, Gardiner, Henehan, Tomlinson and Whittaker (2017), "Are we nearly there yet? Spring Budget 2017 and the 15 year squeeze on family and public finances", Resolution

that 10% of full-time jobs in Cambridge fell beneath the UK threshold for low income, which was £323 per week in 2016. This approach to defining the extent of low income has been used by What Works Wellbeing²⁵.

- 5.6 Research suggests that lone parents on low incomes will be disproportionately affected because²⁶:
- National reforms aimed at reducing in-work support and replacing this with better pay for those on low incomes will result in larger losses for lone parents, because only one income would be increased by the introduction of the National Living Wage.
 - Increasing housing, childcare and family transport costs represent a proportionately larger burden for one parent to finance than two.
- 5.7 Recent national research suggests that child poverty will continue to be a significant issue. Nationally, currently families with two parents working full time on the national living wage are 12% short of the basic amount needed for a minimum standard of living, as defined by the public²⁷. Absolute child poverty is projected to rise nationally from 27.5% to 30.3% from 2014/15 to 2021/22 due to the impact of tax and benefit reforms on low-income households with children²⁸.

6.0 Impact of Anti-Poverty Strategy projects and actions

- 6.1 The Anti-Poverty Strategy sets out 61 detailed actions that City Council services were planning to undertake from 2014/15 to 2016/17 to help achieve the 7 key objectives. The majority of these actions have been delivered, and the key projects and services have had a significant impact on the low income residents that they have reached (see below for further information on the numbers of beneficiaries and impacts of projects).
- 6.2 Some of the actions included in the strategy relate to new initiatives or pilot projects funded through the Council's dedicated Sharing Prosperity Fund (SPF), which was established in 2014 to provide resources to fund fixed-term projects that support the 7 objectives of the Anti-Poverty Strategy. A total of £1,321,962 has been allocated from the SPF to a total of 23 projects to date. Full details of these allocations are provided in Appendix C.

Foundation <http://www.resolutionfoundation.org/app/uploads/2017/03/Spring-Budget-2017-response.pdf>

²⁵ Understanding local needs for wellbeing data measures and indicators, 2016
<https://whatworkswellbeing.files.wordpress.com/2017/07/understanding-wellbeing-locally-july-20181.pdf>

²⁶ Hirsch (September 2016), "The cost of a child in 2016", Child Poverty Action Group
http://www.cpag.org.uk/sites/default/files/CostofaChild2016_web.pdf

²⁷ Hirsch (September 2016), "The cost of a child in 2016", Child Poverty Action Group
http://www.cpag.org.uk/sites/default/files/CostofaChild2016_web.pdf

²⁸ Hood and Waters (2017), "Living Standards, Poverty and Inequality in the UK: 2016-17 to 2021-22", JRF <https://www.jrf.org.uk/report/living-standards-poverty-and-inequality-uk-2016-17-2021-22>

- 6.3 There are also a number of other actions which have been taken forward using other mainstream sources of Council funding, such as the General Fund and Housing Revenue Account (HRA). Many of these actions relate to the continuation of existing core services that support vulnerable residents in Cambridge, while others involve an evolution or refocusing of existing services on low income residents in the city. It will be important to ensure that in future the Council further embeds poverty reduction activities into its mainstream services.
- 6.4 Some of the key achievements to date from projects funded through the SPF have included:
- The Council's **Living Wage** campaign has succeeded in increasing the number of Cambridge employers accredited by the Living Wage Foundation to 53, including major employers such as Anglia Ruskin University (ARU), ARM Limited and Cambridge Live. Of these 52 employers, 20 are based in Cambridge only, while 32 also have premises in other locations. 14 of the Cambridge-based companies responded to a recent survey, indicating that they employ a total of 4,202 members of staff, of which 72 received a direct pay rise following Living Wage accreditation.
 - As part of the Council's **Fuel and Water Poverty Action Plan**, between 2015/16 and 2016/17 over 165 home visits have been made to residents in fuel or water poverty, and energy and water saving information has been provided to nearly 16,988 residents likely to be in fuel or water poverty through events and targeted mail-outs. As a direct result of this activity, 152 residents have taken up energy or water saving measures from April 2015 to December 2016/17, with annual savings for each resident ranging from £80 to £330 per annum, depending on the measure implemented.
 - 445 Cambridge residents switched to **cheaper energy deals** through the Cambridgeshire-wide collective-switching scheme in 2015 and 2017, following extensive additional promotion funded through the Sharing Prosperity Fund.
 - 12 new **apprenticeship opportunities** have been created and filled in City Council services during 2014/15-2016/17, and one of the apprentices has now started work on a fixed term contract with the council following the successful completion of their apprenticeship.
 - **Free swimming lessons** were provided for 290 children in 2015/16 and as the project gained momentum with its referrals 3030 children were involved in 2016/17 who either came from low income families or cannot swim at the key stage 2 assessment point, which has helped to reduce costs for low income families.
 - The provision of rental support by the Council has enabled Cambridge City Foodbank to focus its resources on delivering a range of **support for people in financial crisis** over a two year period. From April 2016 to end of March 2017 Foodbank provided residents in financial crisis with £31,222

in pre-payment meter energy top-ups and 54,766kg of food with a value of £89,269.

- The Citizen's Advice Bureau (CAB) has been funded to pilot an **outreach advice service** at GP practices in Barnwell, East Chesterton, Arbury and Trumpington. From April 2015 to December 2016, the service supported 205 patients who are experiencing mental health issues as a result of debt or other financial issues. A total of £486,615 of additional income has been generated for these patients (an average of £2,374 per person), and between 59% and 75% of those using the service across the different locations said that seeing the adviser had reduced their stress and anxiety levels.
- 240 people have joined credit unions in Cambridge between October 2015 and April 2017, which brought the total number of **credit union** members in the city to 499. Over the same period, credit unions issued 45 loans to people in Cambridge with a total value of £55,490.
- 69 of the new credit union members were young people who opened savings accounts as a result of the **Junior Savers project**, which has worked with two schools with catchment areas in lower income areas of the city (North Cambridge Academy and Kings Hedges Primary School).
- 72 adults and children have completed six-session **cookery skills courses** delivered by Cambridge Sustainable Food in low income areas of Cambridge (Barnwell and East Chesterton), and a further 186 adults and children have attended one-off cookery skills workshops. A further four six-session courses will be completed by March 2017, including 2 courses in Arbury.
- 3020 **free lunches** were provided during the school holidays between Easter, April 2016 to half Term in February 2017 at various locations around the city, including City Council and Church venues in Abbey, Arbury, Cherry Hinton, East Chesterton, Kings Hedges, Romsey, and Trumpington wards.
- In 2015/16, 34 residents attended 12- week **digital skills training courses** provided at venues across the city by the Council's housing service, and 28 visually impaired Cambridge residents received training in basic digital skills and ongoing technical support from Camsight.
- In 2016/17, the 65+ Getting Online project has trained 4 digital champions to carry out **digital workshops**, initially in sheltered housing schemes, and then in community centres and other settings. 25 learners were engaged, and a further 23 people are on waiting lists to join a group in their area. 215 learners attended drop-in digital sessions at a 'Microhub' established in partnership with Cambridge Online and other organisations at the Meadows Centre²⁹.
- 94 single homeless people were housed through the Council's **Single Homelessness Service** (known as the Town Hall Lettings scheme) in 2016/17. A further 83 Cambridge City applicants were housed through the

²⁹ Sessions at the Microhub have been funded through a combination of the SPF, the Councils Community Development service and voluntary and community partners

service in the previous year using funding from the Department for Communities and Local Government (CLG).

- 89 tonnes of bulky waste and recyclable material were collected at 14 **community environment days** during 2015, which were part-funded through the SPF. Housing Revenue Account (HRA) funding was used to support a further 11 community environment and clean-up days during 2016/17 where 55 tonnes of bulky rubbish was also collected.

6.5 Some of the key projects and services funded through mainstream Council budgets that have had an impact on poverty have included:

- Supporting residents to receive their full entitlement of **Housing Benefit**. In 2016/17, the Council administered £36.9 million in Housing Benefit to residents on low incomes.
- Providing 6539 residents in Cambridge received a **Council Tax reduction** in 2016. An estimated £6.3m of Government and City Council funding was used to fund these reductions in 2016/17. Following the abolition of Council Tax Benefit, the Council introduced its own local Council Tax Reduction scheme in April 2013 to protect as many vulnerable people as possible from reductions in council tax support and ensure that they do not have to find extra money towards their Council Tax at a time of other cuts in welfare benefits.
- Requiring all voluntary and community sector organisations applying for grants from the Council's £900,000 annual **Community Grants** budget to demonstrate how they will use the funding to reduce social and/or economic inequality, by removing barriers for City residents with the most need.
- Achieving accreditation as a **Living Wage Employer** by the Living Wage Foundation in November 2015. The City Council pays a minimum of the Living Wage rate for all its 833 directly employed staff and agency staff, and it has progressively worked to ensure that all existing contracts are converted to a Living Wage basis by November 2017. The largest contract to be converted was the Council's contract with GLL to manage the Council's leisure centres.
- Providing **low-cost furniture** for 1,275 households from January 2015 to September 2016 2015/16 through grant funding activity by Cambridge Re-Use.
- 111 Council homes with existing pre-payment meters have been switched to **low tariff pre-payment meters** provided by Robin Hood Energy when existing tenancies came to an end, following an agreement made by the Council in March 2017. This arrangement will ensure that future tenants will have lower energy bills, and further properties will be switched in future when tenancies come to an end.
- Issuing more than 1,400 **Time Credits** to more than 75 volunteers from 2015/16 to 2016/17. For every hour that an individual contributes to volunteering for their community, they earn one Time Credit which can be

spent on a range of activities across 20 of venues in Cambridge. Time Credits can also be used to access a national network of over 700 partners.

- Organising two **Volunteer Fairs** at the Guildhall in February 2015 and January 2016. The two events included a total of 174 stalls, and were attended by a total of 1,472 people. This year's Volunteer for Cambridge Fair will take place on Saturday 21 October 2017.
- Assisting 59 people to secure **employment**, 54 people into further education or training, and 35 people into voluntary placements or work experience from 2015/16 to 2016/17 through grant funding an employment advisor at CHS Group.
- Supporting more than 1,600 instances of homeless people accessing **learning and development opportunities** from April 2015 to March 2017 by grant funding a learning and development service at Wintercomfort.
- Jointly funding the **Signpost 2 Skills service** with partners in the Greater Cambridge Partnership and the Greater Cambridge Greater Peterborough Enterprise Partnership. The service aims to ensure young people, including those from low income families, have good advice about career options in the local economy and are supported to pursue the types of learning and qualifications that will equip them to compete for those jobs. In delivering this service, Form the Future has worked with 16,150 young people and 240 employers over the past year. Ultimately the programme aims to deliver an additional 420 apprenticeships across Greater Cambridge.
- Continuing to fund and support **free events which increase community pride and cohesion**, such as the Big Weekend (which had a total estimated attendance of 30,000 in both July 2015 and 2016), Arbury Carnival, Chesterton Festival, Cherry Hinton Festival, Mill Road Winter Fair, and the Queen Edith's Community Winter Festival.
- Continuing to work in partnership to deliver an annual programme of **free events which celebrate diversity and promote community cohesion**, including events to mark: Black History Month, Cambridgeshire Celebrates Age, Disability History Month, Holocaust Memorial Day, International Women's Day, Lesbian Gay Bisexual and Transgender (LGBT) History Month and Refugee Week.
- Working with Cambridgeshire County Council to carry out adaptation works at Buchan Street Neighbourhood Centre and Ross Street Community Centre and to appoint nursery providers to deliver 48 **childcare spaces** across the two centres.
- Providing 50% reductions in entry prices to Council-owned **swimming facilities** for more than 7,500 people on low incomes who took out memberships. In 2015/16 and 2016/17 there were a total of 79,431 entries to Council-owned leisure facilities by people holding concession memberships.
- Providing **free exercise referrals** for 101 patients from surgeries in Abbey, Kings Hedges and Arbury wards from September 2015 to September 2016

in partnerships with the Primary Care Group. Following the withdrawal of PCG funding for the scheme, the scheme will be supported through the SPF in 2017/18 and 2018/19. Eligibility for the scheme will be expanded to residents on low incomes in all areas of the city.

- Constructing 162 new **affordable homes** as part of the Council's Affordable Housing Development Programme between April 2014 and March 2017. The Council has helped secure a further 684 affordable homes during this period through the planning process and work with Registered Providers.
- Installing subsidised domestic **energy efficiency measures** in 433 existing private homes in Cambridge through working with contractors and other partner local authorities in the Action on Energy partnership and utilising national Green Deal for Communities funding. 18 fuel-poor residents in Cambridge received fully-funded energy efficiency improvements using this funding.

6.6 The testimonies provided below provide an indication of the impact of some of the anti-poverty projects on some low income residents:

“The CHS Employment Advisor has really helped me to focus on my future goal. Her sessions have been very friendly and encouraging and helped build my confidence. They have made me feel better about myself. I have started a course at Cambridge Regional College. She has helped me prepare a really professional CV. She has encouraged me to do a work experience placement at CRC while doing my course (which I can put on my CV). She has also encouraged me to take up the opportunity of working in a paid, part-time role at Cambridge Regional College, which I am able to fit around my course. This will help me find a job as a when I finish my course. I am now feeling very positive about my future and am grateful for the help and encouragement I have been given – and having someone to believe in me!” Tenant in supported housing project advised by the **CHS Employment Advisor**

” I was very happy with the CAB outreach adviser. She was understanding but assertive, she went out of her way to help me. CAB helped me massively and if I had not received the support I did, I may be dead by now. I have no negative feelings and I am very grateful for all the support CAB has given me, I finally have my life together and I have not had that for an extremely long time.” Patient advised by the **CAB outreach advice service**

“Having been out of work for a year I found that Cambridge Re-Use gave me the confidence to apply for new jobs. I am currently working as a teaching assistant. The nurturing and friendly atmosphere allowed me to grow and to take challenges of a new career path with conviction in my abilities and skill set” **Volunteer at Cambridge Re-Use**

“Last summer we came to pretty much all the lunches. We were in Cambridge for the whole holidays which would have been very, very hard without anywhere to go. It’s not just about the food but also being served by amazing people.” Attendee at **free holiday lunches**

“We as a family find it hard at times to be able to afford to take the children out (three of them) so for lunches like this it really does mean a lot. More than I think people realise, so thank you very much.” Attendee at **free holiday lunches**

7.0 Learning from Anti-Poverty projects and activities to date

7.1 Significant learning has been identified from projects and actions delivered during the three years of the Council’s current Anti-Poverty Strategy. This learning has included:

- Balancing short-term and long term outcomes
- Working with vulnerable people on low incomes can be resource intensive
- Balancing a geographic focus versus a city-wide approach
- The benefits and challenges of working in partnership
- Challenges to engaging businesses in anti-poverty work

Balancing short-term and long term outcomes

7.2 The Anti-Poverty Strategy was initially focussed primarily on improving the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty. During the three years of the Anti-Poverty Strategy, the Council has taken forward a range of projects and actions which have had an immediate impact on residents in poverty, through increasing incomes or reducing costs. Examples of this approach include:

- Promoting the Living Wage, which has led to an increase in wages for some employees of companies that have become accredited as Living wage employers.
- Providing free holiday lunches at venues across the city, which helps families to meet increased food costs during school holidays when free school meals are not available.
- Providing advice to residents on availability of benefits and achieving financial savings through installing energy and water efficiency measures, switching to cheaper energy tariffs, and installing water meters.
- Continuing to support credit unions in the city, to provide access to savings accounts and affordable credit for residents on low incomes, providing an alternative to loan sharks and high-interest lenders.

7.3 However, as the Strategy has progressed we have also taken forward a number of effective initiatives which have sought to raise the aspirations and

improve the life chances of residents in poverty in the longer term. Examples of actions take to date include:

- Creating apprenticeship opportunities in Council services.
- Promoting volunteering through organising two Volunteer Fairs and providing Time Credits in low income areas of the city as an incentive for volunteering. Volunteering can help residents to develop new skills and experience which may be useful when seeking employment, but it also has a positive impact on communities.
- Funding a learning and development service at Wintercomfort and an employment advisor at CHS Group, who is supporting residents into employment, further education or training, and voluntary placements or work experience.
- Working with City Deal partners to progress the Signpost 2 Skills **service**, which will raise young people's awareness of the employment opportunities with local employers and deliver additional apprenticeships in the growth sectors in the Cambridge economy.

7.4 This experience suggests that in future it will be important for the Council's anti-poverty work to balance interventions which have an immediate impact on incomes and costs for those residents who are currently in poverty, with projects which will have a longer-term impact on life chances.

Working with vulnerable people on low incomes can be resource intensive

7.5 Some of the initiatives taken forward through the Anti-Poverty Strategy have reached a large number of beneficiaries whilst using relatively limited resources. For example, 3020 free lunches have been served as part of the holiday lunch programme to date. Contributions have been received from voluntary and private sector partners, so the project has only required £3,730 funding from the Council's SPF, which equates to £1.24 per lunch served. The benefits of this programme have also been significant in terms of reducing social isolation and providing opportunities for low income families to access a range of other services.

7.6 In contrast, other projects have involved providing more resource intensive support. Working with the most vulnerable residents on low incomes requires intensive and sustained face-to-face engagement to support them to make changes that will help them in the longer term. For example:

- £90,000 was allocated from the SPF to the outreach advice project in health centres. As outlined at 6.4 above, 205 patients at the participating practices have received advice on debt and financial issues. This equates to an average cost of £439 per patient, but it has succeeded in generating an average of £2,374 of additional income per client.
- £130,000 was allocated from the Sharing Prosperity Fund to work to address fuel and water poverty from 2014/15 to 2016/17. As outlined above the project has reached almost 17,000 targeted residents through

mailshots and attending events, but home visits have proved to be the most effective method of engaging residents who are in fuel poverty, with 165 visits carried out. Many fuel poor residents are vulnerable and have needed one-to-one support to help make changes to their heating systems, change metering arrangements, or switch tariffs.

- 7.7 Decisions on future anti-poverty projects will be made on a case-by-case basis, but it will be important to maintain a balance between projects which reach a large number of beneficiaries through a lower level of input, and those which require more intensive work to have a positive impact, due to the barriers faced by vulnerable, low income residents.

Balancing a geographic focus versus a city-wide approach

- 7.8 The Council's first Anti-Poverty Strategy used a range of data sources to identify geographical concentrations of poverty in Cambridge. As outlined at 3.8, these include the Index of Multiple Deprivation (IMD) 2015. Housing Benefit and Council Tax support data, and child poverty data.

- 7.9 As the Strategy has developed over the past three years, a number of new projects have been developed which have focussed on these concentrations of deprivation. We have learnt that this approach can help maximise the impact of projects by focussing resources on areas of identified need. It also ensures that some services are located close to populations who are most likely to access them. Examples of targeted initiatives have included:

- The outreach advice service, which has operated from health centres in Abbey, East Chesterton, Arbury and Trumpington wards.
- The cookery skills workshops, which have been delivered at venues in Abbey, Arbury and East Chesterton wards.
- The free exercise referral scheme, which was piloted in Abbey, Kings Hedges and Arbury wards, but will be rolled out city-wide from 2017/18 onwards.
- The Time Credits scheme, which was piloted in Abbey and Kings Hedges, but will be rolled out across the city from 2017/18 onwards.

- 7.10 However we recognise that while the evidence suggests that poverty is concentrated in particular areas of the city, there are also individuals and households living across the city who are living on low incomes. The Anti-Poverty Strategy has therefore also included a number of projects and actions that aim to support residents in low incomes across the city, including: the Living Wage campaign; free swimming lessons and concession memberships at leisure centres; and debt and rent advice.

The benefits of working in partnership

- 7.11 The first Anti-Poverty Strategy recognises that the Council cannot tackle poverty on its own and that much more can be achieved through working in

partnership with other local organisations from the public, voluntary and private sectors. We have worked with partners to deliver a range of collaborative projects during the first three years of the strategy, including:

- Working with **local schools** to promote financial literacy, including encourage pupils to open savings accounts with credit unions and developing a theatre performance to be delivered in schools.
- Working with **Cambridgeshire County Council, CHS Group, and Cambridge Online** to identify a programme of digital access that complements existing provision in the city.
- Working with **Jobcentre Plus and Citizens Advice Bureau** to ensure a joined-up approach to support for single, out-of-work claimants affected by the first phase of Universal Credit and to plan for the full roll-out of Universal Credit in Cambridge from June 2018.
- Working with the **Primary Care Group** to deliver a programme of free exercise referrals for patients from surgeries in low income areas.
- Working with **contractors and other partner local authorities** in the Action on Energy partnership to deliver energy efficiency measures in private homes in Cambridge, including for fuel poor households.

7.12 Some of the learning from partnership activity to address poverty has included:

- Working together in partnership has helped to make use of shared expertise, experience and resources to better meet local needs.
- For some projects we have been able to partner with well-established organisations to deliver key activities, but for others areas of activity we have needed to build the capacity of organisations to deliver
- The need to identify approaches which meet the needs of both partners priorities. For example, it can be challenging for local schools to make space for financial literacy activities when they are required to focus heavily on delivering the core curriculum.
- It has been important to ensure that services are joined-up so that individuals and families on low incomes are not contacted separately by a number of different Council services and partner about different issues (e.g. benefit advice, debt advice, energy and water advice).

7.13 In delivering the revised Anti-Poverty Strategy, the Council will continue to work in partnership with other local organisations to maximise our collective impact on poverty. Wherever possible, we will also seek to join-up so that individuals and families on low incomes are not contacted separately by a number of different Council services and partners about different issues (e.g. benefit advice, debt advice, energy and water advice). For example, we will continue to work with Cambridgeshire County Council to ensure that services are linked to the co-ordinated, multi-agency 'Think Family' approach being taken through the Together for Families programme.

Engaging businesses in anti-poverty work

7.14 We recognise that businesses in Cambridge already carry out a wide range of community activities as part of their Corporate Social Responsibility (CSR) agendas. We have engaged businesses in a number of aspects of the Anti-Poverty Strategy, including:

- exploring the feasibility for ICT companies to run coding clubs and support communal wi-fi provision for tenants in Council-owned blocks of flats
- securing food donations from local supermarkets to the holiday lunch scheme
- helping to promote the Healthier Options for Cambridgeshire pilot scheme to 150 food businesses in the city centre and the catchment areas of schools in Arbury and Kings Hedges.

7.15 However, the main focus of the Council's engagement with employers has been through actively promoting the Living Wage. 52 employers in Cambridge are now accredited, including large employers such as ARM, Anglia Ruskin University and Cambridge Live, and a number of SMEs. However the learning from the past 2.5 years shows that there are a range of factors that can discourage businesses from taking up Living Wage accreditation, including:

- The introduction of the compulsory National Living Wage for all employers in April 2016 by Government has created confusion for employers. It has also made Living Wage accreditation less attractive for some employers, because it no longer differentiates them from other companies to the same extent.
- The impact on salary costs of the annual increase in the Living Wage rate in November 2016 to reflect the rising cost of living has deterred a number of employers in Cambridge from committing to accreditation.
- Full accreditation requires employers to ensure that the Living Wage is also paid by their suppliers of goods and services and this may have deterred some.

7.16 While the Living Wage may not be the route that all employers choose, we know that many businesses are keen to support local communities and we will work with them to find opportunities to engage with a broader range of anti-poverty measures.

8.0 The Council's approach to tackling poverty from 2017 to 2020

8.1 It is proposed that the existing objectives for the Council's Anti-Poverty strategy should be refined to reflect the key issues identified in 3.0 and 4.0 above, but also the learning from projects delivered over the past three years highlighted in section 7.0.

8.2 The proposed objectives are shown in the table on the next page, with the key changes being:

- Objective 2 - A more explicit focus on improving access to higher value employment opportunities for people on low incomes, to address the issues around inequality and social mobility identified in section 4.0
- Objective 5 – A clearer focus on supporting a range of equalities groups, (children and young people, older people, women, people with disabilities, and BAME residents) which evidence suggests are more likely to experience poverty and isolation (as identified at 3.9 above). This objective brings together Objectives 3 and 5 in the previous strategy, which focussed on children, low income families, older people and people with disabilities.

Objective	
1	Helping people on low incomes to maximise their income and minimise their costs
2	Increasing community pride, raising skills and aspirations, and improving access to higher value employment opportunities for people on low incomes
3	Improving health outcomes for people on low incomes
4	Helping people with high housing costs, increasing numbers of affordable homes, and improving the condition of people's homes
5	Supporting groups of people that are more likely to experience poverty and social isolation, including children and young people, older people, women, people with disabilities, and BAME residents

8.3 The table below provides an overview of the key areas of activity that will be delivered over the next three years to achieve the five objectives set out above. A more detailed action plan is included at Appendix B, setting out the specific actions that the Council will take forward.

Objective	Areas of focus
1.Helping people on low incomes to maximise their income and minimise their costs	<p>Benefits and welfare reform – The City Council continues to support benefit claimants to ensure that they receive every penny that they are entitled to, and continues to collect outstanding debts in as sensitive a manner as possible to ensure that further hardship, distress or financial difficulties are not created. During 2016/17 we paid more than £43m in housing benefit and council tax support to over 7,800 households in Cambridge.</p> <p>As identified in section 5.0 above, continuing changes to benefits as a result of national welfare reforms are having a significant impact on the incomes of those in poverty in Cambridge.</p> <p>As part of the welfare reforms, Housing Benefit, Job Seekers Allowance (working age and income based), Income Support, Employment & Support Allowance (income related), Child Tax Credit, and Working Tax Credits, are all being incorporated into the Universal Credit. Universal Credit has been introduced in Cambridge for single</p>

claimants and will be fully rolled out in the city from June 2018 onwards.

While Universal Credit is intended to simplify the benefits system, stakeholders and staff have highlighted some of the potential impacts for vulnerable residents. For example, Housing Benefit is currently paid directly to landlords, so many tenants do not currently have to budget for their rental costs. The move to a single benefit payment made directly to the claimant may be difficult to manage for those who lack good budgeting skills. If they do not set aside some of the money to pay their rent, they may and get into arrears as a result.

The Council will continue to work in partnership with Jobcentre Plus, housing providers and the voluntary sector to support vulnerable benefit claimants in the transition to Universal Credit following the full roll-out to all claimants in Cambridge.

Debt and financial advice – As identified in the Council's first Anti-Poverty Strategy, due to a combination of high living costs and low incomes, some residents in Cambridge have very limited disposable income or savings. Residents on low incomes are more likely to find themselves in crisis situations, because they do not have the financial reserves needed to weather unforeseen events. We will continue to support residents who find themselves in debt or in financial crisis through a range of advice and support, including:

- Providing a rent advice and debt counselling service to City Council tenants, and continuing to support all Housing Benefit and Council Tax Support claimants to receive their full entitlement.
- Continuing to provide a dedicated Advice Hub in the Council's Customer Service Centre to provide space for organisations offering debt, benefits and financial advice to low income residents, including credit unions, the CAB, Cambridge Online and Council services
- Continuing to fund debt advice services provided by appropriate voluntary organisations, where these meet the priorities for the Council's grants programme
- Signposting people with financial capability issues to appropriate voluntary and community organisations

Affordable finance - As highlighted above, residents on low incomes are more likely to find themselves in crisis situations, because they do not have the financial reserves needed to weather unforeseen events. They are also less likely to have access to affordable financial services, and may be more vulnerable to loan sharks and other sources of high interest credit.

Credit unions currently provide a range of services which can benefit low income residents, including loans, savings accounts, debit cards and more recently with bank accounts. Over the past three years, the Council has supported credit unions operating in the city through:

- A promotional campaign.
- Provision of space in the dedicated Advice Hub at the Council's Customer Service Centre
- Expanding neighbourhood access points for credit unions in five new locations in the city including a number of community centres; and
- Providing support to recruit new volunteers to staff the access points.

As part of the revised Anti-Poverty Strategy we will continue to promote and signpost affordable credit options, provided by financial institutions including credit unions, to low income residents.

Energy and water costs - Energy and water costs are rising and make up an increasing proportion of household income. As outlined at 6.4 above, the Council has provided face-to-face advice and support for low income residents on how to reduce their fuel and water bills. We will seek to expand the provision of advice to reach out to higher numbers of residents in fuel and water poverty on measures to reduce their energy and water costs, including promoting water meters to households where this is beneficial.

We will also continue to provide extra promotion for the Cambridgeshire collective energy-switching scheme, which aims to secure cheaper energy deals for local residents, and we will switch existing costly pre-payment meters in Council homes to lower tariff pre-payment meters when tenants vacate properties.

As described at 6.4 above, during the period of the first Anti-Poverty Strategy, the Council worked with contractors and other partner local authorities in the Action on Energy partnership to install subsidised domestic energy efficiency measures in private homes utilising national Green Deal for Communities funding.

As this funding is no longer available, we will explore opportunities to secure new external funding which could provide capital to support insulation and energy efficiency measures for both Council and private homes, including funding potentially available from large energy companies through the Energy Company Obligation.

Living Wage – As identified at 3.4, although average incomes in Cambridge are high, a significant proportion of residents are living on low incomes, which is compounded by a combination of rising living costs and declining wages in real terms.

Increasing the number of people in Cambridge who are paid the Living Wage will help maximise the incomes of people who are living on low incomes. Research by the Resolution Foundation and the Institute for Public Policy Research suggests introducing the Living Wage nationally would increase the gross annual earnings of the country's employees by around £6.5 billion (although more than half of this increase in earning would go the Treasury in the form of higher

2. Increasing community pride, raising skills and aspirations and improving access

income tax payments and national insurance contributions, as well as lower spending on benefits and tax credits)³⁰.

The Council secured accreditation from the Living Wage Foundation as a Living Wage employer in November 2014. The Council pays its own employees the Living Wage, along with qualifying staff working for the Council's contractors.

As highlighted at 6.4 above, the Council has actively promoted the Living Wage to employers in Cambridge, employing a dedicated member of staff to lead the campaign since November 2014. In this period, the number of Cambridge employers accredited by the Living Wage Foundation has increased to 53, including major employers such as Anglia Ruskin University (ARU), ARM Limited and Cambridge Live.

We will continue to promote the Living Wage to employers in the city, using a range of methods including: face-to-face meetings with businesses; promotion through business networks such as the Chamber of Commerce; holding seminars for businesses in target sectors; and media and communications activity.

Working with businesses – In addition to promoting the Living Wage to employers in Cambridge, we will seek to work more closely in future with large businesses and employers in the city through the Anti-Poverty Strategy. Building on the corporate social responsibility activity already carried out by a number of major firms in the city, we will work with local businesses to identify ways in which they might use their skills, capacity and resources to support achievement of shared objectives around tackling poverty and disadvantage.

We will learn from good practice examples from other Councils who have adopted this approach. For example, Leeds City Council and Lincoln City Council have promoted and helped broker the following opportunities for local businesses to get involved, include:

- Supporting the activities of local community and voluntary groups
- Providing apprenticeships or traineeships, work experience or work placement opportunities, or careers talks in schools.
- Supporting volunteering by staff in local communities, including individual volunteering in local schools, mentoring schemes or befriending schemes, or through team building activities such as clearing open spaces
- Giving money, through: sponsorship; a corporate charity budget that is invested locally; supporting staff to hold fundraising events; or establishing a payroll giving scheme.

Supporting people into higher paid employment - As set out at 4.0 above, there continues to be significant levels of income inequality in Cambridge. In recent years the concept of “inclusive growth” has been developing as a means of tackling income inequality by bringing economic growth and anti-poverty strategies

³⁰ IPPR, 2012, <http://www.ippr.org/news-and-media/press-releases/paying-a-living-wage-could-save-the-uk-billions>

to higher paid employment opportunities for people on low incomes

closer together.

The Inclusive Growth Commission defines inclusive growth as “enabling as many people as possible to contribute and benefit from growth”. As part of this approach, recent research commissioned by the Joseph Rowntree Foundation recommends that economic growth strategies need to be connected with poverty alleviation initiatives, particularly to address issues of low pay, low skills and lack of mobility in the labour market.

The Council will continue to work closely with local voluntary and community organisations and public sector partners which provide employment and skills support for residents on low incomes. In the coming years, the Council will work also work with partners in the Greater Cambridge Partnership (GCP), the Greater Cambridge Greater Peterborough Local Enterprise Partnership (LEP) and the Cambridgeshire and Peterborough Combined Authority to ensure that economic growth plans for Cambridge promote more inclusive growth and support the Council’s anti-poverty objectives.

There are already some good examples of partnership projects that the Council is engaged in which are aiming to raise skills and support people into employment, such as:

- Signpost2Skills – Through the Greater Cambridge Partnership, the Council is one of a number of partners that has made a financial contribution to the Signpost2Skills project, which brings together local businesses with school pupils, including those from low income backgrounds, to raise their awareness of career options in the local economy and the types of learning and qualifications that will equip them to compete for those jobs.
- Apprenticeship Brokerage service - The Greater Cambridge Partnership is currently considering whether to refocus its work on skills to establish an apprenticeship matching/brokerage service that has a focus on STEM apprenticeships. This would help address the gap between available apprenticeships and people looking for, or potentially looking for, an apprenticeship placement
- Proposed Abbey-Chesterton bridge – As part of the Greater Cambridge Partnership proposals for the Chisholm Trail, a cycle and walking route from the North to the South of the city, a new £4.5 million bridge will be built which would provide residents in Abbey ward with improved access to the new Cambridge North Station and employment opportunities in at the Science Park.

Raising skills, attainment and life chances – As identified at 7.2 to 7.4 above, in order to have a sustained impact on poverty in Cambridge, during the next phase of the Anti-Poverty Strategy, the Council will need to balance initiatives which have an immediate impact on residents living in poverty, with activities which will improve the life chances of residents in poverty in the longer term. A number of stakeholders consulted during the development of the Council’s first Anti-Poverty Strategy highlighted the importance of raising skills and supporting low income residents and to achieve their aspirations.

While other organisations in Cambridge such as Cambridgeshire County Council, schools and further education colleges have a greater role to play in the skills agenda, as part of the new Anti-Poverty Strategy we will support additional projects which aim to raise skills and aspirations for young people. For example the Sharing Prosperity Fund is supporting the following projects being delivered through the wider My Cambridge partnership:

- Activate project - which is working intensively with a cohort of young people on free school meals. Participants will benefit from a programme of different activities delivered by local arts and cultural organisations to develop self-awareness, resilience and leadership skills. A key aim of the project is to improve the long-term educational attainment of participants.
- Act Up project - which will work with a cohort of young people who are living on low incomes and are involved with the criminal justice system. It will use theatre sessions to develop their creative and analytical skills and help them to manage social situations more constructively. A key aim of the project is to reduce participant's engagement with the criminal justice system and develop skills needed to progress into employment.

Digital access - Promoting access to digital services and technology for people on low incomes can help reduce poverty by:

- Providing access to financial savings. Offline households are missing out on estimated savings of £560 per year through cheaper deals on utilities (e.g. energy bills, telephone bills) and many products that are available online³¹.
- Helping to address the educational attainment gap currently experienced by young people from lower income families. Research shows that children that have access to the internet at home gained ten GCSE points on average, but less than one in two participants from the poorest households have home internet access, compared to almost all participants from the richest families³².
- Helping residents on lower incomes to access employment. Research suggests that most jobs currently require at least basic digital skills. Between 75% and 90% of jobs nationally requiring at least some computer use and 72% of employers state that they are unwilling to interview candidates who do not have basic IT skills.³³

As outlined at 6.4 above, the Council has worked with a range of partners to deliver a number of projects as part of its Digital Access Strategy. In the coming years we will continue to promote digital

³¹ Royal Geographical Society, <https://21stcenturychallenges.org/digital-divide-in-the-uk/>

³² Chowdry, H. et al (2010) The role of attitudes and behaviours in explaining socio-economic differences in attainment at age 16. Institute for Fiscal Studies

³³ Poverty and Social Exclusion, 2013, 'Low income and digital exclusion'
<http://www.poverty.ac.uk/editorial/low-income-and-digital-exclusion>

access for people on low incomes, by:

- Developing and delivering training for volunteer 'digital champions' across the city, who will help support residents who are digitally excluded to access the internet and develop basic digital skills
- Developing and delivering a programme of digital support (including 1:1, groups, community centre-based and home based support) for key excluded groups, including older people, low income families, people with disabilities, social housing tenants and those who have never used the Internet
- Raising awareness of digital access issues amongst voluntary and community sector groups through the delivery digital training

Promoting volunteering – Volunteering brings a range of benefits, including helping residents to develop skills and experience which can assist with the progression into work. It can also help build community cohesion and share skills and expertise for the benefit of the wider community.

The Council will continue to promote opportunities for residents on low incomes to volunteer. For example, we will:

- Hold an event to increase the number of volunteers in the city
- Fund the expansion of the existing 'time credits' project in Abbey, Arbury, East Chesterton, Kings Hedges and Trumpington. The project gives residents a 'time credit' for each hour of voluntary activity, which can be spent on a range of activities across 20 of venues in Cambridge. The pilot phase of the Time Credits project has already encouraged people to engage in activities which benefit the local community, helped volunteers to develop valuable skills, and enabled them to access services that they might otherwise not be able to afford.

Community pride and cohesion – A number of stakeholders consulted as part of the development of the Council's first Anti-Poverty Strategy highlighted the importance of events and activities which bring together local residents to celebrate the local area. Such events can help foster a sense of pride and belonging, and they can help raise aspirations by bringing together people from different backgrounds. To help achieve this we will:

- Continue to provide a programme of 'community days' and 'skip days' in low income areas of the city.
- Continue to support events which increase community pride, such as the Big Weekend, Arbury Carnival, Chesterton Festival, and Cherry Hinton Festival.
- Continue to work with local equality and diversity organisations to support an annual programme of events which celebrate diversity and promote community cohesion

3. Improving health

Physical and mental health - As highlighted at 3.6 above, there are

outcomes for people on low incomes

significant health inequalities in the city, with people from the more affluent areas of the city living significantly longer than people from the most deprived areas of the city.

We will work with partners in health services and the voluntary sector take action to help improve the physical and health of people on low incomes, including:

- Continuing to fund Cambridge Sustainable Food network to deliver a programme of cookery skills workshops for individuals and families on low incomes, with the aim of supporting people to prepare and cook low cost, nutritious meals.
- Continuing to offer 50% discounts on entry to City Council owned swimming and sports facilities for people on means-tested benefits.
- Expanding the existing free exercise referral scheme, which has focussed on Abbey, Kings Hedges and Arbury wards, to cover the whole city. The scheme funds referrals from doctors for a programme of exercise sessions at local gyms for patients on low incomes.
- Continuing to fund an expanded 'Advice on Prescription' project, to provide outreach support for residents experiencing mental health issues due to low income, debt or addiction at East Barnwell Health Centre, Nuffield Road Medical Centre, Arbury Road Surgery, and Trumpington Medical Centre.

4. Helping people with high housing costs, increasing numbers of affordable homes, and improving the condition of people's homes

Affordable Housing Development Programme – As highlighted in the Council's Interim Housing Strategy Statement, there are a number of national policy constraints which impact on the Council's ability to maintain the existing stock of affordable housing in the city and construct new Council homes , including:

- A national 1% annual reduction in social rents for four years from April 2016;
- A proposed requirement for local authorities to pay a levy to government, based on the value of higher value council homes which become empty.
- a cap on the amount councils can borrow against their Housing Revenue Account;
- Council housing numbers have been falling since the early 1980s due to Right to Buy sales (over which the council has no control) and there are proposals to extend the right to housing association tenants.

However, the Council is taking advantage of some major opportunities to tackle the housing crisis and increase the number of affordable homes in the city, including:

- The council, together with key partners, have set up a Greater Cambridge Housing Development Agency. Working in partnership the aim is to be involved in schemes that deliver around 250 new homes a year, primarily affordable housing. 139 new homes will be delivered on City Council-owned sites by March 2018.

- The new devolution deal for Cambridgeshire and Peterborough, which provided £70m funding to deliver at least 500 Council homes in Cambridge by 2023.
- The Greater Cambridge Partnership is enabling us to work in partnership to accelerate housing growth and provision of transport infrastructure.

Affordable Housing on Strategic Growth Sites and other non-City Council land

- The City Council is also working to increase the supply of housing available at sub-market rents through the planning process, by seeking up to 40% affordable housing to be provided by private developers on larger new residential sites in the city. This has resulted in the construction of 684 affordable homes between April 2014 and March 2017, through the planning process and work with Registered Providers. A further 479 affordable housing properties are projected for completion on Strategic Growth Sites by March 2020

Support for homeless people – As highlighted at 3.7, the number of homeless people and the number of rough sleepers in Cambridge continues to rise. As set out in the Council’s Interim Housing Strategy Statement, the council works closely with a range of partner agencies to provide a number of prevention initiatives and accommodation and support services.

We have, over recent years, focused closely on preventing homelessness, shifting resources more towards enabling and supporting people threatened with homelessness to remain where they are or access appropriate alternative housing.

Our focus has also been moving away from short-term hostel accommodation for single homeless people, towards supporting partner agencies in the provision of one-to one support and re-ablement services, including development of skills and employment.

The Interim Housing Strategy sets out a range of proposed actions to support homeless people in Cambridge, including several which are included in the revised Anti-Poverty Strategy:

- With funding recently secured through the government’s Homelessness Prevention Trailblazer fund, working with sub-regional partners to develop a co-ordinated multi-agency approach to preventing homelessness, which will include setting up a landlord resolution service to help maintain tenancies and reduce evictions.
- Minimising use of temporary accommodation and bed and breakfast; e.g. through further improving the speed at which homelessness decisions are made, and regularly reviewing temporary accommodation requirements.
- Continuing the Single Homeless Service to provide a local lettings agency to support single homeless people who do not need supported housing to move into private rented accommodation and, in so doing, freeing up spaces in supported accommodation for those who need it

5. Supporting groups of people that are more likely to experience poverty and social isolation, including children and young people, low income families, people with disabilities, older people, women, and BAME residents

- Continuing to provide financial support and funding to voluntary and community organisations providing housing, welfare, learning and employment support to homeless people in Cambridge.

Support for equalities groups - As outlined at 3.9, particular equalities groups, including women, lone parent families, children and young people, older people, people with disabilities, and BAME people, are more likely to experience poverty. Stakeholders consulted in the development of this strategy also highlighted the issue of 'intersectionality', which means that some residents on low incomes will experience multiple barriers due to sharing a number of these characteristics.

The Anti-Poverty Strategy Action Plan includes a range of actions designed to support groups of people who are more likely to experience poverty and social isolation, including:

- Continuing to provide open access activities for **children and young people** in local neighbourhoods across Cambridge, including low income neighbourhoods
- Commissioning a theatre production to be delivered in secondary schools and community setting in Cambridge, to raise awareness of money issues and financial decisions and the effect these can have on **young people's** lives
- Continuing to work with Cambridgeshire County Council to provide nursery provision at Ross Street Community Centre and Buchan Street Neighbourhood Centre
- Continue to provide a programme of free lunches in community facilities and other venues for **low income families** during school holidays, to reduce costs for families when free school meals are not available, reduce social isolation and provide opportunities for families to access other services
- Continue to support the Home Improvement Agency (HIA) to provide **older, vulnerable or disabled** people, or who are on a low income, to repair, maintain or adapt their homes
- Continue to provide city-wide support service for older people, working with health and social care services at Cambridgeshire County Council and local housing associations
- Fund a dedicated post to provide additional support for older people in Cambridge who are in financial need to maximise their access to low income benefits, with a specific focus on older Asian women and single older people.
- Continue to provide free monthly health sessions for BAME women

Appendix A – Basket of indicators for measuring poverty in Cambridge

	Objective	Measures	2012	2013	2014	2015	2016	2017	Source
1	Helping people on low incomes to maximise their income and minimise their costs	ONS estimated weekly median pay (gross for all employees) in Cambridge		£479.30	£456.70	£485.30	£502.90		Annual Survey of Household Earnings, Office for National Statistics (ONS)
		ONS estimated weekly median pay (gross for 25 percentile) in Cambridge		£265.00	£257.60	£297.30	£319.70		Annual Survey of Household Earnings Office for National Statistics
		Total number of people living in households claiming Housing Benefit and Council Tax Support claimants and their dependents		14,477				13,968	Cambridge City Council Housing Benefit and Council Tax Support data
2	Increasing community pride, raising aspirations and making the move into work easier	% Pupils achieving 5+ GCSE grades A*-C, including English and Maths		32.7	26.7	28.1			Cambridgeshire County Council educational attainment data
		Percentage of Year 12 young people who are not in education, employment and training (NEET) or Unknown (Cambridge North)		5.50%	4.90%	4.00%	5.30%		Cambridgeshire County Council NEET data <i>N.B all data is for financial years 2013/14, 2014/15, 2015/16, except 2016 data which is for December 2016</i>
		Percentage of Year 13 young people who are not in education, employment and training (NEET) or Unknown (Cambridge North)		7.30%	5.20%	7.20%	6.60%		
		Percentage of Year 12 young people who are not in education, employment and training (NEET) or Unknown (Cambridge South)		5.10%	5.70%	4.70%	3.70%		

	Objective	Measures	2012	2013	2014	2015	2016	2017	Source
		Percentage of Year 13 young people who are not in education, employment and training (NEET) or Unknown (Cambridge South)		8.00%	5.30%	5.60%	6.20%		
		Percentage of working age population (16-64) who are unemployed		7.3%	4.2%	2.9%	3.2%		Annual Population Survey, Office for National Statistics (ONS)
		Percentage of employees who are employed in the three lowest skilled occupation classifications (sales and customer service occupations; process plant and machine operatives; and elementary occupations)		17.3%	19.1%	13.9%			Annual Population Survey, Office for National Statistics (ONS)
		Percentage of working age population with no qualifications		5.3%	9.1%	4.5%	4.3%		Annual Population Survey – Resident Analysis, Office for National Statistics
3	Reducing the impact of poverty on children and helping low income families with the cost of raising a child	Percentage of children living in households claiming Housing Benefit and/or Council Tax Support		17%			22%		Cambridge City Council Housing Benefit and Council Tax Support data
		Number of lone parents households claiming Housing Benefit and/or Council Tax Support		1,546			1,690		Cambridge City Council Housing Benefit and Council Tax Support data
4	Reducing the link between poor health and poverty	Gap in life expectancy between the least and most deprived areas in Cambridge (men)	9.6	8.2	8.9	9.3			Public Health England, Cambridge District Health Profiles (<i>N.B. figures are for 2010-2012, 2011-2013, 2012-2014 & 2013-2015</i>)
		Gap in life expectancy	10.0	7.9	7.6	7.4			Public Health England,

	Objective	Measures	2012	2013	2014	2015	2016	2017	Source		
Page 73		between the least and most deprived areas in Cambridge (women)							Cambridge District Health Profiles (<i>N.B. figures are for 2010-2012, 2011-2013, 2012-2014 & 2013-2015</i>)		
	5	Ensuring that vulnerable older people get the services that they need and reducing the social isolation they can experience	Percentage of older people living in households claiming Housing Benefit and/or Council Tax Support		18%				17%	Cambridge City Council Housing Benefit and Council Tax Support data	
			Percentage of single older people in Cambridge that are claiming Housing Benefit and/or Council Tax Support		74%					TBC	Cambridge City Council Housing Benefit and Council Tax Support data
			Satisfaction of vulnerable older people with targeted services provided by the City Council, such as sheltered housing				97.6%	94%			Cambridge City Council service user satisfaction data (<i>N.B. figures are for financial years e.g. 2015/16, 2016/17</i>)
		Helping people with high housing costs, increasing numbers of affordable homes, & improving the condition of people's homes	The relationship between the lower quartile house price and lower quartile earnings			14.6	16.6	18.8		Hometrack data	
			Lower quartile private sector rents			£563	£675	£875		Hometrack data on private rents	
			The percentage of households in Cambridge experiencing fuel poverty		12.1%	11.3%				Department for Energy and Climate Change fuel poverty data	
	7	Working in partnership to tackle wider barriers to employment & engagement	Numbers of people who meet one or more of the Digital Inclusion Outcomes Framework indicators as a result of the City Council's Digital Access Strategy				79	240		Cambridge City Council data (<i>N.B. figures are for financial years e.g. 2015/16, 2016/17</i>)	

Appendix B - Anti-Poverty Strategy Action Plan 2017-2020

Action	Lead officer and service	Completion date	Performance measures
Objective 1. Helping people on low incomes to maximise their income and minimise their costs			
1.1 Continue to focus the Council's Community Grants programme on reducing social or economic inequality for city residents with the highest needs	Jackie Hanson, Community Services	March each year June each year	<ul style="list-style-type: none"> Main grants budget is fully allocated each year to Voluntary Sector activities that meet the Council's grants priorities Grant awards are monitored to ensure they deliver the outcomes set out in funding agreements - Summary report produced in July each year
1.2 Maintain the Council's accreditation as a Living Wage employer, including paying City Council staff the Living Wage and working with our contractors to pay the Living Wage	Helen Crowther, Corporate Strategy Deborah Simpson, Human Resources Heidi Parker, Strategic Procurement	November 2017 - accreditation to be renewed annually to 2020	<ul style="list-style-type: none"> 100% of City Council direct employees paid a minimum of the national Living Wage rate 100% of agency workers paid a minimum of the national Living Wage rate after 4 weeks of their engagement with the City Council. 100% of new City Council contracts let on a Living Wage basis, where this is legally possible All existing contracts reviewed for the Living Wage position at the earliest opportunity: at a break clause in the contract; when considering whether or not to take up an option to extend a contract; or at the contract renewal date.
1.3 Promote Living Wage accreditation among employers in Cambridge, including businesses and voluntary and community sector organisations	Helen Crowther, Corporate Strategy	March 2020	<ul style="list-style-type: none"> Increase the number of Cambridge employers that have achieved Living Wage accreditation to 80 Number of employees working for employers that have achieved Living Wage accreditation
1.4 Work with local businesses to identify ways in which they might use their skills, capacity and resources to support achievement of shared objectives around tackling poverty and disadvantage"	David Kidston/Helen Crowther Corporate Strategy James Elms, Commercial Services	March 2019	<ul style="list-style-type: none"> Number of businesses and employers engaged Number and type of new corporate social responsibility activity undertaken by businesses and employers following engagement with the City Council
1.5 Continue to work in partnership with Jobcentre Plus, housing providers and the voluntary sector to support vulnerable benefit	Alison Cole, Revenues and Benefits	From June 2018 onwards	<ul style="list-style-type: none"> Average number of days taken to process benefit claims

Action	Lead officer and service	Completion date	Performance measures
claimants in the transition to Universal Credit following the full roll-out to all claimants in Cambridge			
1.6 Continue to support Housing Benefit claimants to receive their full entitlement	Alison Cole, Revenues and Benefits	Ongoing to March 2020	<ul style="list-style-type: none"> Number of households receiving Housing Benefit in Cambridge Total value of Council Tax support paid by the Council to Cambridge households (against a baseline of £36.9 million in 2016/17)
1.7 Continue to operate a Council Tax reduction scheme which supports as many vulnerable residents as possible in 2017/18, and support claimants to receive their full entitlement	Alison Cole, Revenues and Benefits	Ongoing to March 2020	<ul style="list-style-type: none"> Number of households receiving Council Tax support (against baseline of 6,539 households receiving support in November 2016) Total value of Council Tax support paid by the Council to Cambridge households (against baseline of £6.3 million in 2016/17)
1.8 Continue to assist City Council tenants to apply for welfare benefits, and provide a rent advice and debt counselling service to City Council tenants	Sandra Farmer, Housing Services	Ongoing to March 2020	<ul style="list-style-type: none"> Support provided to new tenants who claim Housing Benefit or Council Tax Support so that they do so in their first week of their tenancy commencement Number of evictions for rent arrears (target less than 16 during 2017 / 2018) Total rent arrears for current tenants (target below £500,000)
1.9 Continue to fund debt advice services provided by voluntary organisations and signpost people with financial capability issues to appropriate organisations	Jackie Hanson, Community Services Sandra Farmer, Housing Services Alison Cole Revenues and Benefits	Ongoing to March 2020 (subject to assessment of grant applications)	<ul style="list-style-type: none"> Number of Cambridge residents provided with debt advice by grant-funded organisations
1.10 Continue to provide a dedicated Advice Hub in the Council's Customer Service Centre to provide space for organisations offering debt, benefits and financial advice to low income residents, including credit unions, the CAB and Council services	Jackie Hanson, Community Services	March 2020	<ul style="list-style-type: none"> Number of residents provided with debt, benefits and financial advice at the Advice Hub Number of Credit union members in Cambridge per annum (from baseline 499 in April 2017)
1.11 Fund a dedicated City Council Financial Inclusion Officer to develop and coordinate a wide range of financial inclusion work, including	Jackie Hanson, Community Services	March 2018	<ul style="list-style-type: none"> Number of credit union members in Cambridge per annum (from baseline of 499 in April 2017)

Action	Lead officer and service	Completion date	Performance measures
supporting credit unions, researching affordable credit options, financial education and support, debt and benefit support.			
1.12 Continue to provide targeted advice to residents in fuel or water poverty on measures to reduce their energy and water costs	Jo Dicks, Environmental Services	March 2019	<ul style="list-style-type: none"> Number of residents receiving face-to-face advice from this initiative on energy and water saving measures Number of residents taking up energy or water saving measures following advice from this initiative. Number of residents taking up water meters or moving to an assessed rate following advice from this initiative.
1.13 Continue to provide extra promotion in Cambridge for the collective County-wide energy-switching scheme, which aims to secure cheaper energy deals for local residents.	Jo Dicks, Environmental Services	Ongoing	<ul style="list-style-type: none"> Number of residents switching to cheaper energy deals per annum as a result of the collective-switching scheme
1.14 Switch existing pre-payment energy meters in Council homes to low tariff pre-payment meters provided by Robin Hood Energy when tenants vacate properties and they become void	Trevor Burdon, Estates and Facilities	March 2018	<ul style="list-style-type: none"> Number of prepayment meters in Council properties replaced with lower-cost pre-payment meters and switched to Robin Hood Energy when they become void
1.15 Explore opportunities to secure new external funding which could provide capital to support insulation and energy efficiency measures for both council and private homes following the closure of the national Green Deal Communities scheme, including specifically the revised Energy Company Obligation (ECO)	Jo Dicks, Environmental Services	November 2018	<ul style="list-style-type: none"> Number of homes with insulation and energy efficiency measures installed through council scheme (target 150) Total amount of capital investment secured for insulation and energy efficiency measures (which could be over £300,000 if other targets are met)
1.16 Support voluntary and community organisations to provide low cost furniture to people on low incomes, subject to ongoing evaluation of the need for and efficacy of these services	David Greening, Housing Services	Ongoing to March 2020	<ul style="list-style-type: none"> Number of people per annum provided with low cost furniture across all tenures (target 850 in 2017/18, 950 in 2018/19)
1.17 Providing support on a case-by-case basis with premises costs for voluntary and community organisations (e.g. Cambridge City Foodbank) which support residents on low incomes, to	Dave Prinsep, Property Services	March 2018	<ul style="list-style-type: none"> Level of funding for premises costs provided to voluntary and community organisations which support residents on low incomes

Action	Lead officer and service	Completion date	Performance measures
enable organisations to develop their activities and become more sustainable			
Objective 2. Increasing community pride, raising skills and aspirations, and improving access to higher paid employment opportunities for people on low incomes			
2.1 Continue to fund and support events which increase community pride and cohesion, such as the Big Weekend, Chesterton Festival, Arbury Carnival and Cherry Hinton Festival	Jane Wilson, Community Services	Ongoing to March 2020	<ul style="list-style-type: none"> Number of people attending the Big Weekend event from low income groups (through postcode data from surveys of attendees)
2.2 Continue to support an annual programme of events which celebrate diversity and promote community cohesion, in partnership with local equality and diversity organisations	Ariadne Henry, Community Services	Annually to March 2020	<p>Successful programme of events delivered linked to each national or international event, including free events and events with free spaces for people on low incomes:</p> <ul style="list-style-type: none"> Great Get-Together (June 2017) Black History Month (October 2017) Disability History Month (November – December 2017) Holocaust Memorial Day (January 2018) International Women’s Day (March 2018) Lesbian Gay Bisexual and Transgender (LGBT) History Month (February 2018) Refugee Week (June 2018)
2.3 Continue to provide a programme of ‘community days’ and ‘skip days’ in low income areas of the city and areas with high levels of fly tipping to: save residents money from disposing of bulky waste; encourage residents to have a sense of pride in their neighbourhood; and encourage community engagement to help create sustainable communities.	Sandra Farmer, Housing Services	March 2018	<ul style="list-style-type: none"> Number of community days held in low incomes areas of the city (target 6 in 2017/18) Number of skip days held in low income areas of the city Tonnage of bulky waste collected at community days
2.4 Fund SPICE to expand the existing ‘time-credit’ scheme to support residents on low incomes in Abbey, Arbury, East Chesterton, Kings Hedges and Trumpington to volunteer and engage in community activities	Sally Roden, Community Services	March 2019	<ul style="list-style-type: none"> Number of time Credits issued to volunteers (target 2500) 200 Number of volunteers engaged in the target wards (target 200) Number of community groups supported in the target wards (target 20) Number of training sessions delivered to community groups and council teams (target 8)

Action	Lead officer and service	Completion date	Performance measures
2.5 Hold an event to increase the number of volunteers in the city	Bridget Keady, Community Services	October 2017	<ul style="list-style-type: none"> Number of organisations offering volunteer opportunities at the 'Volunteer for Cambridge' event Number of people attending 'Volunteer for Cambridge' event (Baseline 800 in 2016)
2.6 Deliver the Activate project, which will work with a cohort of young people on free school meals, who will benefit from a programme of different activities to develop self-awareness, resilience and leadership skills delivered by local arts and cultural organisations.	Jane Wilson, Community Services	March 2019	<ul style="list-style-type: none"> Number of young people taking part in the programme who are eligible for free school meals and have been identified by the college as being at significant risk of not reaching their potential (target 30). Educational attainment of participants, as measured by the school, compared to expected educational attainment without the programme. Aspiration levels of participants, including number of participants aspiring and planning for further or higher education
2.7 Deliver the Act Up project, which will provide theatre sessions to a cohort of young people in the Abbey wards who are living on low incomes and who are involved with the criminal justice system to support them to change their behaviours and develop a set of skills and tools for managing social situations	Jane Wilson, Community Services	March 2019	<ul style="list-style-type: none"> Number of young people aged 17-24 taking part in the programme (target 30) Percentage of participants achieving a Bronze Arts Award (with an expected completion rate of 90%). Reduced engagement in the criminal justice system by participants
2.8 Develop the implementation phase of the Cambridgeshire Culture Card scheme, a major initiative that aims to: <ul style="list-style-type: none"> increase all children and young people's engagement in arts and culture, specifically targeting those from low income backgrounds; and produce robust evidence of the impact of engagement arts and culture on a wide range of outcomes including education, non-academic skills, and wellbeing. 	Michelle Lord, Community Services	March 2020	<ul style="list-style-type: none"> Number of young people taking part in the pilot phase of the project to explore the impact of different incentives, communication and engagement mechanisms (target: 100 eligible for free school meals, 100 non-FSM) Number of activities and events attended from the city's existing cultural offer by children and young people and their families Aspiration levels of participants, including the number of participants aspiring and planning for further or higher education Educational attainment of participants and development of soft skills, including interpersonal, analytical and personal skills.
2.9 Provide apprenticeship opportunities in City Council services through a dedicated apprenticeship programme from 2014/15 to	Vince Webb, Human Resources	a) March 2018 b) March 2021	<ul style="list-style-type: none"> a) Number of new apprenticeship opportunities created in total between March 2014 and March 2018 (Target 15) b) Percentage of Council workforce that are apprentices (Target: an

Action	Lead officer and service	Completion date	Performance measures
2017/18			average of 2.3% of the Council workforce over a 4 year period from 2017/18 onwards).
2.10 Continue to jointly fund the Signpost2Skills with partners in the Greater Cambridge City Deal and the Greater Cambridge Greater Peterborough LEP, and engage with GCP proposals to explore opportunities for an apprenticeship brokerage service	David Kidston, Corporate Strategy	March 2020	<ul style="list-style-type: none"> Number of additional apprenticeships created across the Greater Cambridge City Deal area by March 2020 (Target 420) Qualifications and courses provided by further education colleges and other training providers better meet the needs of local businesses and the Greater Cambridge economy Increased awareness amongst young people of employment opportunities available in the Greater Cambridge economy
2.11 Continue to support: a) a learning and development service for homeless people based in a partner agency; and b) an employment worker in a partner agency with a specific remit to target those in housing need, subject to ongoing evaluation of the need for and efficacy of these services	David Greening, Housing Services	March 2018	<ul style="list-style-type: none"> Number of people per annum in housing need supported to gain employment or access training/educational placements (target 40 in 2017/18 and 31 in 2018/19) Number of homeless people attending learning and development sessions Number of people in housing need receiving support from the employment worker
2.12 Develop and deliver training for volunteer 'digital champions' across the City, who will help support residents who are digitally excluded to access the internet and develop basic digital skills	Housing Services, Community Services, and Cambridge Online	March 2018 March 2019	<ul style="list-style-type: none"> Number of volunteers recruited and trained to act as 'digital champions' by March 2018 (target 80) Number of volunteers recruited and trained to act as 'digital champions' by March 2019 (target 120)
2.13 Develop and deliver a programme of digital support (including 1:1, groups, community centre-based and home based support) for key groups, including older people, low income families, people with disabilities, social housing tenants and those who have never used the Internet	Housing Services, Community Services, and Cambridge Online	March 2018 March 2019	<ul style="list-style-type: none"> Number of residents benefitting from digital support provided by March 2018 (target 200) Number of residents benefit from digital support provided by March 2019 (target 300)
2.14 Raise awareness of digital access issues amongst voluntary and community sector groups through the delivery digital training	CCVS and Council relevant services, with advice from Cambridge Online	March 2018	<ul style="list-style-type: none"> Number of training sessions (target 12) Number of VCS groups attending training sessions (target up to 10 VCS groups)

Action	Lead officer and service	Completion date	Performance measures
2.15 Work with partners in the Greater Cambridge Partnership, Cambridgeshire & Peterborough Combined Authority and the Greater Cambridge Greater Peterborough LEP to ensure delivery of planned investment in transport infrastructure that improves connectivity between key employment locations and more deprived areas of the City	Andrew Limb, Corporate Strategy	Ongoing to March 2020	<ul style="list-style-type: none"> Completion of the cycling and walking bridge element of the Chisholm Trail
Objective 3. Improving health outcomes for people on low incomes			
3.1 Continue to promote a 50% reduction in entry prices at Council-owned sports and swimming facilities for people receiving Means Tested Benefits and free usage of Splashpads and Paddling Pools in parks and open spaces	Ian Ross, Community Services	Ongoing to March 2020	<ul style="list-style-type: none"> Number of entries to Council-owned leisure facilities by people holding concession memberships (Baseline of 36,107 entries from April-December 2016)
3.2 Expand the scheme providing free exercise referrals by GPs to all residents on low incomes in Cambridge	Ian Ross, Community Services	March 2019	<ul style="list-style-type: none"> Total number of free exercise referrals made by GPs for residents on low incomes (Baseline of 101 referrals from September 2015-September 2016) % of participants on low incomes completing the 12 week programme
3.3 Continue to fund Cambridge Sustainable Food network to deliver a programme of cookery skills workshops for individuals and families on low incomes, with the aim of supporting people to prepare and cook low cost, nutritious meals	Sally Roden, Community Services	March 2019	<ul style="list-style-type: none"> Number of cookery workshops delivered across a range of locations in low incomes areas of Cambridge (target 40) Number of people participating in cookery workshops
3.4 Continue to fund an expanded 'Advice on Prescription' project, to provide outreach support for residents experiencing mental health issues due to low income, debt or addiction at East Barnwell Health Centre, Nuffield Road Medical Centre, Arbury Road Surgery, and Trumpington Medical Centre	Graham Saint, Corporate Strategy	March 2018	<ul style="list-style-type: none"> Number of clients seen by the outreach advisor in total (target 300) Total value of additional income for clients identified by the outreach advisor % of clients reporting that seeing the adviser had reduced their stress and anxiety levels % of clients reporting that they feel better able to manage their money after receiving financial advice from the adviser % of clients reporting that they have seen their GP less after receiving financial from the adviser

Action	Lead officer and service	Completion date	Performance measures
3.5 Continue to provide move on accommodation for adults recovering from mental ill health, in conjunction with the Cambridgeshire County Council and Metropolitan Housing Group	Laura Adcock, Housing Services	Ongoing to March 2020	<ul style="list-style-type: none"> Number of adults recovering from mental ill health accommodated in Cambridge City Council move-on accommodation (Baseline 31 people in 2016/17) % or more of tenants in move-on accommodation move into independent accommodation within 3 years (target 75%)
Objective 4. Helping people with high housing costs, increasing numbers of affordable homes, and improving the condition of people's homes			
4.1 Develop new Council homes for rent, and ensure that rent levels are as affordable as possible	Alan Carter, Housing Development Agency	March 2018 March 2023	<ul style="list-style-type: none"> Number of new homes for rent are provided by March 2018 on Council-owned sites (including Virido at Clay Farm, Fulbourn Road, Hawkins Road and garage sites – target 139) Number of new Council homes delivered in Cambridge through £70 million funding secured as part of the Cambridgeshire and Peterborough Devolution Deal with Government. (target 500)
4.2 Work through the planning process and with Registered Providers to enable the delivery of new high quality, energy efficient homes for rent at sub-market rates	Helen Reed Housing Services	Ongoing to March 2020	<ul style="list-style-type: none"> Number of affordable homes delivered on strategic growth sites (Projected figure 479 – actual delivery dependent on external factors) Number of affordable homes delivered on other sites (Baseline: 47 affordable homes delivered annually on average from 20145-2016/17)
4.3 Increase provision of temporary housing accommodation for homeless households	David Greening, Housing Services	Ongoing to March 2020	<ul style="list-style-type: none"> Number of temporary accommodation provided (target to number of units at 95, unless demand over a six month period dictates otherwise) Number of homeless families in bed and breakfast accommodation and accommodation outside Cambridge
4.4 Continue the Single Homeless Service to provide a local lettings agency to support single homeless people who do not need supported housing to move into private rented accommodation and, in so doing, freeing up spaces in supported accommodation for those who need it	David Greening, Housing Services	Ongoing to March 2020	<ul style="list-style-type: none"> Number of single homeless people placed into accommodation in the private rented sector per year by the Single Homeless Service (Target 93 people per year)
4.5 Support provision of a Counting Every Adult service, to help homeless people get on a more stable footing and significantly reduce the drain on public resources across sectors, subject to	David Greening, Housing Services	Ongoing to March 2020	<ul style="list-style-type: none"> Improvement in mental well-being per client (measured through a questionnaire-based assessment)

Action	Lead officer and service	Completion date	Performance measures
ongoing evaluation of the need for and efficacy of these services			
Objective 5 - Supporting groups of people that are more likely to experience poverty and social isolation, including children and young people, low income families, people with disabilities, older people, women, and BAME residents			
5.1 Develop and contribute to a city wide Equalities and Diversity Network, building on the Equality Pledge, to enable shared learning, a strong cross sector voice, and effective partnership working	Ariadne Henry, Community Services	March 2018	<ul style="list-style-type: none"> Number of training sessions run for the 15 organisations that are part of the Equality and Diversity Network (Target: 5 sessions to be delivered for different equalities groups: women, sexual orientation, minority ethnic, people with disabilities and LGBTQ). Conference held to develop terms of reference around how the Equalities Network will work in partnership with one another and to invite further voluntary and community sector organisations to take part in the network Feasibility study carried out into whether there is demand for a Council of Faiths in Cambridge
5.2 Continue to provide open access activities for children and young people in local neighbourhoods across Cambridge, including low income neighbourhoods	Paula Bishop	Ongoing to March 2020	<ul style="list-style-type: none"> Number of open access activities (target 400 per annum) Number of children and young people attending open access activities (target 10,000 per annum)
5.3 Commission a theatre production to be delivered in secondary schools and community setting in Cambridge, to raise awareness of money issues and financial decisions and the effect these can have on young people's lives	Steph Burwitz	March 2018	<ul style="list-style-type: none"> Number of performances of theatre production delivered in secondary schools and community settings in Cambridge (Target: 15 performances) Total number of young people attending performances (Target: 600 young people)
5.4 Continue to provide free swimming lessons for children who either come from low income families or cannot swim at the key stage 2 assessment point	Ian Ross, Community Services	March 2018	<ul style="list-style-type: none"> Number of children receiving free swimming lesson following referrals from teachers (baseline of 290 children in 2015/16) Number of schools referring eligible children for free swimming lessons
5.5 Continue to work with Cambridgeshire County Council to provide nursery provision at Ross Street Community Centre and Buchan Street	Sally Roden, Community Services	March 2018	<ul style="list-style-type: none"> Number of childcare places provided at Buchan Street Neighbourhood Centre every weekday morning and afternoon (target 24)

Action	Lead officer and service	Completion date	Performance measures
Neighbourhood Centre			<ul style="list-style-type: none"> Number of childcare places provided at Ross Street Community Centre every weekday morning (target 24)
5.6 Continue to provide a programme of free lunches in community facilities and other venues with partners for low income families during school holidays, to reduce costs for families when free school meals are not available, reduce social isolation and provide opportunities for families to access other services	Sally Roden, Community Services	March 2018	<ul style="list-style-type: none"> Number of free lunches served to low income families (baseline of 3020 in 2016/17) Number of people accessing other services and support after attending free lunches
5.7 Continue to work towards at least 2% of new social housing being fully wheelchair accessible, with a further 8% to meet other specialist needs provided there is an identified need and appropriate support for the residents is available.	a) Alan Carter, Housing Development Agency b) Helen Reed, Housing Services	Ongoing to March 2020	a) % of new social housing is fully wheelchair accessible (target 2% over three years) b) % of new social housing is provided to meet other specialist needs (aiming towards 8% over three years)
5.8 Continue to support the Cambridgeshire Home Improvement Agency (HIA), along South Cambridgeshire and Huntingdonshire District Council, to provide people living in Cambridge who are elderly or vulnerable, who have disability needs, or who are on a low income, to repair, maintain or adapt their homes	Frances Swann, Cambridgeshire Home Improvement Agency	Ongoing to March 2020	<ul style="list-style-type: none"> Number of people in Cambridge who are elderly or vulnerable, who have disability needs, or who are on a low income, provided with support to repair, maintain or adapt their homes
5.9 Continue to provide good quality modern sheltered housing schemes for older people	Laura Adcock, Housing Services	Ongoing to March 2020	<ul style="list-style-type: none"> Percentage of residents in sheltered housing who are satisfied with their accommodation (Baseline of 94% satisfaction in 2016) Number of people referred to agencies such as occupational therapy or the Home Improvement Agency in order to make their home safer (Baseline 101 tenants)
5.10 Continue to provide city-wide support service for older people, working with health and social care services at Cambridgeshire County Council and local housing associations	Laura Adcock, Housing Services	Ongoing to March 2020	<ul style="list-style-type: none"> Number of older people provided with direct support (Baseline of 557 in 2017) Number of older people signposted to support provided by other agencies (Baseline of 210 in 2017) Total increase in non-housing related benefits and income for older people supported by the service (Baseline of £264,212 in 2016/17)

Action	Lead officer and service	Completion date	Performance measures
			<ul style="list-style-type: none"> Percentage of new clients who feel that the service's intervention has had a positive impact on their independence as an older person (Baseline of 71%)
5.11 Fund a dedicated post to provide additional support for older people in Cambridge who are in financial need to maximise their access to low income benefits (with a particular focus on those aged 85+, single, living alone and Asian women over 65)	Laura Adcock, Housing Services	July 2018	<ul style="list-style-type: none"> Number of older people receiving support to maximise their benefits (target 50% increase against baseline) Value of additional non-housing related benefits and income accessed by participating older people (target to increase value by £96,000, from a baseline of £264,212 in 2016/17)
5.12 Continue to provide targeted sports development work in partnership with Forever Active and Cambridgeshire and Peterborough Clinical Commissioning Group (CCG), including work to reduce falls amongst older people	Ian Ross, Community Services	Ongoing to March 2020	<ul style="list-style-type: none"> Number of classes delivered per week for people aged over 55 (target 15) Number of strength and balance classes delivered per week to help reduce falls amongst older people Number of attendances by older people at classes
5.13 Recruit volunteers to work with the Council's Independent Living Service and provide social support for older people, and signpost older people to befriending schemes delivered by voluntary and community organisations	Laura Adcock, Housing services	Ongoing to March 2020	<ul style="list-style-type: none"> Number of volunteers taking part in befriending schemes delivered by the City Council or voluntary and community organisations (Target 25)
5.14 Work with partners and voluntary groups to develop and deliver a programme of inclusive and accessible events as part of the annual "Cambridgeshire Celebrates Age" festival	Sally Roden, Community Services	Ongoing to March 2020 (subject to funding for CCA programme development)	<ul style="list-style-type: none"> Number of inclusive and accessible events included in Cambridgeshire Celebrates Age programme (Baseline of 25 events in 2016) Number of older people supported to attend events as part of Cambridgeshire Celebrates Age
5.15 Continue to run and support groups for older people in community facilities operated by the Council and partner organisations in low income areas of Cambridge	Sally Roden, Community Services	Ongoing to March 2020	<ul style="list-style-type: none"> Number of groups and events supported Number of attendees at groups and events Increased independence of groups or engagement by older people in programme development
5.16 Continue to provide regular free health sessions for BAME women	Luthfa Khatun, Community Services	Ongoing to 2020	<ul style="list-style-type: none"> Number of BAME women attending free health sessions Number of women from target communities attending these sessions

Appendix C – Sharing Prosperity Fund expenditure to date and future allocations to projects

No.	Project	Actual spend			Allocations		Total
		2014/15	2015/16	2016/17	2017/18	2018/19	
1	Community Clear out days	8,000	1,000	0	0	0	9,000
2	Living Wage Campaign	8,080	31,870	3,900	7,000	0	50,850
3	Fuel and Water Poverty	0	55,400	41,740	74,400	0	171,540
4	Promotion of collective energy switching	220	4,280	0	2,500	0	7,000
5	Youth Apprenticeship Scheme	0	63,000	99,140	152,860	0	315,000
6	Free swimming lessons for children	0	10,000	9,000	9,000	0	28,000
7	Rental Support for Cambridge City Foodbank	0	14,000	14,000	14,900	0	42,900
8	Outreach advice project in health centres	0	25,000	35,000	35,000	0	95,000
9	Digital Access Strategy	0	15,000	9,370	40,630	0	65,000
10	Junior Savers Pilot Project	0	3,000	320	6,680	0	10,000
11	Expansion of Credit Union services	0	0	0	50,000	0	50,000
12	Cooking workshops for families	0	7,000	15,000	17,140	17,700	56,840
13	Summer holiday free lunch programme	0	2,000	3,730	1,270	0	7,000
14	Single Homelessness Service	0	0	36,400	0	0	36,400
15	Money and Debt Management in Schools	0	0	0	25,000	0	25,000
16	Tenancy buddies	0	0	0	3,000	0	3,000
17	'Activate' arts and cultural leadership project	0	0	2,370	67,630	0	70,000
18	Financial Inclusion Officer	0	0	23,000	50,000	0	73,000
19	Cambridge City Time Credits	0	0	0	25,000	25,000	50,000
20	Free Exercise Referral Programme	0	0	0	7,000	7000	14,000
21	Energy Project Development Officer	0	0	0	50,000	0	50,000
22	Reducing Pensioner Poverty	0	0	0	30,000	0	30,000
23	Act Up	0	0	0	23,400	0	23,400
	Subtotal	16,300	231,550	292,970	692,410	49,700	1,282,930

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To: Executive Councillor for Streets and Open Spaces:
Councillor Anna Smith

Report by: Joel Carré, Head of Environmental Services

Relevant scrutiny committee: Community 07/09/2017
Services
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

STREETS AND OPEN SPACES SERVICE DEVELOPMENT STRATEGY IMPLEMENTATION PLAN (PHASE 1)

Key Decision

1 Executive Summary

1.1 As the Council's largest frontline service, Streets and Open Spaces (S&OS) has undertaken a review to consider how best to deliver the service in future, taking into account the increasing demand placed on the service by growth, as well as the need to continuously deliver value for money for the Council.

1.2 At the 29 June, 2017, Community Service Scrutiny Committee, the Executive Councillor for Streets and Open Spaces accepted the findings of the service review and approved a four year service development strategy (2017-21), which included the following long term service vision:

"The S&OS service will pursue a development strategy, which maximises the service's ability to deliver activities and projects, in support of the Council's corporate vision – "One Cambridge: Fair for All" and plan and, in particular, the pursuit of the following corporate objectives:

- *“Tackling climate change and making Cambridge cleaner and greener”*
- *“Making Cambridge safer and more inclusive”*
- *“Investing in improving transport”*
- *“Protecting our city’s unique quality of life”*

The vision for S&OS is a service which works in partnership with all sections of the community to plan, develop and maintain a high quality outdoor public realm environment, which is used and valued by all sections of the community; meets the social, economic and environmental needs of residents; and is a key contributor to Cambridge’s unique identity, sense of place and status as a world class leisure and business destination.”

- 1.3 This report sets out the first phase programme of proposed service changes to deliver the approved strategy and achieve the target outcomes. Subsequent programme phases, detailing further proposed changes, will be developed and reported to future Committees as required.

2. Recommendations

The Executive Councillor is recommended to:

- a) Approve the proposed review of the following operational service areas, with the aim of aligning resources to service needs:
 - Operational management and supervision structure and capacity
 - Operational overlap in City Ranger and Grounds Maintenance and Street Cleansing service activities
 - Community engagement and education service structure and capacity
- b) Support, as a stakeholder, the proposed joint streets and open spaces and waste ICT management systems project involving Cambridge City and South Cambridgeshire and Huntingdonshire District Councils
- c) Approve the proposed rescheduling of cleaning to the following public toilets:
 - i) Arbury Court
 - ii) Barnwell Road
 - iii) Chesterton Recreation Ground

- iv) Chesterton Road
 - v) Coleridge Recreation Ground
 - vi) Jesus Green
 - vii) Lammas Land
 - viii) Mill Road
 - ix) Nightingale Recreation Ground
 - x) Romsey Recreation Ground
- d) Request a report to Committee on the events service review and associated recommendations, including changes to fees and charges and protection of the green spaces, in January, 2018
- e) Approve the introduction of car park charges at Lammas Land car park, to deter long stay commuter and shopper use; and delegation of authority for approving final charging system to the Strategic Director, in consultation with Executive Councillor for S&OS
- f) Approve the roll out of pictorial meadows and other such attractive and environmentally friendly planting schemes in place of ornamental bedding on city-managed sites.
- g) Delegate authority to the Strategic Director, in consultation with Executive Councillor for S&OS, to approve any resulting changes to the staffing structure arising from any approved phase 1 programme proposals

3. Background

- 3.1 At the 29 June, 2017, Community Service Scrutiny Committee, the Executive Councillor for Streets and Open Spaces accepted the findings of the S&OS service review and approved the proposed resulting service development strategy (2017-21).
- 3.2 In summary, the S&OS service review identified that the service enjoys continuing high residents' satisfaction rates¹ and delivers a generally high quality range of frontline services. However, the review also identified a number of areas where the service needs to improve, including low productivity in grounds maintenance and street cleansing operations; out-dated and wasteful operating systems; lack of effective resource planning and work scheduling and the need to deliver ongoing value for money. The review concluded that S&OS would need to respond to these issues in order to make the service fit for purpose and resilient for the future; and be able to respond to the ongoing financial and growth challenges and opportunities, which the city faces.

3.3 As the Council's largest frontline service, the review included the target for S&OS to make a £600K net revenue budget reduction by 2021 as a contribution towards the wider corporate savings target the Council needs to make as a result of the ongoing reductions in Central Government grant funding by 2020/21.

3.4 Responding to the review findings, the approved service development strategy includes the following vision statement:

“The S&OS service will pursue a development strategy, which maximises the service’s ability to deliver activities and projects, in support of the Council’s corporate vision – “One Cambridge: Fair for All” and plan and, in particular, the pursuit of the following corporate objectives:

- *“Tackling climate change and making Cambridge cleaner and greener”*
- *“Making Cambridge safer and more inclusive”*
- *“Investing in improving transport”*
- *“Protecting our city’s unique quality of life”*

The vision for S&OS is a service which works in partnership with all sections of the community to plan, develop and maintain a high quality outdoor public realm environment, which is used and valued by all sections of the community; meets the social, economic and environmental needs of residents; and is a key contributor to Cambridge’s unique identity, sense of place and status as a world class leisure and business destination.”

3.5 In pursuit of the above vision, the service will focus on taking forward the following aims:

- a) *“Increasing grounds maintenance/ street cleansing productivity, while continuing to maintain high quality service standards*
- b) *Maintaining additional streets and open spaces associated with the city and surrounding area’s growth without increasing frontline staffing costs*
- c) *Developing strategic and operational plans to inform the design, development and delivery of existing and new parks and open spaces and their associated management*

- d) *Protecting, conserving and enhancing the high quality and unique character of the city's streets and open spaces*
- e) *Reviewing and adopting clearly defined and sustainable grounds maintenance/ street cleansing polices and standards, which are consistently applied and met*
- f) *Prioritising and responding to all service requests/ issues reports in accordance with adopted policies/ standards*
- g) *Improving community awareness of routine grounds maintenance/ street cleansing schedules through web content and social media.*
- h) *Encouraging and supporting residents and other customers to report streets and open spaces issues, including through use of online digital systems so that they can track the status of their queries more effectively.*
- i) *Ensuring use of effective performance management systems and modern working practices*
- j) *Generating external trading income on a sound commercial basis*
- k) *Ensuring outdoor public realm capital projects are delivered on time/ budget*
- l) *Supporting active community engagement in service planning and delivery*
- m) *Maximising opportunities to increase the biodiversity value and climate change resilience of streets and open spaces and associated operational services*
- n) *Investing in the development of management and staff skills and behaviours to support delivery of the strategy*
- o) *Delivering the £600K savings target, while seeking to avoid redundancies and cuts to frontline services”*

3.6 The proposed strategy will be delivered through an implementation plan, which will set out a phased programme of proposed service changes, including invest to save and increased commercialisation projects and activities.

4. Implementation plan – phase one programme

4.1 The following section details the first phase programme of proposed service changes, and associated projects and activities, in accordance with the approved strategy. A table summarising the proposed changes, including the need for change and resulting outcomes and associated financial implications, is included in appendix A. Subsequent programme phases will be developed and reported to future Committees as required. The proposals are grouped under the

following three programme themes, which have been drawn from the approved strategy aims:

1. Improving operational efficiency while maintaining high standards
2. Making Cambridge 'greener'
3. Increasing income generation

1. Improving operational efficiency while maintaining high standards

4.2 **A. Operational service restructure:** In accordance with the findings of the service review and the aims of the approved development strategy, there is a need to review the following areas within the service's Operations Unit, where the structures have been identified as needing improvement:

- Operational management and supervisory structure and capacity
- Operational overlap in City Ranger and Grounds Maintenance and Street Cleansing service activities
- Community engagement and education service structure and capacity

4.3 The Operation Unit's management/ supervisory structure has been in place for c2 years, following a previous service restructure in 2015. Over that time and through the recent service review, the following operational management issues have been identified as needing to be addressed in order to improve operational efficiency

- Blurred reporting, communication lines
- Blurred lines of accountability
- Lack of performance management capacity
- Lack of health and safety management capacity

4.4 There is also a level of overlap in street cleansing and grounds maintenance reactive/ un-programmed activities (such as graffiti, fly tip and overgrown vegetation removal) between City Ranger, Street Cleansing and Grounds Maintenance operational teams. Such service overlap represents an inefficient use of resources and results in blurred lines of reporting, communication and accountability. To address the issues of operational overlap, the recommendation is to restructure the service so that all such street cleansing/ grounds maintenance reactive/

un-programmed activities are carried out more efficiently, whilst protecting the frontline service. There is also need to review the S&OS community engagement and education service to better support the approved strategy aim of increasing “active community engagement in service planning and delivery” (ref. aim I) above), including through the continued development and support of friends’ groups and volunteers, and associated educational and promotional campaigns. The scope of this review will be all roles involved in community engagement and education service delivery within S&OS.

- 4.5 Given the above issues and needs, the recommendation is to review each of the three issues in an integrated way, with the aim of identifying the necessary service capacity and structure, including any proposed new and/ or deleted posts; and delivering a target net revenue saving of £130K per annum from 2018/19. Subject to the approval of this recommendation, the next stage would be to engage service staff to consider how best to achieve the desired outcome and then formally consult them on any resulting proposals, in accordance with the Council’s Organisational Change Policy. The aim would be to complete this process and secure approval for the resulting proposed business case and implementation plan by February, 2018. Any decision on resulting changes to the S&OS staff structure arising from the review is to be delegated to the Strategic Director, in consultation with the Executive Councillor for S&OS.
- 4.6 In light of the service review findings and to minimise the risk of redundancies, the S&OS operational service is maintaining a number of vacant posts, which will be available in the new structure. Any staff identified and affected by this review will be ring fenced and given the opportunity to apply for the vacant posts and any of the newly created posts.
- 4.7 In 2015/16, as a result of the internal appointment of the S&OS Operations Manager (Street Cleansing) to the S&OS Senior Operations Manager post, the opportunity was taken to delete the vacant S&OS Operations Manager (Street Cleansing) post and integrate the duties with those of the S&OS Operations Manager (Grounds Maintenance) post to create a single combined S&OS Operations Manager role covering both service areas. This change is supporting the development of a more integrated operational service, which, in turn, is consistent with the approved strategy target outcome of a single, multi-skilled public realm operations team. Financially, the operational

management mini-restructure has already delivered a **£50K** saving in 2016/17 towards the wider service review savings target of **£600K**.

4.8 **B. ICT management system:** The approved service strategy identifies investment in technology as a critical success factor to deliver improved service efficiencies and customer standards. Work is currently underway to procure a new single integrated ICT management system, including mobile working technologies, for the streets and open spaces and waste services of Cambridge City and South Cambs and Hunts District Councils, based on a contract term of 5 years (plus opportunity to extend for further maximum 5 years).

4.9 With the majority of the S&OS services currently not supported by any such ICT management system, the project will deliver the following benefits:

1) Improved customer standards through:

- (a) Digital public realm issue reporting/ service request facility
- (b) Self-serve facility via web portal improving access to services at the convenience of the customer
- (c) Digital tracking facility to enable real time monitoring of issue reporting/ service request resolution progress

2) Service efficiency gains, including:

- a) Increased operational efficiency and ability to manage waste and streets and open space services across the Cambridge/ South Cambs border
- b) Reduced support, maintenance and associated overhead costs from managing two discrete system data/backup, and cleansing/maintenance of two data sets
- c) Reduced training times for new staff and improvement in the moral of staff through providing a more modern system
- d) Allowing customers to self-serve, reducing re-keying of requests received by emails and ability for request to be routed to the service from the customer
- e) Reduced time in returning to base and job allocation/reporting through the adoption of mobile working
- f) Reduced administrative time/ bureaucracy by replacing inefficient current systems, including paper based ones, with new digitally based lean system and associated mobile working technology

- g) Improved operational management and performance monitoring capacity, enabling management to develop and drive continuous improvement culture
- h) Integrated service management opportunities across all waste and streets and open space services
- i) Future proofed system investment, as supplier will have responsibility for updates to the system including strategy and legislative and statutory requirements.
- j) Rationalisation of multiple systems use/ management and associated economies of scale derived from single system adoption and maintenance/ support costs across three councils

4.10 A full business case for the proposed project, including associated capital and revenue funding needs, is to be considered by the City Council, as part of the Capital Plan budget setting process. Based on the apportionment of indicative project costs (obtained from soft market testing) between the three partner Councils, the City Council is being asked to make a capital contribution of £278K towards an indicative overall capital project cost of £967K. This overall cost figure is based on the highest capital cost estimate provided by the four ICT system suppliers involved in the soft market testing.

4.11 Based on the highest overall revenue cost estimate for the project, as a whole, of £344K per annum, the associated revenue implications for the City Council's S&OS service element is as follows:

Revenue cost:

- Annual license and maintenance cost: £76K per annum (2018-2023)

Revenue saving:

- Current license and maintenance cost (Contender system): £21K per annum (2017/18)

- Efficiency savings from new system: £65K (from 2019/20) [1]

- (Total: £86K (from 2019/20))

Net revenue implications: £34K net cost in year 1 (2018/19); and £10K per annum net saving thereafter (2019-23).

Note:

[1] These assumed efficiency savings relate to an expected reduction in overhead costs from 2019/20. These savings will not be able to be fully assessed and realised until the new system has been up and running for at least 12 months.

The capital and revenue figures, upon which the business case is based, represent the worst case' financial scenario. Given this, the anticipated net revenue saving at least **£10K** per annum from 2019/20, coupled with the significant customer service and operational efficiency benefit identified in paragraph 4.9, the ICT management system project is considered to represent reasonable value for money.

4.12 **C. Public toilet service:** A review of current public toilet cleaning frequencies has been undertaken to ensure number of cleaning visits per day matches the needs of each site, based on an assessment of current usage patterns. With the exception of Lion Yard and Silver Street, the current cleaning contract specification and associated charge is for each site to receive x4 cleaning visits per day irrespective of need. Based on an assessment of daily cleaning needs, the following sites have been identified as being currently over-provided for, in terms of frequency of cleaning visits per day:

- Arbury Court
- Barnwell Road
- Chesterton Recreation Ground
- Chesterton Road
- Coleridge Recreation Ground
- Jesus Green
- Lamma Land
- Mill Road
- Nightingale Recreation Ground
- Romsey Recreation Ground

4.13 The resulting recommendation is to reduce the daily cleaning frequency of these sites to at least 2-3 visits per day. This proposed change would deliver an annual revenue saving on the current building cleaning contract (delivered by Churchill) of **£49K** per annum, while maintaining an acceptable service standard. The cleaning standards at the above sites will be monitored and frequencies adjusted as required to ensure there is no reduction in quality.

2. Making Cambridge 'greener'

4.14 Grounds maintenance standards across the Council's outdoor public realm estate have not been reviewed since the late 1990s. In accordance with the approved service strategy, there are opportunities

to achieve improvements to the service, both directly and indirectly, making Cambridge greener through improving the biodiversity value and climate change resilience of its outdoor public realm estate; while reducing grounds maintenance inputs, including use of water, weeding and chemical herbicide.

- 4.15 **D. bedding plants:** Responding to the success of the trial perennial pictorial meadow planting sites, which have been carried out on several Council managed sites over the last year or two, the recommendation is to increase our pictorial meadow planting and other such attractive and environmentally friendly perennial planting schemes throughout the city. This 'roll out' includes the recommended introducing of perennial pictorial meadow planting in our bedding areas. As well as increasing the wildlife value of our parks and open spaces, such 'hardy' perennial planting requires no watering and so is significantly more environmentally friendly and 'greener', than current bedding schemes. By adopting the use of 'hardy' perennial planting, in place of ornamental, the Council will also be able to save **£50K** per annum on the purchase of planting stock. It will also free up significant grounds maintenance staff time, which is currently involved in planting and stripping out ornamental bedding schemes twice a year and associated regular weeding and, in the summer months, daily watering. This released staff capacity can then be redeployed to other tasks, including the maintenance of additional sites being adopted by the Council through the planning and development process. The Council has a contractual commitment with a supplier until summer 2019, so this saving will not be able to be realised until 2019/20.

3. Increasing income generation

- 4.16 **E. Depot waste management:** The service is in the process of bringing the depot waste handling service 'in house', following the approval of a 2017/18 capital plan allocation to purchase a 32 tonne grab lorry. As well as delivering a **£30K** per annum net saving on the existing contract, the vehicle provides the service with the ability to secure additional income from other Council services and external clients. The shared waste service has already committed to using it as 'back up' vehicle for the NW Cambridge underground waste management contract and for removing/ cleaning the underground bin liners. Given the expected commercial opportunities for the vehicle, the service has identified an initial year 1 (2018/19) income target of £10K; and year 2

(2019/20) target of £20K, giving a cumulative income total of **£30K** per annum from 2019/20.

- 4.17 **F. Events:** A review of events on Council owned parks and open spaces has recently been undertaken. This is currently being developed into recommendations, which will be reported to the Community Services Scrutiny Committee in January, 2018. This review focusses primarily on ensuring that events are run in a way which protects the special characteristics of the Council's open spaces. However, the initial work has also identified the opportunity to secure additional income, not from additional events, but from existing larger commercial events, through offering longer term agreements and adopting a more commercial, market based fee charging structure for such events. Market research has identified that increasing fees for some existing events in line with fees charged elsewhere could generate additional income of **£40K** per annum (from 2018/19) without increasing pressure on, or reducing community use, of Council open spaces.
- 4.18 **G. Car parks:** Lammas Land car park is managed by S&OS, as part of the Council's outdoor public realm estate, with aim of supporting visitor access to this popular attraction by car. Unfortunately, the car park is also heavily used by non-site visitors, such as commuters and shoppers, who often park for the whole day leaving their cars for long periods. Such use is not what the car park is provided for and has an impact on the available parking space for those wishing to visit the site. With the support of the Council's Parking Service, a business case for the introduction of a car park charging system at Lammas Land car park has been developed, with the aim of deterring non-site visitors from parking. The adopted car park charge would need to be sensitive to current site users, and consideration will be given to setting low charge for those who use the site for relatively short periods, with higher charges for those who park for longer periods. Consideration will also be given to a charging system which reflects site usage on different days of the week, eg. weekday v weekend/ Sunday. Subject to the final charge system set, the business case forecasts a net income of at least **£80K** per annum. The recommendation is to approve the introduction of car park charges at Lammas Land car park, as outlined above, with the decision on the final set charges to be delegated to the Strategic Director, in consultation with the Executive Councillor for S&OS

5. Implications

(a) Financial Implications

The S&OS development strategy aims to increase income and reduce costs (including through investment) over a three year implementation period, such that net cost to the Council is reduced by £600K from 2021 onwards. The proposed implementation plan phase 1 programme is expected to deliver a cumulative net revenue saving of £380K per annum from 2019/20, as identified in the table in appendix B. Exact figures in some areas are still subject to detailed planning and staff consultation.

(b) Staffing Implications

The only proposed service change in the phase 1 programme, which has direct staffing implications, is proposal A - "Operational service restructure". The precise scale and nature of the staffing implications associated with this proposal will not be known until the informal and formal staff engagement process has been completed and any resulting implementation plan approved. In accordance with the Council's Organisational Change Policy, the formal staff engagement process will include a 30 day formal staff consultation.

(c) Equality and Poverty Implications

An equalities impact assessment (EqIA) has been completed for each of the proposals within the phase 1 programme, with the exception of the 'Operational Restructure' proposal (ref. 'A'), which will be included as part of the proposed business case, following the formal consultation, in accordance with Organisational; Change Policy. This impact assessment will also include consideration of impacts on affected staff.

The outcome of the EqIA s for each of the other proposals in the phase 1 programme is as follows:

- B. ICT management systems – no Equalities impact
- C. Public toilet service – no Equalities impact
- D. Ornamental bedding – no Equalities impact
- E. Depot waste management – no Equalities impact
- F. Events – no Equalities impact
- G. Car parks – no Equalities impact

EqIAs for each of the above proposals are available to view on the Council's website at: <https://www.cambridge.gov.uk/equality-impact-assessments>

d) Environmental Implications

The approved S&OS development strategy included a commitment to maximise the service's ability to deliver against the following corporate plan objective: "Tackling climate change and making Cambridge cleaner and greener". This will be achieved through reductions in fuel used (using electric vehicles, optimising routes to reduce mileage); reductions in use of herbicides and watering through redesigning planting (eg to include hardy perennials and flowering meadows) and reviewing service standards for grounds maintenance.

(e) Procurement Implications

There is no procurement implication associated with the approval of the implementation plan.

(f) Community Safety Implications

There are no adverse community safety implications. Street cleansing and grounds maintenance both play important roles in ensuring the public realm is maintained as safe spaces. This includes tasks such as trimming back overhanging shrubbery to ensure good visibility on streets/ alleyways; and dealing with incidents such as broken glass or dropped needles that may impact on public safety. The review of service standards will use a risk assessment based methodology to determine appropriate response standards based on level of risk/ hazard identified.

6. Consultation and communication considerations

Staff and Trade Unions will be engaged to consider the detailed implementation and its impact on teams and individuals. Consultation with "friends of" groups and other service users will be conducted to test out proposed changes in service standards, as they are developed, and on the detailed implementation of policies (eg. proposed locations for pictorial meadow/ lower maintenance planting).

7. Background papers

Background papers used in the preparation of this report:

- (a) Streets and Open Space Service Review and Development Strategy – June 2017

- (b) Streets and Open Space Service Review and Development Strategy – Equalities Impact Assessment dated 15 June 2017
- (c) Organisational Change Policy – October 2010

8. Appendices

- Appendix A – Implementation plan - phase 1 programme overview
- Appendix B - Phase 1 programme - net savings financial breakdown

9. Inspection of papers

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

Joel Carré, Head of Environmental Services

[Tel: 01223 458201](tel:01223458201); or Email: joel.carre@cambridge.gov.uk

Appendix A: Implementation plan - phase 1 programme overview

Ref.	Title	Proposal	Need/ outcome	Financials
A.	Operational service restructure	<p>Review following areas identified as being not fit for purpose:</p> <ul style="list-style-type: none"> Operational management and supervisory structure and capacity Operational overlap in City Ranger and Grounds Maintenance and Street Cleansing service activities Community engagement and education service structure and capacity 	<ul style="list-style-type: none"> Removed operational overlap and blurred lines of reporting, communication and accountability Improved performance management to drive continuous improvement Improved health and safety management Increased community engagement and volunteer activity Maintained service standards Seek to avoid risk of redundancy by redeploying any affected staff to any new/ vacant posts 	<p>Net saving: £130K pa (2018/19)</p>
B.	ICT management system	<p>Invest in single, new integrated ICT operational management system for S&OS, including mobile working technologies. Currently, S&OS has no such digital operational management system in</p>	<ul style="list-style-type: none"> Improved customer service, including self-serve and issue reporting/tracking Reduced administration costs Increased operational productivity and 	<p>Net cost: £39K (2018/19 only) Net saving £10K pa (2019/20) plus Capital cost:</p>

		place. Proposal forms part of a joint ICT investment project with South Cambs and Hunts DCs, covering waste and street and open space operations.	<p>reduced vehicle costs</p> <ul style="list-style-type: none"> • Increased staff morale through improving communication/ workflow • Improved resource management and performance monitoring capacity 	<u>£286K</u> (2018/19)
C.	Public toilet service	<p>Re-balance public toilet cleaning frequencies, so that the number of cleaning visits per day matches the needs of each site.</p> <p>Based on an assessment of current usage patterns, the following sites have been identified as being currently over-provided for, in terms of frequency of cleaning visits per day:</p> <ul style="list-style-type: none"> • Kings Hedges • Victoria Avenue • Arbury Court • Barnwell Road • Chesterton Rec. • Chesterton Road • Coleridge Rec. • Jesus Green • Lammas Land • Mill Road • Nightingale Rec. • Romsey Rec. 	<ul style="list-style-type: none"> • Reduction in cleaning frequency from 4 visits per to 2-3 visits per day at each of the toilets listed as over-provided for • Cleaning standards to be kept under review and frequencies adjusted as required. 	Net saving: <u>£49K pa</u> (2019/20)

D.	Ornamental bedding	Expand the area of pictorial meadow and other such attractive and environmentally friendly perennial planting on Council managed sites across the city, including in place of existing ornamental bedding schemes.	<ul style="list-style-type: none"> • Increased wildlife value, eg. butterflies and bees • Water conservation (daily summer watering) • Redeploy staff time saved from annual ornamental bedding inputs - planting, weeding and stripping out (twice per year) and watering (during summer) 	Net saving: £50K pa (2019/20)
E.	Depot waste management	Service is already in the process of bringing the depot waste handling service 'in house', following the approval of a 2017/18 capital plan allocation to purchase a 32 tonne grab lorry. This will deliver savings on current waste handling contract and provide capacity to secure additional income from other Council services and external clients.	<ul style="list-style-type: none"> • £30K per annum net saving on the current waste handling contract • £30K net income from use of vehicle to deliver other Council and external client services, including fly tip removal and NW Cambridge underground waste management contract 	Net income: £60K pa (2019/20)
F.	Events income	Secure additional income from existing larger commercial events, through offering longer term agreements and adopting a more commercial, market based fee charging	<ul style="list-style-type: none"> • Increased income without increasing pressure on, or reducing community use of, parks and open spaces 	Net income: £40K pa (2018/19)

		structure. This can be achieved without increasing pressure on, or reducing community use, of Council open spaces.		
G.	Lammas Land car park	Introduce an appropriate car park charging scheme at Lammas Land car park to deter inappropriate long stay use parking by commuters and shoppers. Such use is not what the car park is provided for and has an adverse impact on the available parking space for those wishing to visit Lammas Land.	<ul style="list-style-type: none"> • The recommended car park charging scheme will be designed to minimise impact on Lammas Land visitors and deter long stay parking • Any risk of displacement parking on local streets will be addressed through the County's proposed street parking plans. 	<p>Net income: c£80K pa [1] (2018/19)</p> <p><i>[1] Figure dependent on final adopted charge scheme</i></p>

Appendix B: Phase 1 programme – net savings financial breakdown

Ref.	Project title	2018/19 £'000	2019/20 £'000	Total 2018-20 £'000
1. Improving operational efficiency while maintaining standards				
A.	Operational service restructure	130	0	130
B.	ICT management system	(39)	10	(29)
C.	Public toilet service	36	13	49
2. Making Cambridge 'greener'				
D.	Ornamental bedding	0	50	50
1. Increase income generation				
E.	a) Depot waste management	30	0	30
	b) Commercial income	10	20	30
F.	Events	40	0	40
G.	Car parks	80	0	80
Total		287	93	380



To: Executive Councillor for Streets and Open Spaces:
Councillor Anna Smith

Report by: Head of Streets and Openspaces

Relevant scrutiny Customer and 5/10/17

Committee: Community Services Committee

Wards affected: Arbury, Kings Hedges and W Chesterton

LOCAL CENTRE IMPROVEMENT PROGRAMME (LCI) – ARBURY COURT LOCAL CENTRE PROJECT

Not a Key Decision

1.0 Executive summary

- 1.1 This report details the development, proposed improvements and completed consultation for Arbury Court Local Centre Project.
- 1.2 The scheme involves soft and hard landscaping, upgraded crossing point across Arbury Road, improved lighting and public realm in and around Arbury Court. The City Council part of the project has been developed as part of the Local Centres Improvement Programme, for which approval was granted by the Executive Councillor for City Centre and Public Places in October 2014, to improve two local centres (Cherry Hinton High Street and Arbury Court) with a third to be determined.

2.0 Recommendations

- 2.1 The Executive Councillor is recommended to:
- a) Note the results of public consultation on improvements to Arbury Court as set out in **Appendix A**.
 - b) Note that the scheme is being proposed for funding through the Mid-Year Financial Review (MYFR), following Capital Programme Board approval 04/07/2017.
 - c) Support the proposed improvements to Arbury Court Local Centre as illustratively set out in Appendix B for further development and implementation.

3.0 Background

Local Centres Improvement Programme

3.1 The Local Centres Improvement (LCI) Programme was agreed initially by resolution of full Council in February, 2014, for targeted improvements to select local centres, for 3 Local Schemes of between £200,000 and £340,000 to 2019/20. At Community Services Scrutiny Committee (CSSC) July 2014 a proposed approach to the LCI programme was agreed for the years 2014 to 2020 with an audit criteria and approach for selection of local centres to be presented to the next CSSC. Then at CSSC in October 2014 a phased-in budget of £635,000 for the targeted three projects, specifically Cherry Hinton High Street, Arbury Court and Mitcham's Corner pending design was approved. However following this budget approval the funding was reserved and an indicative value of £635,000 was placed on the Projects under Development list.

3.2 In addition at the meeting of the CSSC on October 16, 2014, the Executive Councillor for City Centre and Public Places approved a detailed audit of Local Centres and the recommendations were as follows:

- i. the selection of Cherry Hinton High Street and Arbury Court centres for inclusion in the Local Centre Improvement Programme for the reasons set out in the officer's report;*
- ii. the retention of a third priority project to be added to the programme, after debate at scrutiny committee, at a later date pending the outcome of progress with planned work related to the Mitcham's Corner District Centre as part of City Deal implementation; and*
- iii. that the detailed funding, design and delivery of improvements to Cherry Hinton High Street and Arbury Court be the subject of Project Appraisals to be approved by the Executive Councillor for City Centre and Public Places at a future committee meeting.*

3.3 The third resolution above notes the need for the approval of a "Project Appraisal" the Part B project appraisal went to Capital Programme Board and was approved 04/07/2017. The resolution also required the same to be approved by the Executive Councillor at a future committee meeting, in essence this meeting.

3.4 Cherry Hinton High Street Local Centre Improvement was completed in 2016 in partnership with Cambridgeshire County Council's Cross City Cycleway Improvement Programme.

4.0 Arbury Court Local Centre Improvement

4.1 The project steering group was formed in January 2016 to develop and shape a project to improve Arbury Court. Following a general stakeholder workshop in March 2016. 3 key general thematic areas were identified:

- Shops and Facilities
- Public Realm and
- Public Safety

This also identified that the Local Centre of Arbury Court is not functioning as well as it could.

4.2 Following this public consultation was undertaken during May and June 2017 on the outline design. Designs were presented to the public through a range of media to encourage and ensure the general public were able to interact and give feedback on their views towards the design and project principles.

4.4 Arbury Court was one of the three chosen centres deemed to be most in need of improvement following a local centres strategic appraisal. The aim of the improvements are to focus on the public realm around the retail space, which is set to include upgrading street furniture, improved signage, improved lighting, surface treatment, new soft and hard landscaping, as well as improvements to access points including the pedestrian crossing point.

4.5 The design consultation reinforced the ideas and views on improvement required in the area. 109 responses were received with 78% of respondents rating the scheme 6 out of 10 or more. Following this consultation the designs were then adapted accordingly and presented to the Steering Group (who were happy with the proposals).

4.6 Cambridge City Council Capital Programme Board approved (04/07/2017) the project to be considered by full Council as part of the MYFR (19/10/2017) and now Scrutiny Committee determination.

5.0 Implications

A decision not to approve the capital bid will impact on the credibility of Cambridge City Council delivering what they say they will particularly considering all the work undertaken see section 4. No decision will mean the project cannot deliver and this could have financial, staffing, equality and poverty, environmental, procurement, consultation and communication and / or community safety implications.

(a) **Financial Implications**

Total City Council funding of £200,000 has been identified and included in the MYFR by the City Council's Capital Programme Board.

Local Centres Improvement Programme Budget - October 2017

(Total remaining in LCI Budget currently is **£384,282**)

Local Centre or Project	Requested Allocation	Spend
Cherry Hinton High Street Local Centre	£215,718	£215,718
Arbury Court Local Centre	£200,000	£0
Mitcham's Corner ¹	TBC	£0

The County Council are separately providing funding for the creation of improved cycling facilities which includes upgraded and widened crossing point on Arbury Road.

(b) **Staffing Implications**

Client team staffing costs will need to be met from the overall project budget for Local Centres.

(c) **Equality Opportunities and anti-poverty implications**

An EQiA was completed for the project and determined that the impact of the scheme would be positive overall. The assessment identified no significant negative impact, whilst positive impacts included improved access and egress between communities across Cambridge for pedestrians and other active transport modes, the project also helps promote equal opportunity and economic prosperity through improved quality of environment in the local centre, regardless of economic status, age, ability or orientation.

(d) **Environmental Implications**

The environmental implications of the programme are considered to be positive as they support the quality and continuity of the city's neighbourhoods through the improvement of selected local centres and will be positive for residents, the local economy and businesses. However the assessment doesn't consider impact on the public environment and therefore the assessment considered the project to have a nil impact overall.

¹ Mitcham's Corner has a Planning Development Framework Supplementary Planning Document (SPD) for the area see link [Mitcham's Corner Development Framework Supplementary Planning Document | Cambridge City Council](#). This project is supported by Cambridge City Council through the SPD; work is underway in partnership with the Greater Cambridge Partnership (Former City Deal) to identify funding opportunities to enhance the area.

(e) **Procurement**

The procurement process will be undertaken by the Cambridge City Council in accordance with the City Council's procurement rules.

(f) **Consultation and communication**

Significant local public and stakeholder engagement has been undertaken to inform and determine the scope and design. For more details see **Appendix A** as well as comments included in the main body of this report.

(g) **Community Safety**

The programme is designed to deliver public realm improvements and foster increased pride of place and community cohesion. As such, it is expected to have a positive impact on community safety.

6.0 Background papers

- Budget Papers 2014/15 Agenda item 5 and report for Council Meeting 27 February 2014.
- Report for Agenda Item 12 Community Services Scrutiny Committee of July 11, 2014.
- Community Services Scrutiny Committee Minutes of October 16, 2014
- Report for Agenda Item 12 Community Services Scrutiny Committee of October 16, 2014.
- Arbury Court Steering Group Notes 29/06/2017.
- Full Public Consultation Report on Arbury Court Local Centre Design 03/07/2017.
- Capital Programme Board Minutes 04/07/2017.

7.0 Appendices

Appendix A – Summary Report on the Design Consultation for Arbury Court Local Centre.

Appendix B – Arbury Court Local Centre design proposals (2x 3-D Consultation Design Proposals)

8.0 Inspection of papers

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

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Appendix A

Summary Report on the Design Consultation for Arbury Court Local Centre

Purpose

To outline the feedback from the consultation and analyse the responses giving an indication/recommendation of how the design can move from developed design through to final concept design.

Background

- Local Centres Programme approved in Feb 2014 – at Full Council
- Arbury Court project has been developing since Jan 2016.
- Steering Group and stakeholder workshop identified local centre not functioning as well as it could - 3 key themes identified
- A key concept design option(s) workshop at the end of September 2016 was held which looked at 5 options for the main square space. The Steering Group at this meeting agreed to a woodland concept design. This design was then developed further into a 3-D simulation and then exhibited to the public from the 8th May to June 16th 2017.

Consultation Method

A number of media options were undertaken to encourage and ensure the general public were able to interact and give feedback on their views towards the Design and project principles. The main methods included:

- Electronic consultation leaflet made available on Cambridge City Council consultation webpage
- Leaflets distributed to the Residents and Businesses of Arbury Court
- Exhibition set-up at Cambridge North Academy, Arbury Community Centre, Arbury Library and the Gurdwara on Arbury Road.
- Exhibition at the Arbury Festival and at North Area Committee.

Question Response Summary

- 109 responses received
- Rating for the design average was 6.84 out of 10
- With 78% giving the scheme 6 out of 10 or more
- 22% 5 out of 10 or less

- Of the 59 respondents who highlighted the elements they disliked about the scheme we received:
 - 4 x who wanted to improve the entrance areas of Alex Wood Court and Leys Ave more
 - 5 x who wanted to increase the cycle parking
 - 6 x want to ensure event space still available for xmas tree and events etc
 - 6 x respondents think the maze is a benefit and wouldn't want it to go.
 - 9 x people wanting more colour or too retain planters
 - 7 x people suggesting too many trees or don't like the concept
 - 4 x people wanting to plant more trees

- 6 x saying no need for artwork/signage wayfinding
 - 5 x not wanting feature paving because of cost or don't feel it achieves anything.
 - 3 x people wanting more facilities shops and cafes
- 53 responses outlined ideas to improve the scheme/project
 - Improvements to entrance ways particularly Alex Wood Road, Leys Ave (x6)
 - Room for additional activities particular events (Christmas tree etc) and market trading (x4)
 - Flower, colour and Planting beds (x5)
 - Gardening Project (x2)
 - More stores such as café with outside seating (x4)
 - Cycle path/route issues (cycle signage) improved connections (x7)
 - Clean the area (x6)
 - Community Defibrillator unit (x1)
- **To the question about design of the interpretation panels, entrance features and signage**
 - 78% (Of the 74 respondents) supported the design, 22% (16) did not
 - 31 further comments on the designs to be passed onto Artist and any relevant amendments made.

Comments Overall

- We have had responses from either end of the range supportive and against the suggested design and scheme but there is a need to concentrate on the majority and the averages of the 109 responses.

Recommendations as Outlined

Proceed as per the implementation and design proposals; with the following exceptions highlighted in the public consultation responses:

- That the screening next to Gurdwara is now a decorative feature.
- That the bushes/shrubs planted, flower, blossom or bring colour to the area at certain points in the year.
- Functional (decorative) artist to continue to work up the designs with Officers and public representatives particularly the wording and images.
- As the walls and associated planters are due to be removed there may be a need to deter

THE FULL PUBLIC CONSULTATION REPORT IS AVAILABLE ON REQUEST

Appendix B
Arbury Court Local Centre – Consultation Design Proposal (1)





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