



STRATEGY AND RESOURCES SCRUTINY COMMITTEE

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

Alternates: Councillors Abbott, Avery and Sargeant

Leader of the Council: Councillor Herbert

Executive Councillor for Finance and Resources: Councillor Robertson

Despatched: Wednesday, 21 June 2017

Date: Monday, 3 July 2017

Time: 5.00 pm

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

Contact: Democratic Services

Direct Dial: 01223 457013

AGENDA

1 Apologies for Absence

2 Declarations of Interest

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

3 Minutes of the Previous Meeting (Pages 7 - 30)

To confirm the minutes of the meetings held on 20 March and 25 May 2017.

4 Public Questions

Items for Decision by the Executive Councillor, Without Debate

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

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

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

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

Decisions for the Executive Councillor for Finance and Resources

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

5 2016/17 Revenue and Capital Outturn, Carry Forwards and Significant Variances- Finance and Resources portfolio *(Pages 31 - 42)*

6 2016/17 Revenue and Capital Outturn, Carry Forwards and Significant Variances (All Portfolios) *(Pages 43 - 84)*

7 Annual Treasury Management (Outturn) Report 2016/17 *(Pages 85 - 104)*

8 Office Accommodation Strategy *(Pages 105 - 120)*

The appendix to the report contains exempt information during which the public is likely to be excluded from the meeting subject to determination by the Scrutiny Committee following consideration of a public interest test. This exclusion would be made under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972

9 Guildhall Energy Efficiency Works *(Pages 121 - 126)*

Decisions of the Leader

Items for Decision by the Leader, Without Debate

- 10 Public Spaces Protection Order For Dog Control in Cambridge (Pages 127 - 222)**
- 11 2016-17 Annual Report on the Corporate Plan (Pages 223 - 246)**

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

- 12 2016/17 Revenue and Capital Outturn, Carry Forwards and Significant Variances- Strategy & Transformation Portfolio (Pages 247 - 254)**
- 13 Shared Planning Service - Business Case (Pages 255 - 306)**
- 14 3C Shared Services - Annual Report 2016/17 (Pages 307 - 324)**
- 15 Update on Cambridgeshire & Peterborough Combined Authority (Pages 325 - 354)**
- 16 Cambridge BID Second Term Ballot (Pages 355 - 378)**
- 17 Single Equality Scheme (Pages 379 - 428)**

Information for the Public

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

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

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

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- For questions and/or statements regarding items on the published agenda, the deadline is the start of the meeting.
- For questions and/or statements regarding items NOT on the published agenda, the deadline is 10 a.m. the day before the meeting.

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Queries on reports

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STRATEGY AND RESOURCES SCRUTINY COMMITTEE

20 March 2017

5.00 - 8.05 pm

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

Executive Councillors: Herbert (Leader of the Council) and Robertson (Executive Councillor for Finance and Resources)

Officers:

Chief Executive: Antoinette Jackson

Strategic Director: David Edwards

Strategic Director: Suzanne McBride

Director of Planning and Economic Development: Stephen Kelly

Head of Corporate Strategy: Andrew Limb

Head of Revenues and Benefits: Alison Cole

Head of Legal Services: Tom Lewis

Head of Human Resources: Deborah Simpson

Head of Digital and ICT at 3C Shared Services: Paul Sumpter

Organisational Development Manager: Vince Webb

Asset Manager- Streets and Open Spaces: Alistair Wilson

Asset Manager- Estates and Facilities: Will Barfield

Committee Manager: Emily Watts

FOR THE INFORMATION OF THE COUNCIL**17/1/SR Apologies for Absence**

No apologies were received.

17/2/SR Declarations of Interest

Name	Item	Interest
Councillor Barnett	17/06/SR	Personal: Kings College Boat Club Alumni.
Councillor Sarris	17/06/SR	Personal: Employee of

		Cambridge University and Trinity College.
Councillor Herbert	17/10/SR	Personal: has undertaken planning consultancy training for councillors as an employee of Anglia Ruskin University.
Councillor Cantrill	17/11/SR	Personal: Standing as the Liberal Democrat candidate in the Mayoral election on 4 May 2017
Councillor Robertson	17/6/SR	Had resigned as a Cam Conservator therefore had no interest to declare but wanted to clarify for the record.

17/3/SR Minutes of the Previous Meeting

The minutes of the meetings held on 23 January 2017 and 13 February 2017 were approved as correct records and signed by the Chair.

17/4/SR Public Questions

Members of the public asked a number of questions, as set out below.

1. Mark Evans raised the following points:
 - i. He stated that he was pleased with the public response to the consultation and concerning Riverside. He welcomed a technical solution to improving the safety of Riverside but the suggested approach only accommodated 7 vessels, what about the remaining vessels that were currently docked on this site? Could more gates not put in?
 - ii. Would a housing needs assessment be done prior to implementation for the people who would be negatively impacted?

The Asset Manager (Streets & Open Spaces) and Strategic Director responded:

- i. Making adaptations at Riverside is technically very complex and only 7 spaces are possible. The council would offer a solution to those displaced from Riverside.

- ii. A housing needs assessment would be undertaken in partnership with surrounding Authorities.

2. Charlotte Synge raised the following points:

- i. Why had Cambridge City Council claimed ownership of the Riverside Dock?
- ii. When so many people want the moorings on the Riverside to remain, what was the Council gaining by moving all the existing vessels and spending large sums of money on building gates for only 7 moorings? Was the burden of the cost and maintenance considered worthwhile?

The Asset Manager (Streets & Open Spaces) and Strategic Director responded:

- i. The report to Committee (2011) established that Cambridge City Council owned the freehold of the land at Riverside.
- ii. The consultation highlighted the strength of view to retain moorings on Riverside, and the Council had made a commitment to securing 7 moorings. There were a number of complex factors including cost which impacted on the decision to limit the amount of mooring that the council could safely provide.

3. Kate Hurst raised the following points:

- i. As a law abiding citizen who looked after her boat and maintained the surrounding area well, she felt that the proposals targeted her unfairly. The proposals were highly detrimental and an ongoing cause for concern.
- ii. The licence fee increase meant that her contribution would rise by 40% because she would be impacted by both the licence fee increase and council tax contribution. At present over half of her income was already spent on housing; she could not afford for it to rise any higher. What would happen if the increase could not be paid? Would residents be forced to pay or forced to leave?

The Asset Manager (Streets & Open Spaces) responded:

- i. The fees and charges proposals considered a range of models:
 - the single person discount was a discretionary discount on the River Moorings Licence
 - charging by length
 - charging by width
 - charging by both length and width

- ii. A tariff scheme based on length was the industry norm; therefore a single person discount would duplicate the offer when applied to those on a smaller boat. To allow a reduction across most tariffs and create discounts for smaller boats was seen as more equitable and fair.
- iii. The boat length would determine the fee not the occupancy in a situation where there was considerable pressure on the length of river bank where the City Council can accommodate moorings.
- iv. If there was an issue of affordability, the council would encourage residents to discuss options and support with the Housing Advice Service.

4. Andy Rankin raised the following point:

- i. We understand that the Executive Councillor for Finance and Resources resigned from his position as a Cam Conservator because it would have posed a conflict of interest. However, the decision by him to launch the consultation was made whilst he was a Conservator. What was the Council's position on this?

The Head of Legal Practice responded:

- i. As the Monitoring Officer he confirmed that the Executive Councillor for Finance and Resources did not have a conflict of interest at that time because the decision was to undertake a consultation exercise with no other decision made at that time.

5. Ana Felix raised the following points:

- i. The Council had a duty to assess the housing needs of its residents including those living in camper vans and boats. How and when were you planning to undertake this for residents living in houseboats?
- ii. What facility do you have in place to alleviate the immediate impact of the fee increase?

The Strategic Director responded:

- i. The council has made a commitment to deliver a needs assessment and would ensure close engagement with the communities throughout the process. The assessment would focus on caravan and houseboat accommodation jointly, aiming to identify accurately the number of households, and future level of need in the area. There was limited space on the river so it was unlikely that the council would be able to meet all this need. Once the assessment was completed needs could be met in a variety of ways; through the socially rented or

commercially rented sectors, or through private ownership of sites or bricks-and-mortar housing and houseboats.

6. Sarah Airey raised the following points:

- i. In October we were assured that the consultation would listen to the views of boaters. However, we only recently found out about the planned change to end the single occupancy discount, which was not previously included/ mentioned throughout the consultation exercise. The removal of the single occupancy discount would impact two thirds of the boating community, increasing fees by between 30% and 50%. This changed the overall nature of the mooring fee. The current discount reflected the services boaters had. The increase would put a disproportionate levy on single occupants.
- ii. Something this important should have been included in the consultation. The size of boats cannot be altered so the fees were neither realistic nor fair.

The Strategic Director responded:

- i. The impact of ending the single occupancy discount would differ depending upon the length of vessel.
- ii. Housing benefit was available if individuals had difficulty meeting their housing costs. The council is very proactive to ensure people get the benefits that they are entitled to.
- iii. The consultation did not specifically raise the single occupancy discount; but it had been raised as an issue. Charging by length is fairer. A single occupancy discount would duplicate the offer when applied to those on a smaller boat.

7. Eleanor Tattam raised the following points:

- i. She had been on the waiting list for a mooring licence for four years and it was unlikely that she would be granted one in the future. Her boat had been moored in a legal mooring area but is due to be evicted despite the fact that she had nowhere else to go. She had a large mortgage with no option to sell her boat. She worked hard and was willing to pay for the mooring but the stress and uncertainty was impacting on the health of her and her family.
- ii. She had sent countless letters and petitions to the council but she did not feel that she had been listened to. If she was forced out of Cambridge she would lose her job and her children would have to move schools. There were empty spaces next to her current mooring, why could she not have a licence there?

The Strategic Director responded:

- i. Committee was not the appropriate place to deal with an individual's case. The Council's policy on enforcement is clear and will be upheld. There were hundreds of people on the waiting list so if moorings are not regulated it would be unworkable. The council did not regard moorings as a form of social housing and if boaters cannot legally moor they would be regarded as homeless.
- ii. There were some moorings which are being left empty; they had been saved for the licenced vessels which will move from Riverside.

8. James Tidy raised the following points:

- i. He noted that the 7 new spaces to be created on Riverside would be filled by a ballot. However, the vessel eligibility criterion means that those over a certain length could not apply. This suggested that the successful vessels had already been decided.
- ii. The present fees subsidised the cost of water and heating at Jesus Green Lido. Other river front management costs such as bin collections would still have to be undertaken whether boats were present or not.
- iii. Claims that the consultation data was unreliable because it was backed by a campaign also meant that the research and data that the council had been working from was also unreliable. The financial figures that Camboaters collated did not match the Council's; Camboaters would welcome them sharing how they are broken down.

The Asset Manager (Streets & Open Spaces) responded:

- i. Due to the nature of the consultation, most of the respondents would have been from a specific interested sector of the community. As such, although the results were indicative they were not representative of the city population. The exercise had been invaluable in understanding the river.
- ii. There were different ways to account for direct and indirect costs, often the figures were referred to without the indirect costs for example, contributions to council support services. Further work will be undertaken to reflect this and shared.

9. Doug Bristol raised the following points:

- i. The whole consultation process felt like the decision had already been made and the council was not interested in the views of residents. Boats were very expensive and cannot just move. Due to the actions of the council he personally felt targeted, threatened and like a criminal which was a horrible situation to be faced with.

The Executive Councillor for Finance and Resources responded:

- i. There had been several years of indecision by the council, so action was needed. The views of the house boaters had been considered every step of the way and there had been an extended consultation to ensure as many as possible could participate.

17/5/SR Office Accommodation Strategy Projects at 130 Cowley Road, Cowley Road Compound and Mandela House

Matter for Decision

The Committee received a report from the Asset Manager (Estates and Facilities) which sought approval for three refurbishment projects related to the Council's Office Accommodation Strategy.

An out of cycle decision made by the Executive Councillor on 10th November 2016 gave approval for the allocation of £2,443,000 capital funds for refurbishment works but did not give specific approval for award of contracts to carry out works.

Decision of Executive Councillor for Finance and Resources

- i. Approved the proposed refurbishment works to create new office accommodation at 130 Cowley Road, Cowley Road Compound and Mandela House subject to the tendered prices for work being acceptable.
- ii. Authorised the Strategic Director to award contracts for the appointment of contractors to carry out refurbishment works at 130 Cowley Road, Cowley Road Compound and Mandela House in accordance with the requirements of the Constitution.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Asset Manager.

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

Councillor Cantrill commented that given the amount of money (£2.5 million) being spent on the renovation he would have liked to have seen more detail about the plans. The original decision was made out of cycle which meant to date it had not been scrutinised at all. He asked why £500k was being spent on temporary accommodation at Cowley Road, and was an adequate return expected?

Councillor Bick asked why the Council had been less than forthcoming in producing figures and plans.

Councillor Sinnott referred to Mill Road Depot and asked when Cowley Road was estimated to be completed so that development of the Depot site could begin?

The Asset Manager (Estates and Facilities) said the following in response to Members' questions:

- i. Cowley Road had been selected because it could accommodate the varying requirements of council services. A 15 year lease on the building had been agreed and there were plans to use it for at least five years with future potential to rent it out thereafter, recovering the investment cost.
- ii. The Interim Strategic Director referred to figures and plans of the development, he assured that significant work had gone into both the design and the tendering process. The costs had been looked into thoroughly and there was a clear intention to proceed with the best value for money.
- iii. Vacation of the Mill Road depot depended on the completion of refurbishment at Mandela House.

The Executive Councillor for Finance and Resources said the following in response to Members' questions:

- i. The original brief for the council's office accommodation strategy came to Strategy and Resources in January 2016, however the costs for aspects of the project had not been available in full then. Councillor Cantrill had been consulted at the time of the November 2016 Executive decision.
- ii. Referring to the out of cycle decision, he stated that the timing was just unfortunate. The detailed finances were not available in time for the scrutiny committee in October and waiting until the January meeting would have delayed the overall project significantly.

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

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

17/6/SR Revisions to the River Mooring Policy

Matter for Decision

The Officer's report set out proposals for an updated River Moorings Policy (RMP) to ensure the effective operational management of the moorings within the control of the City Council, for 2017 to 2023.

The updated RMP, outlined the principles with which the Council will follow, to manage its moorings effectively, including allocation of annual mooring licences, fees, charges, and enforcement policy.

The policy also brought forward a detailed scheme to develop new, safe, accessible moorings at Riverside to meet the needs of boaters and to address concerns about the safety of the current moorings.

Decision of Executive Councillor for Finance and Resources:

- a) Approved the proposed River Moorings Policy for use as the guiding document for management of the Council's moorings for the period, 2017-23;
- b) Instructed officers to proceed with actions to ensure the successful implementation of the approved policy, including
 - i. Taking forward the proposed Riverside Moorings Scheme, in order to develop up to seven safe moorings, subject to necessary consents and a detailed implementation plan to relocate boats on the Council's Regulated Waiting List as set out in RMP;

- ii. Adopting a fee policy which sets charges in accordance with realistic costs of managing the moorings, including necessary enforcement;
 - iii. Development of a capital investment programme for the improvement of the Council's mooring facilities;
 - iv. Further investigating options for charging for visitor moorings; and
- c) Noted the principal outcomes of the public consultation as detailed in the appendix B to this report, and
- d) Endorsed continued engagement with boat-dwellers and their representative organisations in working up recommendations on
- i. the River Moorings Licence terms and conditions;
 - ii. a Housing and Planning Act 2016, Welfare and Needs assessment
 - iii. Council Tax exemptions and the City Council's means tested Council Tax Reduction scheme and
 - iv. Further moorings investment and improvement options from future income and savings.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Asset Manager (Streets & Open Spaces)

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

Councillor Sarris queried the legality of the Council's decision not to collect Council Tax from single occupant boaters. He asked whether the County Council had ever been consulted on this Council Tax exemption.

Councillor Cantrill expressed his concern on proposals to remove the single occupancy discount which had been sprung on the residents with little clarity. He believed that decisions should be deferred so more provisional information was made available on how the Council's costs were calculated and on the impact of reviewing the discount and other impacts of the proposals. It should be brought back to committee before a final decision was made.

The Executive Councillor for Finance and Resources responded by affirming that nothing had been done about the moorings for years. Some issues would need continued dialogue with the residents and this was still a high priority.

Councillor Baigent wanted to clarify that no resident who was legally moored would be made homeless or evicted by these proposals.

The Executive Councillor for Finance and Resources confirmed that this was correct.

Councillor Bick welcomed the limitation on annual increase on fees, but stated that the package of proposals did not address the issues in a coordinated way. The residents were not consulted on the changes to the single occupancy discount and Members had not received officer analysis, both sides of the argument needed to be considered for a proper response.

Councillor Gillespie spoke with prior permission of the Chair. Referring to the Liberal Democrat amendment, he stated that more time for the consultation would perhaps allow boaters time to come to terms with the changes. He agreed that there had been a failure to tackle the issues for years. He believed that the wording of the consultation was loaded and did not represent the resident's situation accurately. There had been a council risk assessment carried out that the residents had not been allowed to see to make their own views. Furthermore, the officer figures did not appear to represent the true cost. Boaters can't inherit a mooring so they can't be compared with a household. It appeared the Council was attempting to gentrify the river, creating a landlord class.

In response to the Liberal Democrat amendment Councillor Sinnott commented that the purpose of revising the single occupancy discount was to create greater equity. The new approach based on length of vessel rather than occupancy was more equal.

Councillor Cantrill suggested that this approach was discriminatory toward single working people. The system would be a reasonable compromise if the council services available to the residents reflected the real costs but they did not.

The Executive Councillor for Finance and Resources responded by stating that the council had been making losses in revenue on its services to residents of

the river for years which was unfair on the council tax payer. He stated that this approach as identified in the report was fairer.

In response to further Member questions the officers confirmed:

- i. They were satisfied that the Council Tax policy for boaters was legal but were not aware of the County Council ever having been consulted on the single occupant exemption.
- ii. As part of the review of council tax discounting, the City Council as the billing authority will need to review with the other precepting authorities the implications of changes from 2012.
- iii. The proposed fees would still be one of the lowest in the country.
- iv. Officers would share with Camboaters further financial information and accepted that they needed to look again at the costs (e.g. of enforcement).
- v. Riverside works would be prioritised and there would be other investment thereafter.

The Executive Councillor for Finance and Resources responded to points made by the scrutiny committee:

- i. There was no attempt to gentrify the river
- ii. Charging by length was fairer
- iii. Moorings were costing the taxpayer £30K per year.
- iv. The consultation was useful and Camboater's own report was taken into account when drafting the officer report.
- v. The proposals would bring improvements to the recipients on the river in the long term.

Councillor Cantrill proposed the following amendment to the recommendations:

The Executive Councilor was recommended to:

Defer any overall decision on moorings until

- a) Proper consultation on single occupancy discount
- b) Detailed exploration of options that retain the current moorings on Riverside
- c) Clarification of the position regarding council tax payments
- d) Clarity on potential contractual regulation of boats in respect of air and water pollution

The amendment was lost by 2 votes to 4.

The following amendment was proposed by Councillor Cantrill:

The Executive Councillor was recommended to:

Defer any overall decision on moorings until

a) Proper consultation on single occupancy discount

The amendment was lost by 2 votes to 4.

The Committee resolved by 4 votes to 2 to endorse the recommendations.

The Executive Councillor approved the recommendations.

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

The Executive Councillor for Finance and Resources declared (see 17/2/SR) that he had resigned as a Cam Conservator.

(Note: The Chair adjourned the meeting for 5 minutes.)

17/7/SR Preparing for the Apprenticeship Levy & Public Sector Targets for Apprenticeships 2017

Matter for Decision

The Officer's report set out a strategic plan for Cambridge City Council to optimise use of its apprenticeship levy contributions of £100,000 per annum from April 2017, and deliver the government's plans for public sector organisations to have an average 2.3% of the workforce as apprentices over a 4 year period whilst providing a high quality 'Cambridge City Apprenticeship Scheme'.

Decision of Executive Councillor for Finance and Resources

- i. Agreed the proposed approach as set out in the report for the use of the Apprenticeship Levy
- ii. Approved the proposed Apprenticeship Strategy.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

- i. Members welcomed the proposals affirming that it was the sort of philosophy to embed into the business of the council.

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.

17/8/SR Discretionary Housing Payments

Matter for Decision

The Officer's report provided an update on the funding and use of Discretionary Housing Payments (DHP) to support those affected by Welfare Reforms.

Decision of Executive Councillor for Finance and Resources

- i. Approved the carry forward to 2017/2018 of the projected unspent additional contribution (see paragraph 4(a) v).

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The committee made no comments in response to the report from the Head of Revenue and Benefits.

The Committee unanimously resolved to endorse the recommendation.

The Executive Councillor approved the recommendation.

Conflicts of Interest Declared by the Executive Councillor

No conflicts of interest were declared by the Executive Councillor.

17/9/SR Shared Services 2017/18 Business Plans**Matter for Decision**

The Officer's report set out the 2017/18 business cases for the shared 3C ICT and 3C Legal services for endorsement, the principles of which were approved on 13th July 2015 and 12th October 2015.

Decision of the Leader and Executive Councillor for Strategy and Transformation

- i. Approved the business plans for each of the shared services.

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 Interim Strategic Director.

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

- i. The report said that the 15% savings which had been anticipated would not be achieved this financial year. It was predicted as 8.5% saving for this financial year.
- ii. Should this recommendation fall within Executive Councillor for Finance and Resource's portfolio rather than with the Leader's?

The Interim Strategic Director said the following in response to Members' questions:

- i. There had been a higher than expected spend on consultants to accommodate the changes in services.
- ii. There was a commitment to meet the savings target in year 2017/18.

The Leader said the following in response to Members' questions:

- i. Figures related to the predicted and actual savings were available on p 245 of the report.
- ii. He affirmed that if they were not committed to achieving the 15% saving it would not have been included in the report. They had set clear priorities which they were able to deliver on.
- iii. He agreed that the transformational aspect of the shared services fell correctly within his portfolio but future decisional reports would move to a different portfolio from now on.

The Committee unanimously resolved to endorse the recommendations.

The Executive Councillor approved the recommendation.

Conflicts of Interest Declared by the Executive Councillor

No conflicts of interest were declared by the Executive Councillor.

The Chair permitted Councillor Cantrill to ask a question to the Leader in an update to the item considered on the Combined Authority:

Referring to the comments by Mr Barclay, what is the Local Enterprise Partnership's (LEP) current position on the Combined Authority? Should the LEP stand aside from the Combined Authority whilst investigations are ongoing?

The Leader said the following in response to Councillor Cantrill's question:

- i. Requested that Councillor Cantrill email him so a formal response would be provided because he had no notice of the question.
- ii. He had not changed his mind about the LEP's role within the Combined Authority. It is a matter for all LEP's and governance.
- iii. Unfortunately the issue to date had not been raised in the most appropriate manner through the media.
- iv. At the Combined Authority meeting he attended earlier today it had been suggested that the National Audit Office may investigate.
- v. From his perspective, the LEP broadened the Combined Authority as he stated at the last scrutiny committee.

17/10/SR Shared Planning Service

Matter for Decision

The Officer's report outlined the progress in developing a Shared Planning Service between Cambridge City Council and South Cambridgeshire District Council.

The report sought agreement for a number of key principles underpinning the development of the service; a multi-phase programme of delivery, and early use of a "Greater Cambridge" designation. The report also set out an initial high level action plan which sought agreement to the procurement of additional resources to support this, identifying two key issues which would require early decision.

Decision of the Leader and Executive Councillor for Strategy and Transformation

- i. Noted the progress to date on the implementation of the Shared Planning Service.
- ii. Agreed the development of the multi-phase programme for delivery of the project
- iii. Approved the broad principles of the proposed management structure as the basis for the continued development of the organisational structure.
- iv. Noted the allocation of additional resources to support the programme
- v. Agreed the early introduction of a "Greater Cambridge Planning Service" designation on signatures of emails from planning staff of both Councils
- vi. Noted the need for seamless ICT systems across Greater Cambridge and the commitment to early work (and costs) on the procurement of a common ICT system for planning.

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 Joint Director of Planning and Economic Development.

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

- i. He welcomed the report; it was a necessary development for the planning service and Local Plan to work seamlessly.
- ii. The management structure at appendix A would help recruit the best staff. The Shared Planning Service would be the biggest second tier authority for planning in the country.

Councillor Bick welcomed the point and proposed an amendment to the recommendation by adding:

7. To note the high level objectives identified by the project team (p.250) and invite them to consider adding to them the need to retain and support an understanding of Place in the way Shared Service was structured, delivered and managed.

8. Noting the competitive market for planning staff and the high turnover and vacancy rates that tended to result, to call on the offices to explore how grading and pay systems could be applied effectively or adapted to the new organisation to support and strengthen the council's ability to recruit and retain the right staff.

Councillors supported the proposed amendment 7. The Leader wished to amend 8:

8. Noting the competitive market for planning staff, officers are asked to explore measures that would strengthen the recruitment and retention of planning staff.

Councillor Bick requested that it be minuted that he thought there should be an explicit reference to pay and grading.

The Leader said the following in response:

- i. He thought that putting pay into the public domain was not helpful; the change of wording indicated a commitment to paying a competitive rate.
- ii. The current changes would have a big impact. In order to be competitive the package needed to be broader than just pay and grading.

The Committee resolved unanimously to endorse the recommendations as amended.

The Executive Councillor approved the recommendation.

Conflicts of Interest Declared by the Executive Councillor

No conflicts of interest were declared by the Executive Councillor.

17/11/SR Update on Key External Strategic Partnerships and our Involvement

Matter for Decision

The Officer's report provided an update on the key external partnerships the Council was involved with as part of a commitment given in the Council's "Principles of Partnership Working".

Decision of the Leader and Executive Councillor for Strategy and Transformation

- i. Approved the continued work with key external partnerships (LEP, City Deal, Cambridge Community Safety Partnership, Health and Wellbeing Board, the Children's Trust and the Combined Authority) to ensure those public agencies and others can together address the strategic issues affecting Cambridge and that the concerns of Cambridge citizens were 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 Corporate Strategy.

It was noted that section 5.26, (P279) needed to be amended as Councillor Bick no longer chaired the City Deal Assembly.

The Leader said the following in response to Members' questions:

- i. Proposed that Section 9 relating to the Health and Wellbeing Board be referred to Community Services Scrutiny Committee in June.
- ii. Agreed that the City Council's representatives on the various Health Partnership bodies should raise the issue of homelessness as a priority and seek to gain partnership engagement in addressing issues surrounding homelessness and rough sleeping in the City.

The Committee unanimously resolved to endorse the recommendation.

The Executive Councillor approved the recommendation.

Conflicts of Interest Declared by the Executive Councillor

No conflicts of interest were declared by the Executive Councillor.

The meeting ended at 8.05 pm

CHAIR

STRATEGY AND RESOURCES SCRUTINY COMMITTEE25 May 2017
1.00 - 1.10 pm

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

Executive Councillors: Herbert (Leader of the Council) and Robertson (Executive Councillor for Finance and Resources)

FOR THE INFORMATION OF THE COUNCIL**17/12/SR Appointment of Equalities Panel**

The Scrutiny Committee agreed the nominations below:

	Number of allocation
Equalities Panel	3 Labour 2 Liberal Democrat
Councillors – Abbott, Ratcliffe, Sheil, Adey, Moore	

17/13/SR Appointment of Joint Staff Employment Forum (JSEF)

The Scrutiny Committee agreed the membership of Joint Staff Employer Forum:

	Number of allocation
Joint Staff Employment Forum	3 Labour 2 Liberal Democrat 2 Alternates
Councillors – Bird (Chair), Gawthrope, Ratcliffe, Adey, Holt Robertson (Ex-Officio) Alternate Councillor – Hart, Nethsingha	

17/14/SR Appointment to Outside Bodies

The Scrutiny Committee recommended appointments to the outside bodies listed below.

The Leader and the Executive Councillor for Finance and Resources agreed the appointments.

	Number of allocation
City Deal Executive Board	1 Labour 1 Labour Alternate
Councillor Herbert Alternate Councillor Blencowe	

	Number of allocation
Greater Cambridge Greater Peterborough Enterprise Partnership	1 Labour 1 Opposition Spokes
Councillor Herbert Opposition Spokes Councillor Bick	

	Number of allocation
Cambridgeshire Police and Crime Panel	1 Labour 1 Labour Alt
Councillor Baigent Alternate Councillor Sinnott	

	Number of allocation
Local Government Information Unit	1 Labour
Councillor Herbert	

	Number of allocation
East of England Local Government Association	1 Labour
Councillor Herbert	

	Number of allocation
LGA General Assembly	1 Labour – Leader
Councillor Herbert	

	Number of allocation
Horizons Board	1 Labour – Leader
Councillor Herbert	

	Number of allocation
CCTV Shared Service Board	1 Labour – Leader
Councillor Herbert	

Cambridge Community Safety Partnership	1 Labour
Councillor Herbert	

	Number of allocation
Making Assets Count (MAC) Member Reference Group	1 Labour
Councillor Robertson	

	Number of allocation
Housing Development Agency	2 Labour
Councillors Price & Robertson	

The meeting ended at 1.10 pm

CHAIR

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To Executive Councillor for Finance and Resources
Report by Chief Executive, Strategic Directors and Head of Finance
Relevant Scrutiny Committee Strategy & Resources 3 July 2017

2016/17 Revenue and Capital Outturn, Carry Forwards and Significant Variances – Finance and Resources Portfolio

Key Decision

1. Executive summary

1.1 This report presents, for the Finance and Resources Portfolio :

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

2. Recommendations

The Executive Councillor is recommended to approve the following:

- a) Carry forward requests totalling £222,700 revenue funding from 2016/17 to 2017/18, as detailed in **Appendix C**.
- b) Carry forward requests of £24,045k capital resources from 2016/17 to 2017/18 to fund rephased net capital spending, as detailed in **Appendix D**.

3. Background

Revenue Outturn

- 3.1 The overall revenue budget outturn position for the Finance and Resources Portfolio is given in the table below. Detail, by service grouping, is presented in **Appendix A**.

2015/16 £'000	Finance and Resources Portfolio Revenue Summary	2016/17 £'000	% Final Budget
(6,103)	Original Budget	(6,341)	(119.9)
153	Adjustment – Prior Year Carry Forwards	198	3.7
0	Adjustment – Service Restructure Costs	13	0.3
0	Adjustment – Earmarked Reserves	244	4.6
150	Adjustment – Capital Charges	438	8.3
0	Adjustment – Central & Support reallocations	160	3.0
(9)	Other Adjustments	0	-
(5,809)	Final Budget	(5,288)	(100.0)
(6,769)	Outturn	(5,944)	(112.4)
(960)	(Under) / Overspend for the year	(656)	(12.4)
233	Carry Forward Requests	223	4.2
(727)	Resulting Variance	(433)	(8.2)

- 3.2 **Appendix A** shows original and final budgets for the year (with the movements summarised in the above table) and compares the final budget with the outturn position for this Portfolio for 2016/17. The original revenue budget for 2016/17 was approved by the Executive Councillor for Finance and Resources on 18 January 2016.

- 3.3 **Appendix B** provides explanations of the main variances.

- 3.4 **Appendix C** lists revenue carry forward requests.

Capital Outturn

- 3.5 The overall capital budget outturn position for the Finance and Resources Portfolio is given in the table below. **Appendix D** shows the outturn position by scheme and programme with explanations of variances.

2015/16 £'000	Finance and Resources Portfolio Capital Summary	2016/17 £'000	% Final Budget
18,900	Final Budget	27,861	100.0
15,521	Outturn	10,203	36.6
(3,379)	Variation - (Under)/Overspend for the year	(17,658)	(63.4)
3,243	Rephasing Requests	24,045	86.3
(136)	Variance	6,387	22.9

4. Implications

- 4.1 The net variance from the final budget (see above), would result in a decreased use of General Fund reserves of £433k.
- 4.2 A decision not to approve a carry forward request may impact on officers' ability to deliver the service or scheme in question and this could have staffing, equality and poverty, environmental, procurement, consultation and communication and/or community safety implications.

5. Background papers

- Closedown Working Files 2016/17
- Directors' Variance Explanations – March 2017
- Capital Monitoring Reports – March 2017
- Budgetary Control Reports to 31 March 2017

6. Inspection of papers

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

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john.harvey@cambridge.gov.uk

Finance & Resources Portfolio / Strategy & Resources Scrutiny Committee

Revenue Budget 2016/17 - Outturn

Service Grouping	Original Budget £	Final Budget £	Outturn £	Variation - Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
Finance - General	(884,150)	(884,150)	(889,548)	(5,398)	0	(5,398)
General Properties and Grand Arcade	(7,148,680)	(6,728,960)	(7,010,963)	(282,003)	0	(282,003)
130 Cowley Road	73,720	74,630	74,627	(3)	0	(3)
Office Accommodation Strategy Phase 2 - Revenue Set Up Costs	0	242,980	242,984	4	0	4
Property Services	(159,990)	0	12,659	12,659	0	12,659
Procurement	0	0	(19,734)	(19,734)	0	(19,734)
	(8,119,100)	(7,295,500)	(7,589,975)	(294,475)	0	(294,475)
Human Resources						
Employee Travel Plan	0	0	2,767	2,767	0	2,767
GMB	0	0	(6,286)	(6,286)	0	(6,286)
Unison	0	0	(972)	(972)	0	(972)
	0	0	(4,491)	(4,491)	0	(4,491)
Sustainable City	126,550	126,550	120,564	(5,986)	0	(5,986)
	126,550	126,550	120,564	(5,986)	0	(5,986)
Revenues and Benefits	1,731,050	1,872,290	1,601,904	(270,386)	196,700	(73,686)
Customer Service Centre	0	0	14,392	14,392	0	14,392
Cashiers	0	0	(288)	(288)	0	(288)
Corporate Business Support	0	0	(19,525)	(19,525)	0	(19,525)
Corporate Business Processing	0	0	(10,409)	(10,409)	0	(10,409)
Land Charges and Searches	(88,780)	(520)	38,185	38,705	0	38,705
Quality/Health and Safety Management - Indirect	0	0	(10,369)	(10,369)	0	(10,369)
River Frontage Management	9,560	9,560	28,003	18,443	0	18,443
	1,651,830	1,881,330	1,641,893	(239,437)	196,700	(42,737)
Direct Services Total	(6,340,720)	(5,287,620)	(5,832,009)	(544,389)	196,700	(347,689)
Support Services (net costs recharged to Departments)						
Accountancy and Support Services	1,526,340	1,561,840	1,511,902	(49,938)	26,000	(23,938)
Other Support Services	205,510	185,510	217,843	32,333	0	32,333
Internal Audit	251,070	251,070	239,451	(11,619)	0	(11,619)
Human Resources	737,480	737,480	687,329	(50,151)	0	(50,151)
IT	3,514,220	3,562,680	3,627,421	64,741	0	64,741
Legal	657,340	657,340	728,384	71,044	0	71,044
Admin Buildings (including Facilities Management)	2,096,840	2,375,380	2,207,365	(168,015)	0	(168,015)
Support Services Total	8,988,800	9,331,300	9,219,695	(111,605)	26,000	(85,605)
Recharged to Departments	(8,988,800)	(9,331,300)	(9,331,300)	0	0	0
Support Services (net)	0	0	(111,605)	(111,605)	26,000	(85,605)
Total Net Budget	(6,340,720)	(5,287,620)	(5,943,614)	(655,994)	222,700	(433,294)

Changes between original and final budgets may be made to reflect:

- portfolio and departmental restructuring
- approved budget carry forwards from the previous financial year
- technical adjustments, including changes to the capital accounting regime
- virements approved under the Council's constitution
- additional external revenue funding not originally budgeted

and are detailed and approved:

- in the January committee cycle (as part of the Budget-Setting Report, BSR)
- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Medium-Term Financial Strategy, MTFS)
- via technical adjustments/virements throughout the year

**Finance & Resources Portfolio /
Strategy & Resources Scrutiny Committee**

**Revenue Budget 2016/17 - Major Variances
from Final Revenue Budgets**

Service Grouping	Reason for Variance	Amount £	Contact
General Properties and Grand Arcade	This variance is primarily due to an over achievement of rental income from geared ground rents where the Council receives a proportion of income generated by property but managed by others, e.g., Grand Arcade, Clifton Road Industrial Estate. The Haverhill acquisition also generated a better return than was expected.	(282,003)	Dave Prinsep
Revenues and Benefits	The variance is primarily due to unspent Homelessness Prevention Funding of £196.7k allocated to Discretionary Housing Payment use (top up funding) for which a carry forward of budget to the 2017/18 financial year was approved at the Strategy & Resources Scrutiny Committee meeting on 20 March 2017 (see Appendix C) and higher than forecast recovery of Housing Benefit Overpayments from claimants no longer claiming benefits - £84k. The above mentioned variances were partly offset by a shortfall in Local Taxation fee income of £46K (mainly court costs income). The shortfall in income is primarily due to the clearing of historic arrears in prior years resulting in current court costs recovery being mainly in respect of current year liability. The remaining variances are primarily due to a one-off residual Council Tax Benefits receipt - £8k and minor net positive variances on a range of supplies and services, staffing and income budget headings.	(270,386)	Alison Cole
Land Charges and Searches	Overspend is primarily due to the housing market slowdown in 2016, which resulted in a reduction to fee income received, and higher than budgeted expenditure on professional fees following fee changes at Cambridgeshire County Council.	38,705	Jonathan James
Support Services			
Accountancy & Support Services	Variance is primarily due to profiling / timing differences with respect to the cost of the backfill of staff who are involved with the new Financial Management System project for which a carry forward of budget of £26k to the 2017/18 financial year is requested. The remaining variance is primarily due to minor underspends on supplies and services.	(49,938)	Caroline Ryba
Other Support Services	Overspend is primarily due to the cost of recruitment and interim cover with respect to the Strategic Director post.	32,333	Caroline Ryba
Human Resources	The principal reasons for the underspends are the cumulative effect of various small underspends across cost centres, including part year salary and pension costs as a result of vacancies and recruitment.	(50,151)	Deborah Simpson
IT	The variance of £65k is primarily due to a higher value of project (development days) expenditure than was originally forecast. The ICT Shared Service final variance (City Council's share) against the original savings target as per the business case of £364k was not fully achieved in year one. The City Council took a prudent approach with respect to the savings achieved in the early years of the ICT Shared Service, building up the savings over time; the budgeted savings target for the 2016/17 financial year was therefore £150k of which savings of £142k were achieved, resulting in a small under achievement on this budget line of £8k.	64,741	David Edwards
Legal	The overspend on the shared service was due to unexpected one off implementation costs which will not occur again in 2017-18.	71,044	Tom Lewis

**Finance & Resources Portfolio /
Strategy & Resources Scrutiny Committee**

**Revenue Budget 2016/17 - Major Variances
from Final Revenue Budgets**

Service Grouping	Reason for Variance	Amount £	Contact
Admin Buildings (including Facilities Management)	The underspend is mainly due to the receipt of new rental income from a letting within The Guildhall premises. Rent commencement date was earlier than originally anticipated. The remaining (positive) variances are primarily due to, for The Guildhall premises, the receipt of backdated rental income following the completion of a rent review and a prior year business rates refund and, for the Mandela House premises, lower utility costs due to the building only being partly occupied during the 2016/17 financial year.	(168,015)	Trevor Burdon
Other		(42,324)	-
Total		(655,994)	

**Finance & Resources Portfolio /
Strategy & Resources Scrutiny Committee**

Revenue Budget 2016/17 - Carry Forward Requests

Request to Carry Forward Budgets from 2016/17 into 2017/18

Item	Reason for carry forward request	Amount £	Contact
1	<p>Revenues and Benefits Request to carry forward unspent Homelessness Prevention funding of £196,700 to support Discretionary Housing Payments. (N.B. The above-mentioned carry forward was approved at the Strategy & Resources Scrutiny Committee meeting on 20 March 2017).</p>	196,700	Alison Cole
2	<p>Accountancy and Support Services Request to carry forward unspent funding of £26,000 for the backfill of Finance staff involved with the replacement Financial Management System project.</p>	26,000	Caroline Ryba
Total Carry Forward Requests for Finance & Resources Portfolio / Strategy & Resources Scrutiny Committee		222,700	

Finance & Resources Portfolio / Strategy & Resources Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC601	Replacement Telecommunications & Local Area Network	Tony Allen	0	325	138	(187)	187	0	Technical issues have been resolved, which has enabled the project to progress to its conclusion with the expected functionality rolled out to staff. We are now in project closure.
SC605	Replacement Building Access Control System	Will Barfield	50	73	25	(48)	48	0	The completion of the project has been delayed due supplier issues.
SC391	La Mimosa Punting Station	Philip Doggett	0	2	0	(2)	0	(2)	Completed. Any future costs will be met from existing Revenue resources.
SC643	ICT Infrastructure and Server Upgrade	David Edwards	0	602	602	0	0	0	Completed.
SC608	Improvements to Gwydir Enterprise Centre	Dave Prinsep	200	200	4	(196)	196	0	Changes in staff in Estates & Facilities and discovery of some structural issues have delayed scheme.
SC616	General Fund Property Acquisition for Housing Company	Dave Prinsep	0	2,114	8,569	6,455	0	6,455	Completed. The original budget for this project was the loan to Cambridge City Housing Company which is treated as capital expenditure under local government accounting rules. However, a significant element of the build spend was also incurred by the Council in advance of the set up of the company and assignment of the build contracts to the company. This has been offset by an effective capital receipt equal to the value of the build spend incurred by the Council.

Finance & Resources Portfolio / Strategy & Resources Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC621	20 Newmarket Road - Commercial Property	Dave Prinsep	0	125	52	(73)	73	0	Delays in completion of scheme due to change of use planning consent being required.
SC604	Replacement Financial Management System	Caroline Ryba	161	242	82	(160)	160	0	Budget rephasing requested to align with revised target date already agreed by shared services management board.
Total Projects			411	3,683	9,472	5,789	664	6,453	
PV192	Development Land on the North Side of Kings Hedges Road	Philip Doggett	10	2	0	(2)	2	0	This is a capital provision whereby we contribute an average of 7.56% of the Arbury Park Development collaboration agreement costs. A budget of £2k needs to be re-phased to the 2017/18 financial year in order to meet the final costs of the scheme.
PV221b	Lion Yard - Contribution to Works - Phase 2	Philip Doggett	40	74	19	(55)	0	(55)	Completed. Final Lion Yard Phase 2 contribution to works invoice was paid in March 2017.
PV583	Clay Farm Commercial Property Construction Costs	Dave Prinsep	375	295	190	(105)	105	0	Variance of £105k is due to budget profiling differences. The overall timing for the project remains on target.

Finance & Resources Portfolio / Strategy & Resources Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PV554	Development of Land at Clay Farm	Sabrina Walston	269	527	254	(273)	273	0	This is a scheme whereby we contribute 7% of the net costs incurred in respect of the Collaboration Agreement with Countryside Properties. Rate of invoices from Countryside Properties relate directly to rate of house-building which is variable and beyond our control. Target completion date is long stop date in Development Agreement and equates to four years from estimated planning approval.
Total Provisions			694	898	463	(435)	380	(55)	
PR023	Admin Buildings Asset Replacement Programme	Will Barfield	183	29	26	(3)	0	(3)	Completed. There will be no further expenditure on this programme.
PR024	Commercial Properties Asset Replacement Programme	Will Barfield	143	144	136	(8)	0	(8)	Completed. Dales Brewery re-roofing project has been completed. There will be no further expenditure on this programme.
PR050a	Relocation of Services to 130 Cowley Road (OAS)	Will Barfield	0	507	28	(479)	479	0	Tenders received for projects in early 2017 exceed the current budget. A project review has been completed and projects will be re-submitted to Strategy & Resources Scrutiny Committee for approval in July 2017.

Finance & Resources Portfolio / Strategy & Resources Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PR050b	Mandela House Refurbishment (OAS)	Will Barfield	0	1,350	43	(1,307)	1,307	0	Tenders received for projects in early 2017 exceed the current budget. A project review has been completed and projects will be re-submitted to Strategy & Resources Scrutiny Committee for approval in July 2017.
PR050e	Cowley Road Compound ex-Park and Ride Site (OAS)	Will Barfield	0	586	20	(566)	566	0	Tenders received for projects in early 2017 exceed the current budget. A project review has been completed and projects will be re-submitted to Strategy & Resources Scrutiny Committee for approval in July 2017.
PR050	Office Accommodation Strategy Phase 2	Frances Barratt	0	587	0	(587)	587	0	These funds represent the balance of the Capital earmarked reserves for Phase 2 of the Office Accommodation Strategy. Budgets will be established as schemes come forward.
PR050c	Refurnishing Guildhall 4th Floor (OAS)	Frances Barratt	0	57	15	(42)	42	0	Change of date for transfer of Legal Services' accommodation to South Cambridgeshire District Council has had a knock on effect for the remainder of projects. Remaining budget needs to therefore be re-phased to the 2017/18 financial year.
PR050d	Mobile Working (OAS)	Frances Barratt	0	20	0	(20)	20	0	Funding is focused on technology investment required throughout the duration of Phase 2 of the Office Accommodation Strategy. Slippage on refurbishment projects has resulted in a need to re-profile expenditure to the 2017/18 financial year.

Finance & Resources Portfolio / Strategy & Resources Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PR038	Investment in Commercial Property Portfolio	Dave Prinsep	0	20,000	0	(20,000)	20,000	0	Budget needs to be re-phased to the 2017/18 financial year in order to align the budget with expenditure forecasts. £7.637 million spent on 2 acquisitions in April 2017.
Total Programmes			326	23,280	268	(23,012)	23,001	(11)	
Total for Finance & Resources Portfolio			1,431	27,861	10,203	(17,658)	24,045	6,387	

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Changes between original and final budgets may be made to reflect:

- rephased capital spend from the previous financial year
- rephased capital spend into future financial periods
- approval of new capital programmes and projects

and are detailed and approved:

- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Medium-Term Financial Strategy, MTFs)
- in the January committee cycle (as part of the Budget-Setting Report, BSR)



To Executive Councillor for Finance and Resources

Report by Chief Executive, Strategic Directors and Head of Finance

Relevant Scrutiny Committee Strategy and Resources 3 July 2017

2016/17 Revenue and Capital Outturn, Carry Forwards and Significant Variances – General Fund - OVERVIEW

Key Decision

1. Executive summary

1.1 This report presents, for all portfolios:

- A summary of actual income and expenditure compared to the final budget for 2016/17 (outturn position)
- Revenue and capital budget variances with explanations, as reported to individual Executive Councillors and Scrutiny Committees
- Specific requests to carry forward funding available from budget underspends into 2017/18.

1.2 The outturn reports presented in this Committee cycle reflect the current Executive Portfolios (which may have changed since the budgets were originally approved, before any changes in Portfolio responsibilities). Therefore members of all committees have been asked to consider proposals to carry forward budgets and make their views known to the Executive Councillor for Finance and Resources, for consideration at Strategy and Resources Scrutiny Committee prior to his recommendations to Council. As this report was published prior to completion of all the Scrutiny Committee meetings, a list of all comments received will be published once available.

1.3 The outturn position for the Housing Revenue Account (HRA) was reported to the Housing Scrutiny Committee and the Executive Councillor for Housing on 20 June 2017.

2. Recommendations

The Executive Councillor for Finance and Resources is recommended to seek Council approval for the following:

- a) Carry forward requests totalling £914,330 revenue funding from 2016/17 to 2017/18, as detailed in **Appendix C**

- b) Carry forward requests of £34,384k (including £20,000k for PR038 Investment in Commercial Property Portfolio and £2,896k relating to the Housing Capital Investment Plan) of capital resources from 2016/17 to 2017/18 to fund rephased net capital spending, as detailed in **Appendix D - Overview**.

3. Background

Revenue Outturn

- 3.1 The overall revenue budget outturn position for all portfolios is given in the table below. Detail by portfolio is presented in **Appendix A**.

2015/16 £'000	General Fund Revenue Summary	2016/17 £'000	% Final Budget
17,855	Original Budget	18,259	91.0
657	Adjustment – Prior Year Carry Forwards	485	2.4
408	Adjustment – BSR Feb approvals	0	-
5	Adjustment – Service Restructure Costs	264	1.3
(60)	Adjustment – Earmarked Reserves	334	1.7
459	Adjustment – Capital Charges	733	3.6
71	Adjustment – Central & Support reallocations	0	-
(97)	Other Adjustments	0	-
19,298	Final Budget	20,075	100.0
16,334	Outturn	18,045	89.9
(2,964)	(Under)/Overspend for the year on committees	(2,030)	(10.1)
485	Carry Forward Requests - revenue	914	4.6
(2,479)	Variation on committees	(1,116)	(5.5)
(2,622)	Other variances (mainly earmarked reserves and retained business rates)	(1,139)	(5.7)
2,208	Capital expenditure financed from revenue	466	2.3
(2,893)	Variance and reduced use of General Fund Reserves	(1,789)	(8.9)

- 3.2 **Appendix A** shows original and final budgets for the year (with the movements summarised in the above table) and compares the final budget with the outturn

position for all Portfolios for 2016/17. The original revenue budget for 2016/17 was approved by Council on 25 February 2016.

3.3 **Appendix B** provides explanations of the main variances, which have been reported to appropriate Executive Councillors and Scrutiny Committees.

3.4 **Appendix C** lists revenue carry forward requests.

Capital Outturn

3.5 The overall revenue capital budget outturn positions for all portfolios and the HRA are given in the tables below. **Appendix D** shows the outturn position by scheme and programme with explanations of variances.

2015/16 £'000	General Fund Capital Summary	2016/17 £'000	% Final Budget
20,729	Original Budget	17,860	39.4
21,397	Adjustments	27,498	60.6
42,126	Final Budget	45,358	100.0
25,561	Outturn	19,903	43.9
(16,565)	(Under)/Overspend for the year	(25,454)	(56.1)
16,445	Rephasing Requests	31,488	69.4
(120)	(Under) / Overspend	6,034	13.3

2015/16 £'000	HRA Capital Summary	2016/17 £'000	% Final Budget
29,946	Original Budget	37,271	141.8
13,758	Adjustments (Re-phasing from prior year)	2,171	8.3
(6,830)	Other Adjustments	(13,159)	(50.1)
36,874	Final Budget	26,283	100.0
33,355	Outturn	23,373	88.9
(3,519)	(Under)/Overspend for the year	(2,910)	(11.1)
2,171	Re-phasing Requests	2,896	11.0
(1,348)	(Under) / Overspend	(14)	(0.1)

General Fund

- 3.6 The capital adjustments of £27,498k include £20,000k for PR038 Investment in Commercial Property Portfolio which is also within the £31,488 rephasing. The major variance within the £6,033k relates to SC616 General Fund Property Acquisition for Housing Company which is completed - the original budget for this project was the loan to Cambridge City Housing Company which is treated as capital expenditure under local government accounting rules. However, a significant element of the build spend was also incurred by the Council in advance of the set-up of the company and assignment of the build contracts to the company. This has been offset by an effective capital receipt equal to the value of the build spend incurred by the Council.

HRA

- 3.7 Spending in the Housing Capital Investment Plan in 2016/17 was below that originally anticipated, with significant reduction in the budget for new build expenditure as part of the Medium Term Financial Strategy in September / October 2016.
- 3.8 At outturn, against the latest capital budget approved, underspending of £1,271,000 was evident in new build investment, with slippage of £1,186,000 identified. This related predominantly to delays at Anstey Way, Akeman Street and the 2015/16 garage sites, where obtaining vacant possession and planning permissions has introduced some delays.
- 3.9 Investment in the housing stock, in respect of decent homes and other capital activity was underspent by £1,125,000, but taking into consideration income of £245,000 from leaseholders which is reported separately, the need to defer £1,162,000 of investment into future years has been identified.
- 3.10 Some slippage in the programme is in respect of the refurbishment scheme at Ditchburn Place (£341,000), where work on site has now begun, but where costs did not begin to be incurred until the latter part of 2016/17.
- 3.11 Permission is sought to re-phase the use of £189,000 direct revenue financing of capital expenditure from the Housing Revenue Account into 2017/18, and to recognise deferred receipt of £1,164,000 of capital receipts for the sale of shared ownership properties, using these to finance re-phased capital expenditure identified.
- 3.12 Recognition also needs to be given to an increased use of major repairs reserve as a funding source in 2016/17, which meant a reduction in the use of capital balances in the year. The impact of this will be a mitigating reduction in the anticipated use of major repairs reserve funding in 2017/18, with an increased call upon capital balances instead. Using major repairs reserve funding first ensures that the resource with the greatest flexibility is retained for the longest, providing greater alternative options for its use if capital schemes underspend.

4. Implications

- 4.1 The variance from the final revenue budget (see above) on committees would result in a decreased use of General Fund reserves of £2,030k. After revenue carry forwards of £914k this is £1,116k. After capital projects financed from revenue of £466k and net reductions (mainly for earmarked reserves and retained business rates) the overall variance and decreased use of General Fund Reserves is £1,789k.
- 4.2 A decision not to approve a carry forward request may impact on officers' ability to deliver the service or scheme in question and this could have staffing, equality and poverty, environmental, procurement, consultation and communication and/or community safety implications.

5. Background papers

- Reports for all portfolios to the June 2017 Scrutiny Committee cycle.

6. Inspection of papers

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

Authors' Names: John Harvey
Authors' Phone Numbers: 01223 - 458143
Authors' Emails: john.harvey@cambridge.gov.uk

O:\accounts\Committee Reports & Papers\Strategy & Resources from July 2007\2017 June\Overview\Final\S&R (Overview) - Committee Outturn 2016-17 Report.docx

General Fund Overview / Strategy & Resources Scrutiny Committee

Revenue Budget - 2016/17 Outturn

Committee / Portfolio	Original Budget £000	Final Budget £	Outturn £	Variation Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
Community Services						
Communities	7,547,910	7,378,020	7,227,860	(150,160)	20,600	(129,560)
Streets & Open Spaces	5,989,460	6,213,260	6,187,453	(25,807)	41,140	15,333
Total Community Services	13,537,370	13,591,280	13,415,313	(175,967)	61,740	(114,227)
Environment						
Environment Services & City Centre	4,248,630	4,339,090	4,511,150	172,060	0	172,060
Planning Policy & Transport	(562,290)	(621,210)	(933,728)	(312,518)	11,230	(301,288)
Total Environment	3,686,340	3,717,880	3,577,422	(140,458)	11,230	(129,228)
Housing						
Housing GF	3,438,320	3,347,740	3,195,653	(152,087)	57,060	(95,027)
Strategy & Resources						
Finance & Resources	(6,340,720)	(5,287,620)	(5,943,614)	(655,994)	222,700	(433,294)
Strategy & Transformation	3,938,220	4,705,600	3,800,233	(905,367)	561,600	(343,767)
Total Strategy & Resources	(2,402,500)	(582,020)	(2,143,381)	(1,561,361)	784,300	(777,061)
Total Portfolios / Committees	18,259,530	20,074,880	18,045,007	(2,029,873)	914,330	(1,115,543)
Capital accounting adjustments	(5,422,730)	(6,155,050)	(6,153,567)	1,483		1,483
Capital expenditure financed from revenue	1,787,000	1,787,000	2,253,681	466,681		466,681
Contributions to earmarked funds	9,167,000	9,001,660	8,593,000	(408,660)		(408,660)
Contributions to/(from) Reserves	(2,817,420)	(3,302,720)	(599,589)	2,703,131	(914,330)	1,788,801
	2,713,850	1,330,890	4,093,525	2,762,635	(914,330)	1,848,305
Net spending requirement	20,973,380	21,405,770	22,138,532	732,762	0	732,762
Financed by:						
Settlement Funding Assessment	(5,863,890)	(5,863,890)	(5,863,895)	(5)		(5)
Locally Retained Business Rates - growth element	601,440	601,440	(324,109)	(925,549)		(925,549)
New Homes Bonus (NHB)	(6,323,000)	(6,332,000)	(6,332,196)	(196)		(196)
Other grants from central government:	0	0	(60,964)	(60,964)		(60,964)
Appropriations from earmarked funds	(2,035,420)	(2,458,810)	(2,204,812)	253,998		253,998
Council Tax	(7,439,410)	(7,439,410)	(7,439,409)	1		1
Collection Fund (Surplus)/Deficit	86,900	86,900	86,853	(47)		(47)
Total Financing	(20,973,380)	(21,405,770)	(22,138,532)	(732,762)	0	(732,762)
Net Total	0	0	0	0	0	0

Changes between original and final budgets may be made to reflect:

- portfolio and departmental restructuring
- approved budget carry forwards from the previous financial year
- technical adjustments, including changes to the capital accounting regime
- virements approved under the Council's constitution
- additional external revenue funding not originally budgeted

and are detailed and approved:

- in the January committee cycle (as part of the Budget-Setting Report, BSR)
- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Medium-Term Financial Strategy, MTFS)
- via technical adjustments/virements throughout the year

Communities Portfolio / Community Services Scrutiny Committee

Revenue Budget 2016/17 - Major Variances
from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
Community Centres	Clay Farm: Due to a major delay with the construction of this Community Centre it did not open before year end, therefore there was no spend in 2016/17.	(120,000)	Sally Roden
	Other community centres: Overachievement of income at the Meadows and relatively small underspends on the other centres	(37,750)	Sally Roden
Community Services Admin	Carry forwards requested for 2 items: a. Junction Capital Scheme Consultancy Work (order placed work not yet completed - work ongoing) £9,300 b. Trumpington Pavilion IT improvements (order placed work ongoing) £11,300	(31,861)	Cathy Heath
Cultural and Community	Other than the main contract fee there is no budget provision for other costs relating to Cambridge Live/Corn Exchange (landlord responsibilities). The additional costs are due in the main to loss of income from no funfair provision at Midsummer Fair, a contribution to increased Health and Safety costs at City Events and essential building maintenance at the Corn Exchange.	64,962	Jane Wilson
Other	Children and Youth, Grants, Neighbourhood Community Development, Sport & Recreation minor net underspends.	(25,511)	-
Total		(150,160)	

**Streets & Open Spaces Portfolio / Community Services Scrutiny
Committee**

**Revenue Budget 2016/17 - Major Variances
from Final Revenue Budgets**

Service Grouping	Reason for Variance	Amount £	Contact
Commercial Services - Bereavement Services	City of Cambridge Cemetery - An underspend on building maintenance of £22k plus additional Right to Erect income of £14k.	(43,418)	James Elms
	Cambridge Crematorium - Mainly due to greater than expected cremation income of £69k	(68,647)	James Elms
	Burials and Grounds - An underspend of £18k on the salaries budget	(21,232)	James Elms
	Central Costs - Increased staffing costs due to one off costs of the service restructure.	87,571	James Elms
	Commemoration - Due to greater than expected income .	(22,728)	James Elms
	Transfer to Investment Fund of additional income as a result of above variances	68,454	James Elms
Environment - Open Space Management	Historical Project Facilitation Fund bid of (£39,780) in the budget without matching actual grant leading to the overspend	30,798	Alistair Wilson
	Open Space Asset Maintenance: Carry forward request is being made for monies that have been collected from the University Arms development to be used for improvement works to Parker's Piece in 2017/18.	(47,896)	Alistair Wilson
Other		(8,709)	-
Total		(25,807)	

Environmental Services & City Centre Portfolio / Environment Scrutiny Committee

Revenue Budget 2016/17 - Major Variances
from Final Revenue Budgets

Cost Centre	Reason for Variance	Amount £	Contact
	Environment - Environmental Health		
Control of Disease	Variance due to staffing shortages with a Pest Control Officer post vacant for 6 months. Post now recruited to.	(26,896)	Karen O'Connor
Enforcement	Variance due to staffing shortages and combining manager posts.	(26,470)	Karen O'Connor
	Environment - Licensing		
Liquor Licensing	Variance due to staff changes and shortages and combining manager posts.	(25,398)	Karen O'Connor
	Environment - Waste and Recycling		
Waste Collection	The waste collection and policy cost centres have a total £163k overspend for the year. This equates to 6.4% of the budget for those two cost centres. The overspend is due to the delay in implementing the second phase of the shared waste service restructure. Implementation costs of this restructure amounting to £76k are included in the overspend and it was expected that these costs would be recovered through savings achieved by the round routing and additional staff restructure. The costs and allocations of the 2016-17 figures are to be reviewed and if any adjustment is necessary then this will be adjusted in the 2017-18 accounts.	280,947	Suzanne Hemingway
Waste Policy	See Waste Policy above	(118,174)	Suzanne Hemingway
	Environment - Garage and Fleet Services		
Garage External Work	The garage move to Waterbeach planned for April 2016 was delayed until late September 2016. This resulted in a delay in setting up external maintenance contracts and resulted in an underachievement of income of £175k for external work.	178,764	David Cox
	Environment - Service and Departmental Management		
Environmental Health Operational Support	Due to increase in income from Training courses delivered by Environmental Health	(31,312)	Yvonne O'Donnell
	Environment - Tourism and City Centre Management		
Tourism	Budget for rent income was incorrect for 2016-17	(23,213)	Joel Carre
Markets	Reduced estate maintenance and waste collection costs, together with increased income from the new market toll pricing structure (brought in after the budget was set)	(25,149)	Dan Ritchie
Other		(11,039)	-
Total		172,060	

Planning, Policy & Transport / Environment Scrutiny Committee

**Revenue Budget 2016/17 - Major Variances
from Final Revenue Budgets**

Service Grouping	Reason for Variance	Amount £	Contact
	Environment - Parking Services		
Car Parks	Overachievement of income against budget & underspend on expenditure.	(364,172)	Sean Cleary
	Environment - Planning		
Building Control Other	Overall costs of Building Control service have increased due to temporary staff being recruited to cover for vacancies together with the increased cost of an interim Head of Service	60,384	Stephen Kelly
City Development	Underachievement on fee income for Major Planning applications across both New Neighbourhoods (£188k) and City Development Management (£92k) teams. Costs of temporary staff to cover vacancies (£137k) offset by savings on staff costs arising from challenging recruitment environment (£273k).	170,365	Sarah Dyer
Cambridge University Contract	Due to income received in 2015/16 incorrectly allocated to that financial year. Contract commenced 26 February 2016 so only one month's income should have been incorporated.	36,942	Sharon Brown
Urban Design & Conservation	The most significant underspend is related to pay and associated costs due to the Urban Design & Conservation Manager post being vacant.	(62,284)	Jonathan Brookes
Taxicard Service	Underuse of current Taxicard vouchers by eligible customers	(47,111)	Sara Saunders
	Environment - Director & Business & Information Service (BIS)		
Urban Growth Project Management	Underspend relates primarily to (a) the vacant Corporate Growth Programme Manager post, and (b) the additional income from a successful claim of £54k Horizons grant for CGPM costs in 2014-15 and the draw-down of £19,000 of S106 monitoring.	(74,097)	Tim Wetherfield
Other		(32,545)	-
Total		(312,518)	

General Fund Housing Portfolio / Housing Scrutiny Committee

Revenue Budget 2016/17 - Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
Housing Strategy, Home Aid, Housing Advice, General Fund and Other Housing			
Housing Advice Service	Expenditure in the Housing Advice Service for 2016/17 exceeded the budget due to a combination of the need to account for the housing general fund share of the potential exit costs anticipated to arise from the Housing Service Restructure (£23,000), coupled with additional staff costs to address workload arising from the implementation of the new choice based lettings system (£33,000). This was partially offset by the receipt of additional income in this service area.	44,264	David Greening
Housing Strategy	Housing Strategy underspent by £59,000 due to the vacant Growth Development Office post and 7 hours of the vacant Housing Strategy Manager post, coupled with associated underspending in operational costs as a direct result of the vacancies. Community Housing Fund grant income of £52,000 was also received in the latter part of the year, to be spent in partnership with South Cambridgeshire District Council in 2017/18. The Sub-Regional Housing Service shows an underspend of £13,000, as all of the costs, including the Council's overheads associated with this service were funded by contributions from local authority partners and registered providers or from reserves available from prior years.	(124,601)	Helen Reed
Choice Based Lettings (Revenue Running Costs)	The implementation of a new IT system for choice based lettings has resulted in a reduction in IT costs for 2016/17. In the first year, this saving was more than offset by the need to deploy additional staff in the Housing Advice Service (see above) to deal with issues arising from the project.	(17,253)	David Greening
Homelessness Costs	Lower than anticipated spending in respect of the placement of homeless households in bed and breakfast in 2016/17, resulted in underspending in this service area.	(15,265)	David Greening
Other		(16,879)	
Total		(129,734)	
Environment - Environmental Health			
Energy Officer	Carry forward request for £4,720 to promote Collective Energy Switch Scheme. Underspends relating to staffing budgets and (£4,500) transferred from holding code relating to CAN East	(27,002)	Jo Dicks

General Fund Housing Portfolio / Housing Scrutiny Committee

Revenue Budget 2016/17 - Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
Other		4,649	
Total		(22,353)	
Total for Housing Portfolio / Housing Scrutiny Committee		(152,087)	

**Finance & Resources Portfolio /
Strategy & Resources Scrutiny Committee**

**Revenue Budget 2016/17 - Major Variances
from Final Revenue Budgets**

Service Grouping	Reason for Variance	Amount £	Contact
General Properties and Grand Arcade	This variance is primarily due to an over achievement of rental income from geared ground rents where the Council receives a proportion of income generated by property but managed by others, e.g., Grand Arcade, Clifton Road Industrial Estate. The Haverhill acquisition also generated a better return than was expected.	(282,003)	Dave Prinsep
Revenues and Benefits	The variance is primarily due to unspent Homelessness Prevention Funding of £196.7k allocated to Discretionary Housing Payment use (top up funding) for which a carry forward of budget to the 2017/18 financial year was approved at the Strategy & Resources Scrutiny Committee meeting on 20 March 2017 (see Appendix C) and higher than forecast recovery of Housing Benefit Overpayments from claimants no longer claiming benefits - £84k. The above mentioned variances were partly offset by a shortfall in Local Taxation fee income of £46K (mainly court costs income). The shortfall in income is primarily due to the clearing of historic arrears in prior years resulting in current court costs recovery being mainly in respect of current year liability. The remaining variances are primarily due to a one-off residual Council Tax Benefits receipt - £8k and minor net positive variances on a range of supplies and services, staffing and income budget headings.	(270,386)	Alison Cole
Land Charges and Searches	Overspend is primarily due to the housing market slowdown in 2016, which resulted in a reduction to fee income received, and higher than budgeted expenditure on professional fees following fee changes at Cambridgeshire County Council.	38,705	Jonathan James
Support Services			
Accountancy & Support Services	Variance is primarily due to profiling / timing differences with respect to the cost of the backfill of staff who are involved with the new Financial Management System project for which a carry forward of budget of £26k to the 2017/18 financial year is requested. The remaining variance is primarily due to minor underspends on supplies and services.	(49,938)	Caroline Ryba
Other Support Services	Overspend is primarily due to the cost of recruitment and interim cover with respect to the Strategic Director post.	32,333	Caroline Ryba
Human Resources	The principal reasons for the underspends are the cumulative effect of various small underspends across cost centres, including part year salary and pension costs as a result of vacancies and recruitment.	(50,151)	Deborah Simpson
IT	The variance of £65k is primarily due to a higher value of project (development days) expenditure than was originally forecast. The ICT Shared Service final variance (City Council's share) against the original savings target as per the business case of £364k was not fully achieved in year one. The City Council took a prudent approach with respect to the savings achieved in the early years of the ICT Shared Service, building up the savings over time; the budgeted savings target for the 2016/17 financial year was therefore £150k of which savings of £142k were achieved, resulting in a small under achievement on this budget line of £8k.	64,741	David Edwards
Legal	The overspend on the shared service was due to unexpected one off implementation costs which will not occur again in 2017-18.	71,044	Tom Lewis

**Finance & Resources Portfolio /
Strategy & Resources Scrutiny Committee**

**Revenue Budget 2016/17 - Major Variances
from Final Revenue Budgets**

Service Grouping	Reason for Variance	Amount £	Contact
Admin Buildings (including Facilities Management)	The underspend is mainly due to the receipt of new rental income from a letting within The Guildhall premises. Rent commencement date was earlier than originally anticipated. The remaining (positive) variances are primarily due to, for The Guildhall premises, the receipt of backdated rental income following the completion of a rent review and a prior year business rates refund and, for the Mandela House premises, lower utility costs due to the building only being partly occupied during the 2016/17 financial year.	(168,015)	Trevor Burdon
Other		(42,324)	-
Total		(655,994)	

Strategy & Transformation Portfolio / Strategy & Resources Scrutiny Committee

Revenue Budget 2016/17 - Major Variances
from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
Corporate Strategy	Corporate Marketing: Digital and Web Manager vacancy and Digital Communications Officer vacancy plus underspend in web development budget - request carry forward of £12k towards the cost of Digital Programme Adviser who is working to develop the Digital Strategy.	(33,847)	Andrew Limb
Democratic Services	Elections: this underspend is due to the combined poll in May 2016, where costs were shared with the PCC election.	(22,275)	Vicky Breading
	Committee Management: Mainly due to the reduced cost of Area Committees (£6k) and reduced printing costs £8k	(20,545)	Gary Clift
	Civic Affairs and Twinning: Changes to staffing structure and staffing vacancy and less spending on twinning function	(40,465)	Lucy Milazzo
	Members Support: unbudgeted increase in Members' Allowances. BSR has provided budget for this for future years.	33,837	Gary Clift
CCTV	The year end estimate for the CCTV Shared Service was considerably lower than anticipated. Much of this related to vacancies within the service including the CCTV Manager post. Budgets to be reviewed in 2017/18	(67,263)	Joel Carre
Community Safety	This includes an unanticipated refund of street lighting costs from Cambridgeshire County Council of £16,221.	(25,412)	Lynda Kilkelly
Corporate & Democratic Services	Emergency Planning: Variance is primarily due to an underspend on consultants with minor underspends on staffing and supplies and services costs and receipt of fee income in respect of health and safety and emergency planning services provided to South Cambs DC - £11,585.	(20,265)	Trevor Burdon
Central Provisions and Centrally allocated costs	There is an underspend of £267k on Programme Office and Support Services redundancy costs which is the estimated remaining cost for transformation programmes currently identified so there is a request to carry this forward.	(266,740)	Paul Boucher
	Potential Capital Schemes Feasibilities provision	(66,000)	Joanna Darul
	Some budget provisions are held centrally but the actual spend mainly occurs in departments which offsets this (an example being £92k Youth Apprenticeship Scheme) so the position overall is net nil for the authority.	(91,856)	John Harvey
Programme Office	Underspends based on profiling of transformation fund and alignment to projects. Balance to be carried forward at year end.	(282,607)	Paul Boucher
Other		(1,929)	-
Total		(905,367)	

Community Services Scrutiny Committee

Communities Portfolio

Revenue Budget 2016/17 - Carry Forward Requests

Request to Carry Forward Budgets from 2016/17 into 2017/18

Item	Reason for Carry Forward Request	Amount £	Contact
1	Junction Capital Scheme Consultancy Work (order placed work not yet completed - work ongoing)	9,300	Debbie Kaye
2	Trumpington Pavilion IT improvements (order placed work ongoing)	11,300	Debbie Kaye
	Total Carry Forward Requests for Communities Portfolio / Community Services Scrutiny Committee	20,600	

Community Services Scrutiny Committee

Streets & Open Spaces

Revenue Budget 2016/17 - Carry Forward Requests

Request to Carry Forward Budgets from 2016/17 into 2017/18

Item	Reason for Carry Forward Request	Amount £	Contact
1	<p>Open Space Management</p> <p>Carry forward request is being made for monies that have been collected from the University Arms development to be used for improvement works to Parker's Piece in 2017/18.</p>	41,140	Alistair Wilson
<p>Total Carry Forward Requests for Streets & Open Spaces Portfolio / Community Services Scrutiny Committee</p>		41,140	

**Environmental Services & City Centre Portfolio / Environment Scrutiny
Committee****Revenue Budget 2016/17 - Carry Forward Requests**

Request to Carry Forward Budgets from 2016/17 into 2017/18

Item	Reason for Carry Forward Request	Amount £	Contact
	No carry forwards are requested for this portfolio		
	Total Carry Forward Requests for Environmental Services & City Centre Portfolio / Environment Scrutiny Committee		

Planning, Policy & Transport / Environment Scrutiny Committee

Revenue Budget 2016/17 - Carry Forward Requests

Request to Carry Forward Budgets from 2016/17 into 2017/18

Item	Reason for Carry Forward Request	Amount £	Contact
Planning	To help resource the ongoing proactive conservation projects (Conservation Area Appraisal reviews / Management Plan), and to respond to a historic signage restoration request should one arise.	11,230	Christian Brady
	Total Carry Forward Requests for Planning, Policy & Transport / Environment Scrutiny Committee	11,230	

General Fund Housing Portfolio / Housing Committee

Revenue Budget 2016/17 - Carry Forward Requests

Request to Carry Forward Budgets from 2016/17 into 2017/18 and future years

Item		Request £	Contact
1	<p>Housing General Fund</p> <p>Community Housing Fund Grant awarded for promoting / developing community-led housing. A carry forward is requested to allow work with South Cambridgeshire District Council (also awarded grant) on how to make best use of the grant for the benefit of both districts.</p>	52,340	Helen Reed
2	<p>Environment - Environmental Health</p> <p>Carry forward request relates to the Cambridgeshire Collective Switching Scheme - the carry forward will allow for effective promotion of the scheme with three campaigns planned for 2017/18</p>	4,720	Jo Dicks
	<p>Total Carry Forward Requests for General Fund Housing Portfolio / Housing Scrutiny Committee</p>	57,060	

**Finance & Resources Portfolio /
Strategy & Resources Scrutiny Committee**

Revenue Budget 2016/17 - Carry Forward Requests

Request to Carry Forward Budgets from 2016/17 into 2017/18

Item	Reason for carry forward request	Amount £	Contact
1	<p>Revenues and Benefits Request to carry forward unspent Homelessness Prevention funding of £196,700 to support Discretionary Housing Payments. (N.B. The above-mentioned carry forward was approved at the Strategy & Resources Scrutiny Committee meeting on 20 March 2017).</p>	196,700	Alison Cole
2	<p>Accountancy and Support Services Request to carry forward unspent funding of £26,000 for the backfill of Finance staff involved with the replacement Financial Management System project.</p>	26,000	Caroline Ryba
Total Carry Forward Requests for Finance & Resources Portfolio / Strategy & Resources Scrutiny Committee		222,700	

**Strategy & Transformation Portfolio / Strategy & Resources Scrutiny
Committee**

Revenue Budget 2016/17 - Carry Forward Requests

Request to Carry Forward Budgets from 2016/17 into 2017/18

Item	Reason for Carry Forward Request	Amount £	Contact
1	<p>Corporate Strategy</p> <p>Corporate Marketing: request carry forward of £12k towards the cost of Digital Programme Adviser who is working to develop the Digital Strategy.</p>	12,000	Ashley Perry
2	<p>Programme Office</p> <p>Underspends based on profiling of transformation fund and alignment to projects. Balance to be carried forward at year end.</p>	282,600	Paul Boucher
3	<p>Central Provisions</p> <p>There is an underspend of £267k on Programme Office and Support Services redundancy costs which is the estimated remaining cost for transformation programmes currently identified so there is a request to carry this forward.</p>	267,000	Paul Boucher
	Total Carry Forward Requests for Strategy & Transformation Portfolio / Strategy & Resources Scrutiny Committee	561,600	

Appendix D - Overview

Overview (Committees and Housing Capital Investment Plan) / Strategy & Resources Scrutiny Committee

Capital Budget 2016/17 - Outturn

Committee	Original Budget £000	Final Budget £000	Outturn £000	Variance £000	Rephase £000	Over / (Under) Spend £000
Community Services:						
Communities	576	732	675	(57)	74	17
Streets & Open Spaces	1,978	2,364	1,455	(908)	728	(180)
Total Community Services	2,554	3,096	2,130	(965)	802	(163)
Environment:						
Environmental Services & City Centre	750	1,140	739	(401)	394	(7)
Planning Policy & Transport	6,388	6,388	3,151	(3,237)	3,096	(141)
Total Environment	7,138	7,528	3,890	(3,638)	3,490	(148)
Housing						
Housing GF	5,992	5,992	2,900	(3,092)	3,091	(1)
Strategy & Resources:						
Finance & Resources	1,431	27,861	10,203	(17,658)	24,045	6,387
Strategy & Transformation	0	85	25	(60)	60	0
Total Strategy & Resources	1,431	27,946	10,228	(17,718)	24,105	6,387
Total Committees	17,115	44,562	19,148	(25,413)	31,488	6,075
Housing Revenue Account (HRA)	36,526	25,487	22,618	(2,869)	2,896	27
General Fund Housing	745	796	755	(41)	0	(41)
Total for Housing Capital Investment Programme	37,271	26,283	23,373	(2,910)	2,896	(14)
Total Capital Plan	54,386	70,845	42,521	(28,323)	34,384	6,061

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- in September (as part of the Medium-Term Financial Strategy, MTF5)
- in the January committee cycle (as part of the Budget-Setting Report, BSR)
- via technical adjustments/virements throughout the year

Communities Portfolio / Community Services Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17	Final Budget 2016/17	Outturn	Variance - Outturn compared to Final Budget	Rephase Spend	Over / (Under) Spend	Variance Explanation / Comments
PR033j - 38347	Lammas Land tennis court upgrade (S106)	I Ross	0	45	0	(45)	45	0	Under construction started on 2 May 2017 for three week programme
PR031k - 38291	St Luke's Church: grant for refurbishment of community facilities	J Hanson	8	8	8	(0)	0	(0)	Project complete
PR031l - 38345	Landscaping and play area improvements on green on Bateson Road (S106)	J Parrott	26	26	28	2	0	2	Project complete
PR031m - 38346	Install play equipment at Dundee Close, Discovery Road and Scotland Road play areas (S106)	J Parrott	24	24	28	5	0	5	Project complete
PR031o - 38344	Grant for community facilities at Rowan Humberstone Centre (S106)	J Hanson	0	71	71	0	0	0	Project complete
PR031h - 38290	Trumpington Bowls Club Pavilion Ext. (S106)	I Ross	2	2	2	(0)	0	(0)	COMPLETED - retention money paid this year 16/17
PR032l - 38358	Grant to improve community facilities at Lutheran Church on Shaftesbury Road (S106)	J Hanson	45	45	35	(10)	10	0	Project completed in April 2017
PR033m - 38360	Grant to improve the community room facilities at Rock Road Library (S106)	J Hanson	16	16	16	0	0	0	Project complete
PR032o - 38362	Nightingale Park Community Green Space (S106)	G Belcher	22	22	22	0	0	0	Project complete
PR032p - 38370	Reilly Way play area improvements (S106)	A Wilson	40	40	35	(5)	5	(0)	Project Complete - No further spend only Officer time
PR033o - 38361	Refurbishment of Christ's Piece's Tennis Courts and Fencing (S106)	I Ross	59	59	66	7	0	7	COMPLETED - works complete and facility open - no further payments due
PR034p - 38293	Cambridge 99 Rowing Club: grant for kitchen facilities (S106)	I Ross	5	5	0	(5)	5	0	COMPLETED - awaiting invoice off the club for payment
PR034q - 38294	Cambridge Canoe Club: additional boat and equipment store (S106)	I Ross	8	8	11	3	0	3	COMPLETED
PR041c - 38335	Grant for gym changing rooms and new health suite at Kelsey Kerridge (S106)	I Ross	0	40	40	0	0	0	COMPLETED - no further payments required
PR041d - 38365	Grant to Camrowers and CRA Boathouse (S106)	I Ross	250	250	241	(9)	9	(0)	Project still under construction to be completed and handover May/June 2017.
PR042A - 38336	Improved access to Hodson's Folly (S106)	S Tovell	9	9	7	(2)	0	(2)	PROJECT COMPLETE. Small saving made on improvement works against allocated budget.
SC560 - 38189	Guildhall & Corn Exchange Cap Schemes RO AR9	D Kaye	63	63	62	(1)	0	(1)	Project completed
SC493 - 38154	Jesus Green Tennis Court (S106)	A Wilson	0	0	2	2	0	2	-
Total for Communities Portfolio			576	732	675	(57)	74	17	

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17	Final Budget 2016/17	Outturn	Variance - Outturn compared to Final Budget	Rephase Spend	Over / (Under) Spend	Variance Explanation / Comments
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Streets & Opens Spaces Portfolio / Community Services Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17	Final Budget 2016/17	Outturn	Variance - Outturn compared to Final Budget	Rephase Spend	Over / (Under) Spend	Variance Explanation / Comments
PR040 - 38288	S106 Public Art Projects	A Wilson	0	0	(23)	(23)	0	(23)	-
PR010a - 35523	Environmental Improvements Programme - North Area	J Richards	135	135	58	(77)	77	(0)	Underspend in rolling programme of works due to individual scheme implementation delays and savings on out-turn costs.
PR010b - 35524	Environmental Improvements Programme - South Area	J Richards	178	178	88	(90)	90	(0)	Underspend in rolling programme of works due to individual scheme implementation delays and savings on out-turn costs.
PR010c - 35525	Environmental Improvements Programme - West/Central Area	J Richards	124	124	37	(87)	87	0	Underspend in rolling programme of works due to individual scheme implementation delays and savings on out-turn costs.
PR010d - 35526	Environmental Improvements Programme - East Area	J Richards	167	167	52	(115)	115	(0)	Underspend in rolling programme of works due to individual scheme implementation delays and savings on out-turn costs.
PR037 - 38252	Local Centres Improvement Programme	J Richards	27	27	19	(8)	8	0	Development work on second priority centre (Arbury Court) progressing well with deferral of public consultation due to pre-election period for Arbury ward by-election.
PR037a - 37050	Local Centres Improvement Programme - Cherry Hinton High Street	J Richards	193	193	209	16	0	16	PROJECT COMPLETED. Contractor claim for additional construction costs refuted.
Total Programmes			824	824	439	(385)	377	(8)	-
PR030e - 38258	Cavendish Rd (Mill Rd end) improvements: seating & paving (S106)	J Richards	7	7	6	(1)	1	0	Project has CPB approval. Implementation is awaiting finalisation of the parallel Public Art project recognising the contribution railway workers made to the development of Romsey town.
PR030f - 38259	Bath House Play Area Improvements (S106)	D O'Halloran	57	57	61	4	0	4	Project complete
PR030l - 38341	Ditton Fields play area improvements (S106)	A Wilson	0	38	12	(26)	26	0	Project underway
PR030m - 38342	Dudley Road play area improvements (S106)	A Wilson	0	40	40	(0)	0	(0)	Project Complete - No further spend
PR031i - 38280	Perse Way Flats Play Area (S106)	A Wilson	2	2	1	(1)	0	(1)	Project complete
PR032g - 38269	Cherry Hinton Rec Ground pavilion refurb. (S106)	I Ross	297	297	311	14	5	19	COMPLETED - Retention Money to be paid in 17/18
PR032r - 38371	Install junior fit kit at Accordia development (S106)	A Wilson	15	15	1	(14)	14	0	Proposed amended project has received a very low level of public support arising through local engagement and consultation, and is consequently likely to be abandoned.
PR033c - 38222	Public Art element of improvements to the entrances at Histon Rd Rec (S106)	N Black	2	2	4	2	0	2	Project complete
PR033f - 38272	Histon Rd Rec Ground Improvements (S106)	A Wilson	14	14	7	(7)	0	(7)	Project complete
PR033m - 38348	Benches on Carisbrooke Road green and next to Coton footpath near Wilberforce Road (S106)	A Wilson	3	3	0	(3)	3	0	Delays in determining land owner consents
PR033n - 38351	Shelly Row play area improvements (S106)	A Wilson	50	50	50	0	0	0	Proejct complete
PR033q - 38352	Additional play equipment, benches and landscaping at Christ Piece's play area (S106)	A Wilson	15	15	2	(13)	13	(0)	To be actioned
PR034c - 38226	Drainage of Jesus Green (S106)	A French	6	6	16	10	0	10	Final works now complete (March -17)

Streets & Opens Spaces Portfolio / Community Services Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17	Final Budget 2016/17	Outturn	Variance - Outturn compared to Final Budget	Rephase Spend	Over / (Under) Spend	Variance Explanation / Comments
PR034d - 38227	Public Art - 150th and 400th Anniversary (Cambridge Rules) (S106)	N Black	112	71	35	(36)	36	(0)	Project being delivered by external artists. Delayed due to staffing absence, legal agreement and planning complexity. Now moving forward for completion early to mid 2018. Website up and running and community engagement commenced.
PR034n - 38303	Cambridge Gymnastics Academy: grant for warehouse conversion into gym facility (S106)	I Ross	65	65	0	(65)	65	0	ONGOING- The facility has been completed and open for the last 12 months. North Cambridge Academy have not completed or finalised the Community Use Agreement due to the lease between NCA and the gym club only being concluded in March 2017 which now needs to be in the community use agreement.
PR034o - 38304	Netherhall School: supplementary grant for gym and fitness suite facilities (S106)	I Ross	0	219	20	(199)	0	(199)	Netherhall Academy have postponed the project and are looking to deliver a revised scheme over the summer holidays of 2018.
PR040a - 38295	Public art grant - Big Draw event 2015, Chesterton (S106)	N Black	1	1	1	(0)	0	(0)	Complete
PR040b - 38296	Public art grant - Rock Road library community garden (S106)	N Black	7	7	5	(2)	0	(2)	Complete.
PR040c - 38297	Public art grant - Creating my Cambridge: Clicking to Connectivity (S106)	N Black	15	15	15	0	0	0	Complete. Financial breakdown received and final grant payment made April 2017.
PR040d - 38298	Public art grant - Twilight at the Museums 2016: Animated Light Projection (S106)	N Black	14	14	14	(0)	0	(0)	Complete
PR040e - 38299	Public art grant - Cambridge Sculpture Trails leaflet (S106)	A Wilson	3	3	3	(0)	0	(0)	Complete
PR040f - 38317	Public art grant - Syd Barrett (S106)	S Tovell	2	2	2	0	0	0	Complete. Final snagging issues completed and payment issued March 2017.
PR040g - 38322	Public art grant - Chesterton mural (S106)	S Tovell	1	1	0	(1)	1	0	Still delays on this project due to waiting for building owner to agree design.
PR040i - 38324	Public art grant - History Trails (S106)	S Tovell	5	5	0	(5)	5	0	Complete
PR040j - 38325	Public art grant - Sounds of Steam (S106)	S Tovell	5	5	5	0	0	0	Complete
PR040k - 38326	Public art grant - Mitcham's models at Christmas (S106)	A Wilson	1	1	1	0	0	0	Completed.
PR040l - 38327	Public art grant - Newnham Croft stained glass window (S106)	S Tovell	5	5	0	(5)	5	0	Delays with this project due to health of the artist. Due for completion Summer 2017.
PR040m - 38328	Public art grant - public art at North Cambridge Academy (S106)	S Tovell	5	5	5	0	0	0	Complete.
PR040o - 38330	Public art grant - 'The place where we stand' (S106)	S Tovell	3	3	0	(3)	3	0	Delays. Due to complete 2018.
PR040p - 38331	Public art grant - Life in Trumpington (S106)	S Tovell	1	1	1	(1)	0	(1)	Complete

Streets & Opens Spaces Portfolio / Community Services Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17	Final Budget 2016/17	Outturn	Variance - Outturn compared to Final Budget	Rephase Spend	Over / (Under) Spend	Variance Explanation / Comments
PR041b - 38353	Grant to Cambridge Gymnastics Academy for trampoline and foam pit in gym (S106)	I Ross	75	75	0	(75)	75	0	ONGOING- The facility has been completed and open for the last 12 months. North Cambridge Academy have not completed or finalised the Community Use Agreement due to the lease between NCA and the gym club only being concluded in March 2017 which now needs to be in the community use agreement.
PR041c - 38338	Sheep's Green watercourse improvements and habitat creation (S106)	G Belcher	0	130	85	(45)	45	(0)	Project 95% complete.
SC410 - 38118	Mill Road Cemetery	D Peebles	10	10	10	(0)	0	(0)	Project complete
SC469 - 38131	Vie Public Open Space (S106)	S Tovell	7	7	7	(0)	0	(0)	Project complete
SC548 - 38170	Southern Connections Public Art Commission (S106)	A Wilson	24	24	22	(2)	2	0	Ongoing project dependent on speed of land transfer of the southern fringe site areas to the Council.
SC615 - 38332	Cherry Hinton Grounds Improvements Phase 2 (S106)	A Wilson	180	180	161	(19)	19	(0)	Project 95% complete.
SC625 - 38382	Lammas Land kiosk improvements	J Ogle	20	20	20	(0)	0	(0)	Project completed
SC629 - 38379	Abbey Pools air plant upgrade	I Ross	46	46	46	0	0	0	Project under construction - To complete end of June 17
SC630 - 38380	Abbey Pools solar thermal upgrade	I Ross	49	49	16	(33)	33	(0)	Project nearing completion - To complete end of May 17
Total Projects			1,124	1,510	984	(526)	351	(175)	-
PV016 - 39024	Public Conveniences	A French	30	30	32	2	0	2	Budget provided to advance Silver Street improvement project to feasibility stage. Further feasibility funding will be needed during 2017-18 in order to establish positive business case position for CPB and member consideration. A further small budget may be needed during 2017-18 to close out the final account for the Lion Yard improvement works undertaken during 2014, following recent completion of construction defects.
Total Provisions			30	30	32	2	0	2	-
Total for City Centre & Public Places Portfolio			1,978	2,364	1,455	(908)	728	(180)	-

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Environmental Services & City Centre Portfolio / Environment Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC540	Electronic Market Management Software	Dan Ritchie	2	2	2	0	0	0	Project complete
SC588	NW Cambridge Development Underground Collection Vehicle	Jane Hunt	265	265	265	0	0	0	The vehicle is undergoing testing at the moment in order that collections can commence in June 2017
SC607	Fleet Maintenance & Management Service at Waterbeach	David Cox	91	91	91	0	0	0	Project Complete
SC609	Electric Pest Control Van	Y O'Donnell	22	22	15	(7)	0	(7)	Project complete
SC636	Management of Waste Compound - Vehicle	Don Blair	165	165	0	(165)	165	0	Project delayed due to H&S and re-location
Total Projects			545	545	373	(172)	165	(7)	
PR017	Vehicle Replacement Programme	David Cox	349	349	239	(110)	110	0	Manufacturer delays resulting in vehicle deliveries in 2017-18
PR028	Litter Bin Replacement Programme	Anthony French	91	91	91	0	0	0	Project Complete - No further spend
PR035	Waste & Recycling Bins - New Developments (S106)	Jane Hunt	155	155	36	(119)	119	0	The provision of bins is at a lower level than that which was previously predicted based on the phasing of the new developments of housing
Total Programmes			595	595	366	(229)	229	0	
									0

Environmental Services & City Centre Portfolio / Environment Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
Total for Environmental and Waste Services Portfolio			750	1,140	739	(401)	394	(7)	

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Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC570	Essential Structural/Holding Repairs - Park Street Multi-Storey car park	Sean Cleary	17	17	5	(12)	12	0	3 year repair programme to maintain full operations up until redevelopment. As redevelopment has been delayed continuation of essential repairs are required, we are therefore requesting a roll over of capital funds into 17/18 in the event that further repairs are required prior to redevelopment in approx Feb 18.
SC571	Procurement of IT System to Manage Community Infrastructure Levy	Sara Saunders	20	20	0	(20)	20	0	Implementation contingent on adoption of Local Plan and subsequent adoption of Community Infrastructure Levy which process is separate from the Local Plan
SC590	Structural Holding Repairs & Lift Refurbishment - Queen Anne Terrace Car Park	Sean Cleary	299	299	51	(248)	248	0	5 year holding repair project, year 3 works ongoing. Currently planning year 4 works for summer 17. The underspend in 2017/18 will need to be rephased into the next financial year.
SC612	Car Parking Control Equipment at multi storey car parks	Sean Cleary	570	570	0	(570)	570	0	Car park equipment installation was programmed in for summer 16. Now delayed until summer 2017 due to on going negotiations with contractor. Spend on project to start in 17/18 with final retention payment due in 18/19. Rephase of the budget into 2017-18 is required.
SC622	Grafton East car park LED Lights	Sean Cleary	137	137	135	(2)	0	(2)	Project complete
SC631	Grand Arcade car Park LED Lights	Sean Cleary	194	194	192	(2)	0	(2)	Project complete
SC634	Grand Arcade and Queen Anne Terrace car parks sprinkler systems	Sean Cleary	0	0	1	1	(1)	0	Project not yet commenced. Work to take place summer 17.
SC623	Environment and cycling improvements in Water Street and Fen Road	A Wilson	50	50	0	(50)	50	0	Project substantially completed. Tree planting to complete Spring 2017. Final account to be agreed with lead authority County Council, and funds transferred.
Total Projects			1,287	1,287	384	(903)	899	(4)	
PV007	Cycleways	J Richards	324	324	12	(312)	312	0	Underspend in rolling programme of works due to saving made on reduced scope of improvements to Green Dragon footbridge arising from public consultation, and delay in bringing alternative schemes forward.

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PV018	Bus Shelters	J Richards	110	110	105	(5)	5	0	Final committed phase of city-wide bus shelter improvements nearing completion. Considering development of business case, for consideration by Executive Councillor, of a further phase of improvements to pick up some of the omissions and difficult locations thus far.
PV033B	Street Lighting	J Richards	81	81	76	(5)	5	0	City centre historic core and Kite area improvements' are substantially completed. Potential further utilisation of project saving under discussion with local members and Exec Cllr.
PV532	Cambridge City 20mph Zones Project	J Richards	186	186	201	15	0	15	Long term 5 year phased implementation project forecast to be completed late 2017. There is expected to be a saving on the overall project budget of £600k, with some costs accruing during 2017-18 as work is finalised and accounts agreed. Funding required for 2017-18.
PV549	City Centre Cycle Parking	J Richards	182	182	5	(177)	25	(152)	Underspend due to failure to reach agreement with Magistrates over expansion of Grand Arcade cycle park into their premises. Small scale additions to south of city centre being implemented Spring 2017.
PV594	Green Deal	Jo Dicks	2,510	2,510	1,963	(547)	547	0	Green Deal project now complete
PV595	Green Deal - Private Rental Sector	Jo Dicks	1,655	1,655	397	(1,258)	1,258	0	Green Deal project now complete
Total Provisions			5,048	5,048	2,759	(2,289)	2,152	(137)	
PR039	Minor Highway Improvement Programme	J Richards	53	53	8	(45)	45	0	Rolling programme of improvement works over a 4 year cycle up to 2018, with schemes identified on an annual basis via member engagement and delivery split between the City and County Councils. Final spend figures and contribution split up to 2016-17 to be agreed and appropriate recharges actioned (expecting £17k invoice from County Council imminently).
Total Programmes			53	53	8	(45)	45	0	
Total for Planning Policy & Transport Portfolio			6,388	6,388	3,151	(3,237)	3,096	(141)	

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General Fund Housing Portfolio / Housing Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget £000	Final Budget £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Re-phase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC597	Empty Homes Loans Fund	Y O'Donnell	200	200	0	(200)	200	0	The nature of this scheme is to recycle funds, so a variance is likely to exist on an ongoing basis. Rephase of budget into 2017/18 is requested.
PV529	Upgrade facilities at 125 Newmarket Road	D Greening	10	10	9	(1)	0	(1)	Work to upgrade the facilities at 125 Newmarket Road, with the re-phased budget in 2016/17 to meet residual retention costs. Scheme now finalised.
PV526 / PV564	Clay Farm Community Centre (Phase 1 - Section 106) and (Phase 2 - Construction)	A Carter	5,782	5,782	2,891	(2,891)	2,891	0	Completion has been delayed due to construction issues. Works have now re-commenced and are due to complete mid July 2017. The projected capital spend remains within budget.
Total Provisions			5,992	5,992	2,900	(3,092)	3,091	(1)	
Total for Housing			5,992	5,992	2,900	(3,092)	3,091	(1)	

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Finance & Resources Portfolio / Strategy & Resources Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC601	Replacement Telecommunications & Local Area Network	Tony Allen	0	325	138	(187)	187	0	Technical issues have been resolved, which has enabled the project to progress to its conclusion with the expected functionality rolled out to staff. We are now in project closure.
SC605	Replacement Building Access Control System	Will Barfield	50	73	25	(48)	48	0	The completion of the project has been delayed due supplier issues.
SC391	La Mimosa Punting Station	Philip Doggett	0	2	0	(2)	0	(2)	Completed. Any future costs will be met from existing Revenue resources.
SC643	ICT Infrastructure and Server Upgrade	David Edwards	0	602	602	0	0	0	Completed.
SC608	Improvements to Gwydir Enterprise Centre	Dave Prinsep	200	200	4	(196)	196	0	Changes in staff in Estates & Facilities and discovery of some structural issues have delayed scheme.
SC616	General Fund Property Acquisition for Housing Company	Dave Prinsep	0	2,114	8,569	6,455	0	6,455	Completed. The original budget for this project was the loan to Cambridge City Housing Company which is treated as capital expenditure under local government accounting rules. However, a significant element of the build spend was also incurred by the Council in advance of the set up of the company and assignment of the build contracts to the company. This has been offset by an effective capital receipt equal to the value of the build spend incurred by the Council.

Finance & Resources Portfolio / Strategy & Resources Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC621	20 Newmarket Road - Commercial Property	Dave Prinsep	0	125	52	(73)	73	0	Delays in completion of scheme due to change of use planning consent being required.
SC604	Replacement Financial Management System	Caroline Ryba	161	242	82	(160)	160	0	Budget rephasing requested to align with revised target date already agreed by shared services management board.
Total Projects			411	3,683	9,472	5,789	664	6,453	
PV192	Development Land on the North Side of Kings Hedges Road	Philip Doggett	10	2	0	(2)	2	0	This is a capital provision whereby we contribute an average of 7.56% of the Arbury Park Development collaboration agreement costs. A budget of £2k needs to be re-phased to the 2017/18 financial year in order to meet the final costs of the scheme.
PV221b	Lion Yard - Contribution to Works - Phase 2	Philip Doggett	40	74	19	(55)	0	(55)	Completed. Final Lion Yard Phase 2 contribution to works invoice was paid in March 2017.
PV583	Clay Farm Commercial Property Construction Costs	Dave Prinsep	375	295	190	(105)	105	0	Variance of £105k is due to budget profiling differences. The overall timing for the project remains on target.

Finance & Resources Portfolio / Strategy & Resources Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PV554	Development of Land at Clay Farm	Sabrina Walston	269	527	254	(273)	273	0	This is a scheme whereby we contribute 7% of the net costs incurred in respect of the Collaboration Agreement with Countryside Properties. Rate of invoices from Countryside Properties relate directly to rate of house-building which is variable and beyond our control. Target completion date is long stop date in Development Agreement and equates to four years from estimated planning approval.
Total Provisions			694	898	463	(435)	380	(55)	
PR023	Admin Buildings Asset Replacement Programme	Will Barfield	183	29	26	(3)	0	(3)	Completed. There will be no further expenditure on this programme.
PR024	Commercial Properties Asset Replacement Programme	Will Barfield	143	144	136	(8)	0	(8)	Completed. Dales Brewery re-roofing project has been completed. There will be no further expenditure on this programme.
PR050a	Relocation of Services to 130 Cowley Road (OAS)	Will Barfield	0	507	28	(479)	479	0	Tenders received for projects in early 2017 exceed the current budget. A project review has been completed and projects will be re-submitted to Strategy & Resources Scrutiny Committee for approval in July 2017.

Finance & Resources Portfolio / Strategy & Resources Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PR050b	Mandela House Refurbishment (OAS)	Will Barfield	0	1,350	43	(1,307)	1,307	0	Tenders received for projects in early 2017 exceed the current budget. A project review has been completed and projects will be re-submitted to Strategy & Resources Scrutiny Committee for approval in July 2017.
PR050e	Cowley Road Compound ex-Park and Ride Site (OAS)	Will Barfield	0	586	20	(566)	566	0	Tenders received for projects in early 2017 exceed the current budget. A project review has been completed and projects will be re-submitted to Strategy & Resources Scrutiny Committee for approval in July 2017.
PR050	Office Accommodation Strategy Phase 2	Frances Barratt	0	587	0	(587)	587	0	These funds represent the balance of the Capital earmarked reserves for Phase 2 of the Office Accommodation Strategy. Budgets will be established as schemes come forward.
PR050c	Refurnishing Guildhall 4th Floor (OAS)	Frances Barratt	0	57	15	(42)	42	0	Change of date for transfer of Legal Services' accommodation to South Cambridgeshire District Council has had a knock on effect for the remainder of projects. Remaining budget needs to therefore be re-phased to the 2017/18 financial year.
PR050d	Mobile Working (OAS)	Frances Barratt	0	20	0	(20)	20	0	Funding is focused on technology investment required throughout the duration of Phase 2 of the Office Accommodation Strategy. Slippage on refurbishment projects has resulted in a need to re-profile expenditure to the 2017/18 financial year.

Finance & Resources Portfolio / Strategy & Resources Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
PR038	Investment in Commercial Property Portfolio	Dave Prinsep	0	20,000	0	(20,000)	20,000	0	Budget needs to be re-phased to the 2017/18 financial year in order to align the budget with expenditure forecasts. £7.637 million spent on 2 acquisitions in April 2017.
Total Programmes			326	23,280	268	(23,012)	23,001	(11)	
Total for Finance & Resources Portfolio			1,431	27,861	10,203	(17,658)	24,045	6,387	

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Changes between original and final budgets may be made to reflect:

- rephased capital spend from the previous financial year
- rephased capital spend into future financial periods
- approval of new capital programmes and projects

and are detailed and approved:

- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Medium-Term Financial Strategy, MTF5)
- in the January committee cycle (as part of the Budget-Setting Report, BSR)

Strategy & Transformation Portfolio / Strategy & Resources Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC613 - 38320	Dedicated wi-fi frequency for Cambridge CCTV cameras	L Kilkelly	0	25	25	(0)	0	(0)	Project complete
SC614 - 38321	Redeployable CCTV camera stock	L Kilkelly	0	60	0	(60)	60	0	New cameras on order March 17 and delivered April 2017. Will be fully operational by Sep 17
Total Projects			0	85	25	(60)	60	(0)	
Total for Strategy & Transformation Portfolio			0	85	25	(60)	60	(0)	

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Changes between original and final budgets may be made to reflect:

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- rephased capital spend into future financial periods
- approval of new capital programmes and projects

and are detailed and approved:

- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Medium-Term Financial Strategy, MTFS)
- in the January committee cycle (as part of the Budget-Setting Report, BSR)
- via technical adjustments/virements throughout the year

2016/17 Housing Capital Investment Plan - HRA & General Fund Housing

	Original Budget £000's	Current Budget £000's	Outturn £000's	Variance £000's	Re-phase Spend £000's	Notes	Re-Phasing Year				Budget
							2017/18 £000's	2018/19 £000's	2019/20 £000's	Post 2019/20 £000's	2017/18 £000's
General Fund Housing Capital Spend											
Investment in Non-HRA Affordable Housing	0	0	0	0			0	0	0	0	0
Other General Fund Housing	745	796	755	(41)		1	0	0	0	0	797
Total General Fund Housing Capital Spend	745	796	755	(41)	0		0	0	0	0	797
HRA Capital Spend											
Decent Homes Programme	5,350	4,771	4,457	(314)	715	2	487	123	80	25	6,657
Other Spend on HRA Stock	3,296	3,150	2,339	(811)	447	3	447	0	0	0	2,489
HRA New Build & Acquisition	22,905	16,452	15,181	(1,271)	1,186	4	1,186	0	0	0	35,643
City Homes Estate Improvement Programme	0	52	20	(32)	21	5	21	0	0	0	21
Sheltered Housing Capital Investment	2,408	528	187	(341)	341	6	341	0	0	0	2,137
Other HRA Capital Spend	344	534	434	(100)	186	7	186	0	0	0	1,016
Inflation Allowance	2,223	0	0	0			0	0	0	0	1,171
Total HRA Capital Spend	36,526	25,487	22,618	(2,869)	2,896		2,668	123	80	25	49,134
Total Housing Capital Spend	37,271	26,283	23,373	(2,910)	2,896		2,668	123	80	25	49,931
Housing Capital Resources											
Right to Buy Receipts (General Use)	(522)	(302)	(519)	(217)	0	8	0	0	0	0	(305)
Right to Buy Receipts (Retained for New Build / Acquisition)	(5,242)	(3,116)	(6,745)	(3,629)	0	8	0	0	0	0	(8,464)
Right to Buy Receipts (Debt Set-Aside)	0	0	(1,798)	(1,798)	0	8	0	0	0	0	0
Other Capital Receipts (Land and Dwellings)	0	(1,532)	(1,612)	(80)	0	9	0	0	0	0	0
MRA / MRR	(10,292)	(923)	(5,990)	(5,067)	5,067	10	5,067	0	0	0	(13,484)
Client Contributions	0	0	(297)	(297)	0	11	0	0	0	0	0
Direct Revenue Financing of Capital	(11,239)	(10,758)	(10,569)	189	(189)	12	(189)	0	0	0	(1,115)
Other Capital Resources (Grants / Shared Ownership / Loan Repayments / BSR)	(2,755)	(2,890)	(1,665)	1,225	(1,164)	13	(1,164)	0	0	0	(19,309)
Prudential Borrowing	0	0	0	0	0		0	0	0	0	0
Total Housing Capital Resources	(30,050)	(19,521)	(29,195)	(9,674)	3,714		3,714	0	0	0	(42,677)
Net (Surplus) / Deficit of Resources	7,221	6,762	(5,822)	(12,584)			6,382	123	80	25	7,254
Capital Balances b/f	(23,794)	(23,794)	(23,794)								(10,203)
Use of / (Contribution to) Balances in Year	7,221	6,762	(5,822)				6,382	123	80	25	7,254
Set-aside for future Debt Redemption	5,079	5,079	6,877			8					
Ear-marked for specific Retained Right to Buy Receipts 1-4-1 Investment	9,047	9,047	12,536			8					
Residual capital resources remaining to fund future Housing Investment Programme	(2,447)	(2,906)	(10,203)								(2,949)

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and are detailed and approved:

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- in September (as part of the Medium Term Financial Strategy - MTF5)
- in the January committee cycle (as part of the Budget-Setting Report, BSR)
- via technical adjustments/virements throughout the year

Notes to the Housing Capital Investment Plan

Note	Reason for Variance
1	Overspending of £75,000 in respect of Disabled Facilities Grants, is more than offset by underspending in Private Sector Grants of £119,000. A small overspend of £3,000 in respect of the choice based lettings IT implementation was evident at the end of the project.
2	A net underspend of £314,000 in decent homes expenditure during 2016/17 is a combination of under and overspending against the specific decent homes elements. Overspending in wall structure (£110,000), HHSRS (£110,000), re-roofing (£15,000) and entrance doors (£6,000), is more than offset by underspending in kitchens (£84,000), bathrooms (£80,000), other health and safety works (£52,000), roof structure works (£19,000), re-wiring (£346,000), energy and insulation works (£105,000), central heating (£39,000), major voids (£59,000), sulphate (£25,000), chimneys (£15,000) and internal officer fees (£50,000). These variances are before accounting for leaseholder income, which is reported separately. Contractor overheads shows an apparent overspend of £316,000 against decent homes works, but is offset by an underspend in overheads against other HRA works of £375,000. Re-phasing of underspending in 2016/17 into 2017/18 is requested in respect of energy improvements (£94,000), major voids (£59,000), Re-wiring (£220,000), re-roofing (£27,000), other health and safety works (£62,000) and roof structure works (£25,000). Re-phasing into 2018/19 is requested in respect of kitchens (£84,000) and central heating (£39,000), and into 2019/20 in respect of bathrooms (£80,000). £25,000 in respect of sulphate remedial works is to be re-phased to the end of the sulphate programme.
3	A net underspend of £811,000 was evident in 2016/17, combining underspending in a number of areas where work is still required and funds will need to be re-phased into 2017/18, including; disabled adaptations (£49,000), communal area works (£136,000, with £182,000 to be re-phased after recognition of leasehold income), asbestos (£50,000, all to be re-phased), internal officer fees (£18,000), garages (£23,000, all to be re-phased), hard-surfacing works (£59,000, all to be re-phased), communal floor coverings (£58,000, with £28,000 to be re-phased), fire works (£71,000, with £46,000 to be re-phased) and contractor overheads (£375,000, with £59,000 to be re-phased after offset against the overspend in decent homes overheads). Overspending in lifts and door entry systems of £29,000 was reported at year end, before recognition of leasehold income.
4	The net underspend in the new build programme in 2016/17 relates to a combination of delays in delivery in some areas of the programme, coupled with spending ahead of profile in respect other schemes. Negative re-phasing of £247,000 is required, recognising earlier than budgeted use of resource for the Water Lane (£100,000), Hawkins Road (£39,000) and Fulbourn Road (£108,000) sites in 2016/17. Slippage of resource for Clay Farm (£142,000), Anstey Way (£465,000), Akeman Street (£129,000) and the 2015/16 garage sites (£697,000) is requested into 2017/18. The profile of spending on all of these schemes will be reviewed again as part of the HRA Medium Term Financial Strategy, in the light of resources held and the timeframes in which expenditure must be incurred within.
5	Some of the projects identified as part of the last phase of the City Homes Estate Improvement Programme are yet to be completed and resources of £21,000, for the underspend of £32,000, are requested to be carried forward into 2017/18 to allow these projects to take place.
6	Underspending of £341,000 in respect of the budget for work to re-develop Ditchburn Place is requested to be re-phased into 2017/18 to allow this scheme, which is now on site, to progress in phases across a 30 month build programme, which will result in the re-provision of flats for the purpose extra care housing for a minimum of 30 residents, but with the capacity for utilising all 50 units for this purpose in the future if required.

7	A net underspend of £100,000 in this area of the programme comprises a higher level of activity in respect of shared ownership re-purchase in 2016/17 (£112,000 over budget), more than offset by delays in the project to re-locate Stores to Cowley Road (£130,000). Funding to upgrade aspects of housing IT system has not been utilised in 2016/17, due to the decision to re-procure the entire system, with a request to re-phase the underspend of £23,000 into 2017/18 to meet any required preliminary investment. The balance of funding for projects to introduce the Cambridge Public Sector IT Network (£23,000) will not now be required, whilst funding to complete works to HRA commercial premises (£33,000) is requested as a carry forward into 2017/18 to allow completion of all ongoing projects.
8	58 properties were sold in total during 2016/17. £519,000 of the capital receipt is available for general use (after all costs have been deducted from each receipt), while £1,798,000 of the overall capital receipt is identified as set-aside to be offset against the debt associated with the unit no longer owned. A further £6,745,000 of right to buy receipts have been retained by the local authority in 2016/17, but must be re-invested in financing up to 30% of additional social housing units, provided this is done within a 3 year time frame. The authority is required to invest a significant sum during 2017/18 to ensure that it meets its responsibilities under the retention agreement, and this is likely to mean the acquisition of further dwellings on the open market, as insufficient new build schemes are expected to deliver in the required timeframes, otherwise putting the receipts at risk of being returned.
9	Capital receipts totalling £1,612,000 in respect of the sale of property on the open market coupled with the value of land transfer for the market housing at some of the new build / re-development sites, were accounted for in 2016/17. The receipts have been, or will be, used to 70% match fund retained right to buy receipts in 2016/17 and beyond. The over-achievement in receipts of £80,000 was in respect of an adjustment to the recognised notional land value for the Wadloes Road scheme.
10	The major repairs reserve was used to finance decent homes and other investment in the housing stock expenditure in 2016/17 as opposed to utilising capital balances. The effect of this will be to reduce the use of capital receipts in 2016/17, leaving them available for wider investment purposes in 2017/18 and to reduce the use of the major repairs reserve in 2017/18, where use of this resource is more limited.
11	Income was recovered from leaseholders in 2016/17 in relation to their share of the cost of major improvements undertaken as part of the decent homes programme (£246,000) and was also received from private residents in relation to contributions towards DFG's or private sector housing repair grants (£51,000).
12	Due to marginal slippage in the housing capital plan in 2016/17, the use of revenue funding for capital purposes was less than anticipated. A request to adjust the use of revenue funding of capital expenditure in 2017/18, resulting in the deferred use of £189,000, will ensure that there is sufficient funding to meet the re-phased expenditure requested above.
13	Receipts from the re-sale of shared ownership dwellings in 2016/17 were less than estimated, but this was partially offset by the receipt of repair assistance loan repayments, which are not budgeted for as they can't be anticipated. Anticipated capital receipts for the sale of the shared ownership units on the Homerton site (£795,000) and for a sale at Water Lane (£369,000) were not realised in 2016/17, and the expected benefit of this resource has been deferred until 2017/18.



To: The Executive Councillor for Finance & Resources:
Councillor Richard Robertson
Report by: Head of Finance (The Council's Section 151 Officer)
Relevant scrutiny Strategy & Resources 03/07/2017
committee: Scrutiny Committee
Wards affected: All Wards

ANNUAL TREASURY MANAGEMENT (OUTTURN) REPORT 2016/17

Key Decision

1. Executive summary

- 1.1 The Council is required by regulations issued under the Local Government Act 2003, to produce an annual treasury report reviewing treasury management activities and the actual prudential and treasury indicators for each financial year.
- 1.2 This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) in respect of 2016/17.
- 1.3 During 2016/17 the minimum requirements were that Council should receive:-
 - An annual strategy in advance of the year;
 - A mid-year treasury update report; and;
 - An annual review following the end of the year describing the activity compared to the strategy (this report)
- 1.4 In line with the above Code of Practice, all treasury management reports have been presented to both Strategy & Resources Scrutiny Committee and to full Council.

2. Recommendations

- 2.1 The Executive Councillor is asked to recommend this report to Council, which includes the Council's actual Prudential and Treasury Indicators for 2016/17.

3. Background

3.1 This report summarises:

- Capital expenditure and financing activity during the year;
- The impact of capital spending on the Council's 'need to borrow';
- The Council's compliance with prudential & treasury indicators;
- Treasury Management Position as at 31st March 2017 (Appendix A);
- The Council's Treasury Management advisors (Capita Treasury Solutions Ltd) view on UK Interest & Investment rates (Appendix B);
- The actual prudential and treasury indicators (Appendix C);
- Counterparty List (Appendix D); and;
- A Glossary of Terms and Abbreviations (Appendix E)

3.2 The Council's Capital Expenditure and Financing 2016/17

The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, developer contributions, revenue contributions, reserves etc.), which has no resultant impact on the Council's borrowing need; or;
- If insufficient financing is available, or a decision is taken not to apply other resources, the funding of capital expenditure will give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

	2015/16 £'000 Actual	2016/17 £'000 Current Budget *	2016/17 £'000 Actual
General Fund capital expenditure	26,430	44,584	19,965
HRA capital expenditure	32,572	25,487	22,618
Total capital expenditure	59,002	70,071	42,583
Resourced by:			
• Capital receipts	-11,191	-4,032	-12,353
• Other contributions	-43,200	-43,825	-25,510
Total available resources for financing capital expenditure	-54,391	-47,857	-37,863
Un-financed capital expenditure	4,611	22,214	4,720

* Per Budget Setting Report (BSR) agreed by Council on 23rd February 2017

3.3 Loan to Cambridge Housing Company

General Fund capital expenditure for 2016/17 includes a £7,500k loan to Cambridge City Housing Company (CCHC), a wholly owned subsidiary of the Council. This loan has been provided for a fixed term of 3 years to enable CCHC to purchase 23 homes for rental at intermediate market rent.

3.4 The Council's overall borrowing need

During 2016/17, there was no requirement for external borrowing. Un-financed capital expenditure of £4,720k shown in the above table was met from internal cash borrowing. This movement is comprised of the £7,500k loan to CCHC and expenditure on the construction of Clay Farm community centre of £2,506k, less the application of a capital receipt of £5,286k to capital expenditure which was unfinanced as at the end of the previous financial year.

3.5 Current Debt as at 31st March 2017

The table below shows the Council's current outstanding debt and headroom (the amount of additional borrowing that is possible without breaching the Authorised Borrowing Limit):-

	Principal (£'000)
Authorised Borrowing Limit (A) – Agreed by Council on 20 th October 2011	250,000
HRA Debt Limit (B)	230,839
PWLB Borrowing (for HRA Self-Financing, C)	213,572
General Fund Headroom (A minus B)	19,161
HRA Headroom (B minus C)	17,267
2012/13, 2013/14, 2014/15, 2015/16 and 2016/17 External Borrowing	NIL
Total Current Headroom (A minus C)	36,428

At present the only debt held by the authority relates to the twenty loans from the PWLB for self-financing the HRA.

3.6 Treasury Position as at 31 March 2017

The Council's debt and deposit position is managed in order to ensure adequate liquidity for revenue and capital activities, security for deposits and to manage risk in relation to all treasury management activities. Procedures and controls to achieve these objectives are well established both through the application of approved Treasury Management Practices and regular reporting to Members.

All funds are internally managed.

The tables below provide a comparison of deposit activity and outturn for 2016/17 against 2015/16.

<u>Actual Returns</u>	2015/2016		2016/2017	
	Average Deposits (£m)	Average Rate of Return	Average Deposits (£m)	Average Rate of Return
Fixed Short-Term (<365 days)	70.42	0.83%	50.18	0.64%
Call/Overnight Accounts	17.96	0.70%	8.74	0.57%
Enhanced Cash Funds	-	-	7.47	0.73%
Fixed Long-Term (>365 days)	11.35	1.04%	24.67	0.93%
Money Market Funds	10.42	0.49%	15.56	0.39%
CCLA Local Authorities' Property Fund	10.00	4.75%	11.68	4.84%
<u>Overall Deposit Return</u>	120.15	1.13%	118.30	1.09%
<u>Benchmark Returns</u>	2015/2016		2016/2017	
	Offer (LIBOR)	Bid (LIBID)	Offer (LIBOR)	Bid (LIBID)
Average	0.63%	0.51%	0.47%	0.35%

Notes:

The 'Benchmark Return' figures are based upon Global Rates (national interest rate reporting web-site) average money market LIBOR and LIBID rates for periods between 1 night and 1 year as at 31st March 2017.

The Council started using Enhanced Cash Funds during 2016/17 as these offer better rates than money market funds. Enhanced Cash Funds are used for a longer term period, hence the better rates achieved.

- 3.7 Total interest and dividends of £922,000 have been earned on the Council's deposits during 2016/17 at an average rate of 1.09%. This exceeded the budget of £899,000. The rate of return compares favourably with the average benchmark rates.
- 3.8 The Council deposited an additional £5m with the CCLA Local Authorities' Property Fund on 30th November 2016 (now totalling £15m). The interest earned for 2016/17 amounted to £546,000

(included in paragraph 3.7) which equated to an annual yield of 4.84%.

3.9 A summary of deposits is shown at Appendix A.

4. Interest Rate Update

4.1 Capita Asset Services is the Council's independent treasury advisor. In support of effective forecasting the Council needs to be aware of the potential influence of market interest and investment rates. Capita's opinion is presented at Appendix B, and provides an overview as at 31st March 2017.

4.2 The Bank of England's May 2017 Inflation Report gives additional information on growth, inflation and interest rates. The Bank of England's Monetary Policy Committee (MPC) noted that the outlook for growth remains reasonably solid. No changes to interest rates (0.25%) or quantitative easing (£435bn) were made. Noticeable increases in employment were observed, but the MPC expressed concerns around the possible impact of the EU Referendum.

Growth had also moderated to around 1.5% by the second half of last year. The MPC sets monetary policy to meet the 2% inflation target, which helps to sustain growth and employment. However, CPI Inflation has risen above this target as the depreciation of sterling has begun to feed through to consumer prices.

5. Prudential and Treasury Indicators

5.1 During the financial year the Council operated within the 'authorised' and 'operational' borrowing limits contained within the Prudential Indicators set out in the Council's Treasury Management Strategy Statement. The outturn for Prudential and Treasury Indicators is shown in Appendix C.

6. Revisions to the Counterparty List

6.1 Following a review of rating agency methodology changes, Capita continues to revise its recommendations on counterparties and appropriate durations. The Council follows Capita's recommendations as reflected in the Current Counterparty List at Appendix D.

6.2 Fitch Rating Agency has amended its Volatility Rating (VR) Scales for Enhanced Cash Funds to 'S1' - 'S6' (formerly 'V1' - 'V6'). S1 being the lowest VR risk of loss through market movement. These changes have been reflected within Appendix D. The VR shows the probability of any potential loss amount due to market risk.

6.3 **Market risk** is the risk of losses in positions arising from movements in market prices.

6.4 For clarity, therefore, this Council will use the following revised ratings (and not below these) when evaluating which Enhanced Cash Fund to invest in:-

Standard & Poor's – AAAf/S1

Fitch – AAA/S1

7. **Implications**

(a) **Financial Implications**

Interest payable and receivable are reflected in the Council's existing budgets and reviewed appropriately.

(b) **Staffing Implications**

None.

(c) **Equality & Poverty Implications**

No negative impacts identified.

(d) **Environmental Implications**

None.

(e) **Procurement**

None.

(f) **Consultation and communication**

None required.

(g) **Community Safety**

No community safety implications.

8. **Background papers**

8.1 None.

9. Appendices

- 9.1 Appendix A – The Council's deposits as at 31st March 2017
- Appendix B – Capita's opinion on UK interest rates
- Appendix C – Prudential Indicators – Outturn for 2016/17
- Appendix D – Current Counterparty List
- Appendix E – Glossary of Terms and Abbreviations

10. Inspection of papers

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

Author's Name:	Stephen Bevis
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TREASURY MANAGEMENT POSITION AS AT 31st March 2017

CURRENT DEPOSITS

The Council's deposits as at 31st March 2017 are shown in the table below:-

Counterparty	% Rate	Duration	Principal (£'000)
Fixed Term Deposits			
Bank of Scotland Plc	0.45	3 months	6,000
Bank of Scotland Plc	0.60	6 months	2,000
Bank of Scotland Plc	0.60	6 months	2,000
Bank of Scotland Plc	0.60	6 months	2,000
Bank of Scotland Plc	0.55	6 months	3,000
Bank of Scotland Plc	0.45	3 months	2,000
Bank of Scotland Plc	0.45	3 months	3,000
Liverpool City Council	0.70	2 years	5,000
Lloyds Bank Plc	0.55	6 months	2,500
Lloyds Bank Plc	0.60	6 months	7,500
Lloyds Bank Plc	0.60	6 months	5,000
Nottingham City Council	0.31	1.5 months	2,000
Newcastle-upon-Tyne City Council	0.95	2 years	2,000
Newcastle-upon-Tyne City Council	0.95	2 years	4,000
Newport City Council	1.10	28 months	3,000
Newport City Council	1.00	28 months	3,000
North Lanarkshire Council	0.95	2 years	5,000
Rugby Borough Council	0.60	2 years	5,000
Surrey Heath Borough Council	0.40	3 months	2,000
West Dunbartonshire Council	0.95	2 years	5,000
Total Fixed Term Deposits			71,000
Variable Rate Notice Accounts			
Barclays Bank Plc	0.15	Same Day Notice	435
CCLA Local Authorities' Property Fund	4.58	5 years	15,000
SLI Sterling Liquidity Fund (Class 2)	0.28463	Same Day Notice	12,200
BNP Paribas Insticash Sterling (Institutional)	0.29799	Same Day Notice	2,000
Payden Sterling Reserve Fund	0.68239	4 Day	5,000
Royal London Cash Plus Fund Y (Gross Inc)	0.59392	3 Day	5,000
Total Variable Rate Notice Accounts			39,635
TOTAL	-	-	110,635

The above deposits include any forward-deals or forward-renewals that have been agreed (i.e. where the deposit/renewal will take place at a future date).

CAPITA'S OPINION ON UK INTEREST & INVESTMENT RATES AS AT 31ST MARCH 2017

The two major landmark events that had a significant influence on financial markets in the 2016-17 financial year were the UK EU referendum on 23 June and the election of President Trump in the USA on 9 November. The first event had an immediate impact in terms of market expectations of when the first increase in Bank Rate would happen, pushing it back from quarter 3 2018 to quarter 4 2019. At its 4 August meeting, the Monetary Policy Committee (MPC) cut Bank Rate from 0.50% to 0.25% and the Bank of England's Inflation Report produced forecasts warning of a major shock to economic activity in the UK, which would cause economic growth to fall almost to zero in the second half of 2016. The MPC also warned that it would be considering cutting Bank Rate again towards the end of 2016 in order to support growth. In addition, it restarted quantitative easing with purchases of £60bn of gilts and £10bn of corporate bonds, and also introduced the Term Funding Scheme whereby potentially £100bn of cheap financing was made available to banks.

In the second half of 2016, the UK economy confounded the Bank's pessimistic forecasts of August. After a disappointing quarter 1 of only +0.20% GDP growth, the three subsequent quarters of 2016 came in at +0.60%, +0.50% and +0.70% to produce an annual growth for 2016 overall, compared to 2015, of no less than 1.8%, which was very nearly the fastest rate of growth of any of the G7 countries. Needless to say, this meant that the MPC did not cut Bank Rate again after August but, since then, inflation has risen rapidly due to the effects of the sharp devaluation of sterling after the referendum.

Capita's Prediction for Interest Rates

The following table shows when Capita predict interest rates will rise, together with an estimate of other interest rates. Capita estimate that the Bank Rate will rise from 0.25% to 0.50% in June 2019.

	NOW	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
BANK RATE	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.75	0.75
3 month LIBID	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.40	0.50	0.60	0.70	0.80	0.90
6 month LIBID	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.50	0.60	0.70	0.80	0.90	1.00
12 month LIBID	0.60	0.60	0.60	0.60	0.70	0.70	0.80	0.80	0.90	1.00	1.10	1.20	1.30	1.40
5 yr PWLB	1.20	1.20	1.40	1.40	1.50	1.60	1.70	1.70	1.80	1.80	1.90	1.90	2.00	2.00
10 yr PWLB	1.90	1.90	2.00	2.10	2.20	2.30	2.30	2.40	2.40	2.50	2.50	2.60	2.80	2.70
25 yr PWLB	2.60	2.60	2.70	2.80	2.90	2.90	3.00	3.00	3.10	3.10	3.20	3.20	3.30	3.30
50 yr PWLB	2.40	2.40	2.50	2.60	2.70	2.70	2.80	2.80	2.90	2.90	3.00	3.00	3.10	3.10

Capita's Issue Date:- 17th May 2017

PRUDENTIAL & TREASURY MANAGEMENT INDICATORS

	Actual 2015/16 £'000	Current Budget* 2016/17 £'000	Actual 2016/17 £'000
PRUDENTIAL INDICATORS			
Capital expenditure			
- General Fund	26,430	44,584	19,965
- HRA	32,572	25,487	22,618
Total	59,002	70,071	42,583
Capital Financing Requirement (CFR) as at 31 March			
- General Fund	5,976	27,899	10,697
- HRA	214,457	214,748	214,321
Total	220,433	242,647	225,018
Change in the CFR (Note 2)	4,421	22,214	4,585
Deposits at 31 March (Note 3)	96,060	95,486	110,635
External Gross Debt	213,572	213,572	213,572
Ratio of financing costs to net revenue stream			
-General Fund	-3.51%	-1.28%	-1.82%
-HRA	17.03%	16.14%	16.96%
Total	13.52%	14.86%	15.14%

*Note1: Refers to the Council's Budget Setting Report 2016/17 as agreed by Council on 23rd February 2017.

Note 2: Includes unfinanced capital expenditure of £4,720k and statutory adjustment for HRA non-dwelling revaluation losses

Note 3: As per the Council's Balance Sheet.

PRUDENTIAL & TREASURY MANAGEMENT INDICATORS

	Actual 2015/16 £'000	Current Budget* 2016/17 £'000	Actual 2016/17 £'000
TREASURY INDICATORS			
Authorised limit			
for borrowing	250,000	250,000	250,000
for other long term liabilities	0	0	0
Total	250,000	250,000	250,000
HRA Debt Limit	230,839	230,839	230,839
Operational boundary			
for borrowing	220,433	242,647	225,018
for other long term liabilities	0	0	0
Total	220,433	242,647	225,018
Upper limit for total principal sums deposited for over 364 days & up to 5 years	40,000	50,000	50,000
Upper limit for fixed & variable interest rate exposure			
Net interest on fixed rate borrowing/deposits	6,141	7,140	7,062
Net interest on variable rate borrowing/deposits	-29	-27	-27
Maturity structure of new fixed rate borrowing		Upper Limit	Lower Limit
10 years and above (PWLB borrowing for HRA Reform)		100%	100%

*Note1: Refers to the Council's Budget Setting Report 2016/17 as agreed by Council on 23rd February 2017.

Annual Treasury Management (Outturn) Report 2016/17

Current Counterparty List

The full listing of approved counterparties is shown below, showing the category under which the counterparty has been approved, the appropriate deposit limit and current duration limits. These counterparties have also been shown under Specified and Non-Specified Investments (in line with DCLG Guidance).

Name	Council's Current Deposit Period	Category	Limit (£)
Specified Investments:-			
All UK Local Authorities	N/A	Local Authority	20m
All UK Passenger Transport Authorities	N/A	Passenger Transport Authority	20m
All UK Police Authorities	N/A	Police Authority	20m
All UK Fire Authorities	N/A	Fire Authority	20m
Debt Management Account Deposit Facility	N/A	DMADF	Unlimited
Barclays Bank Plc	Using Capita's Credit Criteria	UK Bank	25m
HSBC Bank Plc	Using Capita's Credit Criteria	UK Bank	20m
Standard Chartered Bank	Using Capita's Credit Criteria	UK Bank	20m
Bank of Scotland Plc (BoS)	Using Capita's Credit Criteria	UK Bank	20m
Lloyds Bank Plc	Using Capita's Credit Criteria	UK Bank	20m
National Westminster Bank Plc (NWB)	Using Capita's Credit Criteria	UK Nationalised Bank	20m
Santander UK Plc	Using Capita's Credit Criteria	UK Bank	5m
The Royal Bank of Scotland Plc (RBS)	Using Capita's Credit Criteria	UK Nationalised Bank	20m
Other UK Banks	Using Capita's Credit Criteria	UK Banks	20m

Name	Council's Current Deposit Period	Category	Limit (£)
Members of a Banking Group (RBS Group includes NWB)	Using Capita's Credit Criteria	UK Banks and UK Nationalised Banks	30m
Svenska Handelsbanken	Using Capita's Credit Criteria	Non-UK Bank	5m
Enhanced Cash Funds (Standard & Poor's: AAAf/S1, Fitch: AAA/S1)	Over 3 months and up to 1 year	Financial Instrument	10m (per single counterparty)
Money Market Funds	Liquid Rolling Balance	Financial Instrument	15m (per fund)
Custodian of Funds	Requirement for Undertaking Financial Instruments	Fund Managers	Up to 15m (per single counterparty)
UK Government Treasury Bills	Up to 6 months	Financial Instrument	15m
Other Specified Investments - UK Building Societies:-			
Name	Council's Current Deposit Period	Society Asset Value (£'m) – as at 5 th May 2017	Limit (£)
Nationwide Building Society	1 month or in line with Capita's Credit Criteria, if longer	207,622	Assets greater than £100,000m - £20m
Yorkshire Building Society		45,162	
Coventry Building Society		37,632	
Skipton Building Society		17,827	Assets between £50,000m and £99,999m - £5m
Leeds Building Society		16,485	
Principality Building Society		8,124	Assets between £5,000m and £49,999m - £2m
West Bromwich Building Society		5,725	
Non-Specified Investments:-			
Name	Council's Current Deposit Period	Category	Limit (£)
All UK Local Authorities – longer term limit	Over 1 year and up to 5 years	Local Authority	Up to 35m (in total)
Cambridge City council Housing Working Capital Loan Facility	Up to 1 year	Loan	200,000

Name	Council's Current Deposit Period	Category	Limit (£)
CCLA Local Authorities' Property Fund	Minimum of 5 years	Pooled UK Property Fund	Up to 15m
Certificates of Deposit (with UK Banking Institutions)	Liquid Rolling Balance	Financial Instrument	15m (per single counterparty)
Certificates of Deposit (with UK Building Societies)	Liquid Rolling Balance	Financial Instrument	2m (per single counterparty)
Certificates of Deposit (with Foreign Banking Institutions)	Liquid Rolling Balance	Financial Instrument	2m (per single counterparty)
Commercial Property Investments funded from cash balances	Over 1 year	Commercial Property	20m (in total)
Enhanced Cash Funds (Standard & Poor's: AAAf/S1, Fitch: AAA/S1)	Over 1 year and up to 5 years	Financial Instrument	10m (per single counterparty)
Municipal Bonds Agency	N/A	Pooled Financial Instrument Facility	50,000
Supranational Bonds – AAA	Using Capita's Credit Criteria	Multi-lateral Development Bank Bond	15m
UK Government Gilts	Over 1 year & up to 30 Years	Financial Instrument	15m

Note: In addition to the limits above, the total non-specified items over 1 year will not exceed £50m.

Treasury Management – Glossary of Terms and Abbreviations

Term	Definition
Authorised Limit for External Borrowing	Represents a control on the maximum level of borrowing
Capital Expenditure	Expenditure capitalised in accordance with regulations i.e. material expenditure either by Government Directive or on capital assets, such as land and buildings, owned by the Council (as opposed to revenue expenditure which is on day to day items including employees' pay, premises costs and supplies and services)
Capital Financing Requirement	A measure of the Council's underlying borrowing need i.e. it represents the total historical outstanding capital expenditure which has not been paid for from either revenue or capital resources
Certificates of Deposit (CDs)	Low risk certificates issued by banks which offer a higher rate of return
CIPFA	Chartered Institute of Public Finance and Accountancy
Corporate Bonds	Financial instruments issued by corporations
Counter-parties	Financial Institutions with which funds may be placed
Credit Risk	Risk of borrower defaulting on any type of debt by failing to make payments which it is obligated to do
DCLG	Department for Communities & Local Government
Enhanced Cash Funds	Higher yielding funds typically for investments exceeding 3 months
Eurocurrency	Currency deposited by national governments or corporations in banks outside of their home market
External Gross Debt	Long-term liabilities including Private Finance Initiatives and Finance Leases
HRA	Housing Revenue Account - a 'ring-fenced' account for local authority housing account where a council acts as landlord

Term	Definition
HRA Self-Financing	A new funding regime for the HRA introduced in place of the previous annual subsidy system
London Interbank Offered rate (LIBOR)	A benchmark rate that some of the leading banks charge each other for short-term loans
London Interbank Bid Rate (LIBID)	The average interest rate which major banks London banks borrow Eurocurrency deposits from other banks
Liquidity	A measure of how readily available a deposit is
MPC	Monetary Policy Committee - The Bank of England Committee responsible for setting the UK's bank base rate
Minimum Revenue Provision (MRP)	Revenue charge to finance the repayment of debt
Non-Specified Investments	These are investments that do not meet the conditions laid down for Specified Investments and potentially carry additional risk, e.g. lending for periods beyond 1 year
Operational Boundary	Limit which external borrowing is not normally expected to exceed
Quantitative Easing (QE)	A financial mechanism whereby the Central Bank creates money to buy bonds from financial institutions, which reduces interest rates, leaving businesses and individuals to borrow more. This is intended to lead to an increase in spending, creating more jobs and boosting the economy
PWLB	Public Works Loans Board - an Executive Government Agency of HM Treasury from which local authorities & other prescribed bodies may borrow at favourable interest rates
Security	A measure of the creditworthiness of a counter-party
Specified Investments	Those investments identified as offering high security and liquidity. They are also sterling denominated, with maturities up to a maximum of 1 year, meeting the minimum 'high' credit rating criteria where applicable
Supranational Bonds	Multi-lateral Development Bank Bond
UK Government Gilts	Longer-term Government securities with maturities over 6 months and up to 30 years
UK Government Treasury Bills	Short-term securities with a maximum maturity of 6 months issued by HM Treasury

Term	Definition
Yield	Interest, or rate of return, on an investment

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To: The Executive Councillor for Finance and Resources

Report by: David Edwards, Strategic Director

Relevant scrutiny committee: Strategy and Resources Scrutiny Committee 3 July 2017

Wards affected: none

Office Accommodation Strategy

Key decision

The appendix to the report contains exempt information during which the public is likely to be excluded from the meeting subject to determination by the Scrutiny Committee following consideration of a public interest test. This exclusion would be made under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

1. Executive summary

The report presents the outcomes of the design and procurement scheme at Mandela House for the Office Accommodation Strategy. It presents the capital funding requirements of the scheme and the proposals for award of contract. The additional funding requirements relate to essential maintenance requirements at Mandela House.

It is essential to progress the Mandela House project in order to meet the timescales to vacate Hobson House by March 2018.

The Mandela House and Cowley Road schemes affect around 46 % of the Council's staff, approximately 380 staff are directly affected by moves to their operational locations and the refurbishment projects.

2. Recommendations

The Executive Councillor is recommended to:

- 2.1 Approve the scope of the refurbishment schemes, subject to approval of Capital Funding by Council, for Mandela House.
- 2.2 Recommend to Council the additional capital funding for the scheme which would be funded from reserves.
- 2.3 Subject to the agreed funding from Council approve the award of Contract for Mandela House and furniture as described on the exempt appendix 1.

3. Background

- 3.1 The Office Accommodation Strategy (OAS) was presented to Strategy and Resources Committee on 18 January 2016. The Executive Councillor approved the short to medium term aims to consolidate administrative offices into The Guildhall, Mandela House and 171 Arbury Road and the relocation of operational, depot-based services to two sites at Cowley Road. This will be achieved by the refurbishment of retained buildings to create suitable and flexible workspaces, consolidation of desk and floor space to maximise use and the introduction of SMART working practices such as shared office spaces and flexible working arrangements.
- 3.2 The OAS seeks to significantly reduce the overall office accommodation by releasing Hobson House, Mill Road Depot and 89 Cherry Hinton Road from operational use thereby reducing operating costs and producing additional income and capital receipts. A lease of smaller operational (depot management) premises has also been taken on at 130 Cowley Road.
- 3.3 Mill Road Depot is to be used for housing development and Hobson House (which is being sold by Cambridge United Charities) are scheduled to be vacated by end March 2018. This is contingent upon the Mandela House, 130 Cowley Road and The Compound Cowley Road schemes being completed in time.
- 3.4 Our ability to vacate Hobson House by March 2018 is contingent on the Mandela House scheme being approved and progressing to timescale. Staff currently located at Hobson House are scheduled to transfer into Mandela House upon completion of the refurbishments. Our occupancy at Hobson House has been extended to 31 March 2018 by agreement with Cambridge United Charities but it is unlikely that a further extension will be forthcoming as the Charity now has a viable offer for the sale of the premises. The estimated

time required for works at Mandela House is five to six months from start on site which means that the contract will need to be awarded by no later than mid-August to allow sufficient provision for any constructional delays and for the re-location of staff to the converted Mandela House offices on completion.

- 3.5 In addition to the final refurbishment and refurnishing schemes developed for the OAS for Mandela House other corporate objectives are being met including:
- a. delivering of planned or essential maintenance works identified during detailed survey work that is more cost effective to do at the same time as the OAS works
 - b. delivering improvements that support, and are included in, the Carbon Management Strategy
- 3.6 At Strategy and Resources Committee meeting on 20 March 2017 the Executive Councillor approved the works at Mandela House, 130 Cowley Road and the Cowley Road Park & Ride site, subject to the tendered prices for work being acceptable, and authorised the Strategic Director to award contracts for the appointment of contractors.
- 3.7 Competitive tendering and post tender evaluations have since been completed for the Mandela House Contract and for the associated office furniture procurement contract. There was a good response to invitation to tender but the combined cost of OAS, essential building maintenance and Carbon Management Plan works has exceeded the predictions of our appointed cost consultants and therefore come out above the previously approved budget. The scheme has again been reviewed to ensure that it is fit for purpose and it has been identified, that to meet all of the Council's objectives, additional funding of £450,000 is required. The additional costs are primarily to address the needs of the unexpected building maintenance and essential works that would otherwise have to be progressed through separate capital bids, rather than any over provision or revised specification in the overall office accommodation needs.
- 3.8 The revised schemes for 130 Cowley Road and The Compound (the former park and ride site) at Cowley Road have been re-presented to original tenderers to be repriced. It is anticipated that these revised schemes will come within the budget provision.

3.9 The schemes – update

Mandela House

3.9.1 The refurbishment involves works to create open plan working areas and meeting room facilities, new and refurbished welfare facilities across three floors, redecoration, new floor coverings, re-routing of electrical and data cabling services, new LED lighting, and mechanical services (heating, cooling and ventilation). Building Services (heating, ventilation, cooling, electrical services, lighting and data services) shall meet the requirements of increased building occupancy.

Essential building repair works at Mandela House.

3.9.2 The detailed survey work for Mandela House identified that elements of the existing structure and services were in worse condition than anticipated and in need of repair or replacement. This is not uncommon with complicated buildings of this type but the extent of work can only be fully realised after invasive investigation of the type undertaken for the proposed alteration scheme. The works identified would have required attention within the next 1-5 years so it is prudent, and cost effective to include the work as part of the alterations rather than carry out short term repairs and then re-visit the building for permanent, disruptive, repairs in the next few years.

3.9.3 These costs were not included in the overall OAS budget provision but it was hoped these costs could be contained within the original budget. Detailed inspection, design and tendering have confirmed that this will not be possible.

3.9.4 The works identified as repairs/improvements, and which would be required regardless of the OAS delivery are:

Building maintenance and energy efficiency work proposed for incorporation into the final programme of work		original budget approved from Carbon Management Plan/other sources	net increase in overall project cost
New LED lighting installation including wiring (£50k of CMP funding already included in works budget)	£ 152,000	£ 50,000	£ 102,000
Replacement boiler and adjustments to heating system (£9k of CMP funding already included in works budget)	£ 40,000	£ 9,000	£ 31,000
Roofing repairs	£ 60,000	£ -	£ 60,000
Fire system replacement	£ 17,000	£ -	£ 17,000
New building management system to replace obsolete item	£ 37,000	£ -	£ 37,000
New mechanical ventilation system / air conditioning	£ 225,000	£ 127,000	£ 98,000
De-commissioning and removal of obsolete lift	£ 10,000	£ -	£ 10,000
Allowance for works to windows	£ 3,000	£ -	£ 3,000
Replacement fire fighting equipment	£ 6,000	£ -	£ 6,000
Assistance call system for fire refuges	£ 5,000	£ -	£ 5,000
Access system / powered doors	£ 5,000	£ -	£ 5,000
Replacement hot water supply system	£ 8,000	£ -	£ 8,000
Replacement data distribution system	£ 27,000	£ -	£ 27,000
Contract preliminaries associated with building work	£ 41,000	£ -	£ 41,000
Total	£ 636,000	£ 186,000	£ 450,000

130 Cowley Road

3.9.5 The refurbishment involves converting an industrial warehouse with offices and showroom space into modern, functional office space and a stores/warehouse facility. Approved proposals include relocating internal stairs, creating new welfare facilities, new internal walls / meeting rooms, installation of new windows, installation of a lift, new heating and ventilation, new electrical services, new lighting and data services, structural and drainage works.

Revised plans for 130 Cowley Road

3.9.6 Original proposals approved for the refurbishment of 130 Cowley Road included for a full refurbishment of both the existing ground floor office and first floor showroom accommodation to re-locate staff from Estates & Facilities and Environment Services, Development Team. Both teams are currently based at Mill Road depot. As the building is not owned by the City Council, it is leased for 15 years with a tenant only break at 5 years allowing the Council to vacate at 5 yearly intervals if necessary.

3.9.7 Final tenders sourced for the refurbishment and alterations of 130 Cowley

Road exceeded the originally approved budget so alternative proposals have therefore been developed to contain overall costs. These revised proposals include for

- Refurbishment and alterations to the Ground Floor office space only
- Omission of all proposed alterations to the existing first floor show room accommodation.

Overall, these revised proposals will deliver a number of savings and ensure that the project can be delivered within the approved budget. The revised scheme has been re-presented to companies who responded to the original tender to ensure the tendered price comes within budget. If the tendered price is within budget the contract will be awarded in line with delegations approved at S&R on 20th March 2017.

3.9.8 Changes to the team allocations to facilitate the change in brief will be:

- Estates & Facilities staff will be located on ground floor of 130 Cowley Road
- Re-location of Environment Services, Operational Teams to port-a-cabins located at the Park & Ride compound site which places the office based and operational members of the team on the same site and is hence their preferred option.
- Re-location of Environment Services, Development Team to the Guildhall

Cowley Road Compound

3.9.9 This project will create a new compound for carrying out the operational functions of Estates and Facilities and Street and Open Spaces following the vacation of Mill Road Depot. Work comprises the creation of a temporary waste transfer station, external storage compound for building materials, equipment store facility for Streets and Open Spaces, welfare facilities, vehicle charge points, staff parking for both the Compound site and 130 Cowley Road, fuel station for CCC operational vehicles, vehicle wash down facility, temporary office accommodation and cycle parking. The scheme is subject to planning approval and the outcome of a transport study which is discussed in the Environmental Section of this report.

3.9.10 This scheme has been reviewed to further reduce overall costs and to ensure delivery within existing budgets. The review included an amended layout to reduce building services provision, a reduced waste transfer station provision, reduced equipment storage and amended fencing. The replication of an on-site fuel store, as exists at Mill Road, is also currently

being re-evaluated to determine whether use of fuel cards and off site suppliers would be more cost effective given the relatively high capital cost of a fuel store and uncertainty about long term site occupation.

3.9.11 The revised scheme has been re-presented to companies who responded to the original tender to re-price and to ensure the tendered price comes within budget. If the tendered price is within budget the contract will be awarded in line with delegations approved at S&R on 20th March 2017, using delegated powers

The Guildhall

3.9.12 Whilst there are no direct capital costs associated with the Guildhall at this stage the need to relocate staff from 130 Cowley Road will reduce the potential to generate income from letting the ground floor at the Guildhall.

4. Implications

(a) Financial Implications

The BSR 2016 created an earmarked reserve for the Office Accommodation strategy of £3.722m (capital and revenue). The earmarked reserves funding the Office Accommodation Strategy capital projects currently total £3,192,000. This includes provision for; Mandela House, 130 Cowley Road, The Compound Cowley Road schemes (£2,074,000), The Guildhall, 4th floor, refurbishing scheme (£57,000), Mobile Technology (£99,000) and the future Guildhall Refurbishment scheme (£962,000).

On 10th November 2016 an “out of cycle” decision was made by the Executive Councillor which gave approval for the allocation of £2,443,000 capital funds for schemes at Mandela House, 130 Cowley Road and the Compound at Cowley Road, which included funding from Climate Change of £59,000, and budget provision of £310,000 which was reallocated from other capital schemes to the Mandela House scheme.

Reappraisal of the Mandela House scheme has identified a need for a further £450,000 of capital funds in addition to the current approved capital budget allocation for the Mandela House scheme of £1,350,000. The cost of the

additional capital funding of £450,000 will be met from reserves. The final total cost of the scheme will be £1,800,000.

Appendix 3 provides a summary of capital costs and budget provision for Mandela House, 130 Cowley Road and The Compound Cowley Road refurbishment schemes.

Contingency sums have been provided within the tender prices for each scheme with a total available of £243,000 (£145,000 Mandela project and an estimated £42,000 for 130 Cowley Road and £56,000 for the Compound Site at Cowley Road).

The estimated income projections from letting offices on ground floor of The Guildhall will not be fully achieved as these offices will continue to be used by the City Council to provide accommodation for services relocated as a consequence of changes to the 130 Cowley Road scheme. The estimated income within the strategy from ground floor lettings of £40,000 per annum was scheduled to come on stream from 2018/19, but as a consequence of the changes to the 130 Cowley Road scheme is expected to reduce to circa £7,250 per annum and will come on stream from July 2017. The Head of Property Services will seek to recover the shortfall from other commercial lettings.

Further delay in the completion of the refurbishment schemes at Mandela House and 130 Cowley Road and set up of The Compound at Cowley Road will have adverse financial consequences to the overall strategy. These may include loss of predicted savings as the running costs will continue to be incurred at Mill Road and Hobson House and additional rental costs for extended use of Hobson House.

(b) Staffing Implications

The schemes are managed through three projects each of which have a dedicated project manager and project group involving key users at each site and the contractor for the scheme.

These schemes affect around 46 % of the Council's staff; approximately 380 staff are directly affected by moves to their operational locations and the refurbishment projects.

Around 150 of these staff have already been moved to temporary accommodation to vacate Mandela House for the refurbishment works. If there is any further delay in the completion of Mandela House scheme there will be a need move services and staff again into different temporary accommodation in order to vacate Hobson House by the end of the lease, 31 March 2018.

When Mandela House, 130 Cowley road and The Compound at Cowley Road refurbishments are complete the services affected will be located in premises as shown in table below:

Location/Service	Headcount
130 Cowley Road	81
Estates & Facilities	81
Guildhall	36
Environmental Services	36
Mandela House	161
Community Services	33
Environmental Services	43
Housing Development Agency	6
Housing Services	27
Revenues & Benefits	52
The Compound at Cowley Road	99
Environmental Services	92
Estates & Facilities	2
Grand Total	377

These staff will be involved in the office design, setting up new SMART working practices appropriate to their locations and operational requirements, training, and in making the moves to the new locations.

(c) Equality and Poverty Implications

*Has an Equality Impact Assessment been conducted on this strategy/policy/procedure/process/service change/decision? **Yes***

The Equality Impact Assessment for the Office Accommodation Strategy, revised in June 2017 identified possible disadvantages or negative impacts that increased occupancy of the buildings could imbalance toilet provision. The issues have been addressed at the design stage and provision made within the schemes where possible given the practical limitations of each of the sites.

The EqIA also identified the potential for disruption during the on-site delivery of the schemes that could adversely affect pregnant women and nursing mothers by reducing the facilities available. This issue will be addressed during the implementation set up plan.

(d) Environmental Implications

The Climate Change Rating assessment for Mandela House Scheme was approved by Capital Programme Board and is attached at Appendix 2.

The scheme for development of the Compound at Cowley Road is subject to planning approval.

Cambridgeshire County Council's, Transport Planners have asked for a Transport Assessment for the site, the costs for which have been factored into the capital scheme. It is not clear at this stage what the outcome of the study and the resulting planning approval will be. However, the transport planning issues do present a risk of additional cost and delay to the overall strategy as it could prevent the scheme from progressing as planned and consequently prevent the timely exit from Mill Road Depot. Officers are working closely with Cambridgeshire County Council to understand their requirements.

The site is adjoining the Water Treatment Centre which creates odour issues that need to be considered. It is within the designated Odour zone for the Water Treatment Centre and this may make the planning permission contingent upon temporary buildings having air cleaning/filtering systems. This is also one of the reasons for the additional costs at 130 Cowley Road.

A noise survey will be required to consider if the Council's use may be detrimental in the respect but this is not expected to be an issue. Mill Road depot is currently in a residential area and this has not been a significant issue historically.

(e) Procurement

Attach at Appendix 1 is a summary of procurement outcomes for the Mandela House scheme and furniture and recommendation for contract award.

A procurement process to select a supplier for the provision of office layout design and furniture for Mandela House and Cowley Road schemes has been concluded and recommendations have been made to the Strategic Director for the award of that contract in line with delegations approved at S&R on 20th March 2017.

(f) Consultation and communication

Stakeholder and Trade Unions consultations have been ongoing throughout the development of the proposals. Routine staff briefings have been conducted by Heads of Service and Managers to keep the staff informed of progress together with articles through internal communication platforms such as Insight, City Net and Management Matters.

A staff survey of those affected by 130 Cowley Road proposals informed the design of that scheme.

A further staff consultation with those moving to the Cowley Road sites highlighted staff concerns about access and parking and these are being resolved within the services.

A staff survey regarding SMART working indicated a strong interest from staff in increasing opportunities to work flexibly to increase productivity and balance home/life demands.

Wider staff involvement through stakeholder groups within the Programme Management Office Accommodation governance structure.

Extended member briefing on the refurbishments schemes and the wider office accommodation strategy issues, such as emerging shared office requirements and dependencies on IT strategies such as Council Anywhere programme took place on 21 June.

The schemes do not directly affect members of the public therefore there has been no public consultation or community engagement apart from the usual consultations in respect of the planning application for the Compound.

(g) **Community Safety**

Not applicable.

5. Background papers

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

The Equality Impact Assessment for the Office Accommodation Strategy, revised in June 2017 and is deposited on Cambridge City Council website

6. Appendices

NOT FOR PUBLICATION: The appendix 1 to the report contains exempt information during which the public is likely to be excluded from the meeting subject to determination by the Scrutiny Committee following consideration of a public interest test. This exclusion would be made under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Appendix 1: Tender Evaluation and Award of Contract Proposal
Appendix 2: Environmental Assessment Proposal
Appendix 3: Budgetary summary

7. Inspection of papers

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

Author's Name: Trevor Burdon, Head of Estates and Facilities
Author's Phone Number: 01223 457831
Author's Email: Trevor.burdon@cambridge.gov.uk

Appendix 2

Project / Proposal Name or Reference:

Date:

Your Name:

Mandela House Refurbishment 2016/17		08-Sep-16	Will Barfield	
1. IMPACT ON CARBON EMISSIONS				
HOW WILL THIS PROJECT/PROPOSAL AFFECT:	CONSIDERATIONS <i>See guidance below on determining whether negative or positive impacts are High, Medium or Low</i>	IMPACT? <i>Use drop down list</i>	GUIDANCE IF NEGATIVE RATING HAS BEEN AWARDED	NOTE HERE HOW YOU PLAN TO MANAGE AND REDUCE ANY NEGATIVE IMPACTS
1 ENERGY USE	<ul style="list-style-type: none"> * More energy will be consumed (by CCC or others) = Negative Impact * No extra energy use is involved = Nil Impact * Energy use will be reduced or renewable energy will be used = Positive Impact 	Medium Negative	Consider: - Energy efficiency measures - Renewable energy - Reducing demand for energy	It is planned to increase the occupation of the building so the consultation of energy at Mandela House may increase. However there are a re number of mitigation measures including LED lighting and more efficient heating / cooling / ventilation and a new boiler. The Council's overall consumption will be reduced when Hobson House and Mill Road depot are vacated.
2 WASTE GENERATION	<ul style="list-style-type: none"> * More waste will be generated (by CCC or others) = Negative Impact * No waste will be generated = Nil Impact * Less waste will be generated OR amount of waste that is reused/ recycled will be increased = Positive Impact 	Low Negative	Consider: - Use of recycled goods - Recycling facilities - Reducing/ reusing resources	It is planned to increase the occupation of the building so the waste generated at Mandela House may increase.
3 USE OF TRANSPORT	<ul style="list-style-type: none"> * CCC or others will need to travel more OR transport goods more often/ further = Negative Impact * No extra transport will be necessary = Nil Impact * The use of transport and/or of fossil fuel-based transport will be reduced = Positive Impact 	Nil	Consider: - Use of public transport - Reducing need to travel or transport goods - Alternative fuels	
2. IMPACT ON RESILIENCE TO THE EFFECTS OF CLIMATE CHANGE				
HOW WILL THIS PROJECT/PROPOSAL AFFECT THE ABILITY OF CAMBRIDGE CITY TO WITHSTAND:	CONSIDERATIONS <i>See guidance below on determining whether negative or positive impacts are High, Medium or Low</i>	IMPACT? <i>Use drop down list</i>	GUIDANCE IF NEGATIVE RATING HAS BEEN AWARDED	NOTE HERE HOW YOU PLAN TO MANAGE AND REDUCE ANY NEGATIVE IMPACTS
4 HEATWAVES	<ul style="list-style-type: none"> * Lack of or reduced shade (e.g. from trees or buildings) & natural ventilation = Negative Impact * No impact on existing levels of shade & ventilation = Nil Impact * Increased/ improved shade & natural ventilation = Positive Impact 	Nil	Greater need for cooling, shade and hydration methods	Greater occupancy of the building and heat emission from computers etc. will increase the requirement for air cooling. Solar film is to be applied to rooflights and Brise soleil being considered for Landaff Chambers to provide shading.
5 DROUGHT	<ul style="list-style-type: none"> * Water use will increase and/or no provision made for water management = Negative Impact * Levels of water use will not be changed = Nil Impact * Provision made for water management, water resources will be protected = Positive Impact 	Low Negative	Greater need for water management and perhaps reserve supplies	There will be more toilets / showers and kitchen facilities which could increase use of water. Toilets will be low flush and urinals waterless where appropriate, flow restrictors will be applied to showers.
6 FLOODING	<ul style="list-style-type: none"> * Levels of surface water run-off will increase, no management of flood risk = Negative Impact * Levels of surface water run-off & flood risk are not affected = Nil Impact * Sustainable drainage measures incorporated, positive steps to reduce & manage flood risk = Positive Impact 	Nil	Consider flood defence mechanisms or alternative arrangements (business continuity)	
7 HIGH WINDS / STORMS	<ul style="list-style-type: none"> * Exposure to higher wind speeds is increased or is not managed = Negative Impact * No change to existing level of exposure to higher wind speeds = Nil Impact * Exposure to higher wind speeds is being actively managed & reduced = Positive Impact 	Nil	Greater need for stabilisation measures, robust structures resilient to high winds	
8 FOOD SECURITY	<ul style="list-style-type: none"> * Opportunities & resources for local food production are reduced = Negative Impact * No change to opportunities & resources for local food production = Nil Impact * Opportunities & resources for local food production are increased/ enhanced = Positive Impact 	Nil	Source food locally as it reduces vulnerability to food shortages and boosts the local economy	

Weighing up the negative and positive impacts of your project, what is the overall rating you are assigning to your project?:

Net Low Negative

This overall rating is what you need to include in your report/ budget proposal, together with your explanation given below.

Guidance on Assessing the Degree of Negative and Positive Impacts:

Note: Not all of the considerations/ criteria listed below will necessarily be relevant to your project

Low Impact (L)	<ul style="list-style-type: none"> * No publicity * Relevant risks to the Council or community are Low or none * No impact on service or corporate performance * No capital assets; or capital assets with lifetime of less than 3 years
Medium Impact (M)	<ul style="list-style-type: none"> * Local publicity (good or bad) * Relevant risks to the Council or community are Medium * Affects delivery of corporate commitments * Affects service performance (e.g.: energy use; amount of waste; distance travelled) by more than 10% * Capital assets with a lifetime of more than 3 years
High Impact (H)	<ul style="list-style-type: none"> * National publicity (good or bad) * Relevant risks to the Council or community are Significant or High * Affects delivery of regulatory commitments * Affects corporate performance by more than 10% * Capital assets with a lifetime of more than 6 years

In the box below please explain how the overall rating given to your project/ proposal has been derived. (Summarise the project's environmental impacts) Please also highlight any negative environmental impacts your project may have (if any) and how you plan to mitigate these:

The rating is based on the fact that occupancy of Mandela House shall increase as result of the refurbishment work - in accordance with the Councils accommodation strategy. However if the rating is based on the overall performance of operation building collectively then the impact of this project is likely to be positive. The completion of this project will allow other buildings to be vacated completely.

OFFICE ACCOMMODATION STRATEGY - SUMMARY OF CAPITAL PROJECTS COSTS & BUDGET PROVISION

		Mandela House	130 Cowley Road	Ex Park & Ride site, Cowley Road	TOTALS
Value of capital projects (to nearest thousand)	as approved Feb 2017	£ 1,350,000	£ 507,000	£ 586,000	£ 2,443,000
Value of capital projects (to nearest thousand)	revised June 2017 (post tendering)	£ 1,758,000	£ 507,000	£ 586,000	£ 2,851,000
		tenders received & evaluated	final tenders awaited (june 2017)	tenders being evaluated (June 2017)	

Funded by (as previously approved)

Office Accommodation Strategy	£ 1,164,000	£ 507,000	£ 586,000	
Climate Change Fund	£ 59,000	£ -	£ -	
Re-allocation of previously approved capital funds for Mandela house Air Conditioning held over pending OAS	£ 127,000	£ -	£ -	
as previously approved	£ 1,350,000	£ 507,000	£ 586,000	£ 2,443,000
Uplift on Original approved budget	£ 408,000	£ -	£ -	£ 408,000
Rounded to include for 10% contingency on uplift	£ 42,000			£ 42,000
ADJUSTED CAPITAL BUDGETS	£ 1,800,000	£ 507,000	£ 586,000	£ 2,893,000
ADDITIONAL CAPITAL FUNDS REQUIRED	£ 450,000	£ -	£ -	£ 450,000

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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To: Executive Councillor for Finance and Resources
Report by: David Kidston, Strategy and Partnerships Manager
Relevant scrutiny committee: Strategy and Resources
3/7/2017
Scrutiny Committee
Wards affected: Market

GUILDHALL ENERGY EFFICIENCY WORKS

Key Decision

1. Executive summary

- 1.1 In December 2015, the Council appointed an external contractor (Bouygues Group PLC) to identify energy efficiency projects within the Council's buildings and estate. Following extensive investigations, Bouygues have identified a package of proposed measures to significantly reduce energy consumption and carbon emissions from the Guildhall and deliver ongoing financial savings for the Council.
- 1.2 The proposed measures include: a solar photovoltaic (PV) installation; LED lighting; a Combined Heat and Power (CHP); improved heating control systems; mechanical works to the heating and hot water systems; and associated roofing works. Some of these measures were identified in the Council's current Carbon Management Plan, but others are new projects identified by the contractors. In addition to the anticipated energy savings and carbon emission reductions, it is expected that some of the measures will improve comfort for users of the building.
- 1.3 The budget for these works was approved at Council on 23 February 2017 as part of the Budget Setting Report for 2017/18. As it is anticipated that the value of these capital works will exceed £300,000, delegated approval is sought for the Strategic Director to award a contract for the works up to the value agreed at Council.

2. Recommendations

2.1 The Executive Councillor is recommended:

- To give delegated approval for the Strategic Director to award a contract for energy efficiency works, renewable energy works and associated roofing works at the Guildhall up to the value agreed in the Budget Setting Report at Council on 23 February 2017.

3. Background

3.1 On 18 January 2016, the Executive Councillor for Finance and Resources approved the Council's current Carbon Management Plan. The plan provides the blueprint for reducing energy and fuel consumption and carbon emissions across the Council's estate and activities between 2016/17 and 2020/21. The plan identified 22 carbon reduction projects for delivery during this period.

3.2 In December 2015, the Council signed access agreements to allow it to make use of the Greater London Authority's (GLA) RE-FIT framework agreement. This allowed the Council to access Bouygues Group PLC as a contractor to identify and deliver energy efficiency projects. The principle benefit of this arrangement is it operates on an energy performance contracting basis. This means that Bouygues will guarantee the energy savings predicted for projects that they deliver for the Council (subject to the new equipment being managed within defined limits). If the projects do not deliver the predicted savings, Bouygues would be liable for financial penalties under the terms of the contract.

3.3 During 2016, Bouygues successfully delivered two major projects included in the Carbon Management Plan: installation of LED throughout the Grand Arcade Car Park and Grafton East Car Park. Under the terms of the RE-FIT framework agreement, Bouygues have guaranteed that these two projects will reduce total energy consumption at the two car parks by more than 40%, which will reduce carbon emissions by an estimated 280 tonnes per year and save the Council an estimated £46,000 per year.

3.4 Bouygues have also investigated the potential for installing energy efficiency and renewable energy measures at the Guildhall. In September 2016, they provided an initial Desk Top Assessment (DTA), which identified the range of works possible, the estimated capital installation costs and the energy and carbon savings benefits of projects. Following detailed site investigations, Bouygues provided a more detailed Investment Grade Proposal (IGP) in May 2017, which

sets out a final package of proposed works, installation costs and predicted energy and carbon savings.

3.5 The key works at the Guildhall proposed in the IGP include:

- **Solar PV** – Installing a 30kW solar photovoltaic (PV) array on the upper section of the roof. This would provide a renewable source of electricity to be used in the building.
- **Re-roofing works** - to the upper section of the roof at the Guildhall including additional insulation and replacement roof safety system
- **LED lighting** - Replacing more than 670 existing light fittings with more energy efficient LED lighting. This includes replacement of lighting in civic rooms in keeping with the building to meet listed building requirements.
- **Combined Heat and Power (CHP)** – Installing a CHP unit in the plant room at the Guildhall. The CHP unit uses gas to generate electricity which is used on site. This achieves carbon savings, because gas is a lower-carbon source of energy than electricity. The CHP unit also makes use of excess heat generated through the electricity generation process, which would otherwise be wasted.
- **Building automation** - Implementing a number of measures to significantly increase the level of control the Facilities Team at the Guildhall have over the heating systems, including installing an electronic Building Energy Management System (BEMS). This will ensure that the level of heating provided can be adjusted more readily to reflect changes of temperature and usage levels in different areas of the building. In addition to reducing energy consumption and associated carbon emissions, this will improve comfort for users and occupants of the building.
- **Mechanical works to heating and hot water systems** - Replacing outdated, inefficient elements of the existing heating and hot water systems in the building with more up-to-date and energy efficient measures. This includes installing a plate heat exchanger to replace the existing large hot water tanks, and boiler head modifications to improve the efficiency of heating boilers.
- **Insulation** – Insulating pipework and valves in the plant rooms, which will minimise heat loss and reduce the load on both new and existing elements of the heating and hot water systems.
- **Secondary glazing** - installation of secondary glazing to those rooms that currently have single glazing.

- 3.6 Two of the measures outlined at 3.5 (solar PV and LED lighting) were included as projects in the Council's current Carbon Management Plan, but the others would represent additional new energy efficiency and carbon reduction projects.
- 3.7 Bouygues have estimated that the total cost of the measures outlined at 3.5 above is just over £572,000, although the precise costs will be refined as options are finalised and discussions with the Council's conservation team are progressed further. Overall, the capital cost of these measures would take 14 years to pay back through the savings generated (taking into account compound inflation on energy costs over the period). It is estimated at this stage that these measures would deliver the following benefits:
- Saving 427,269 kWh of energy per annum, which represents a 24% reduction in the annual energy consumption at the Guildhall.
 - Reducing the Council's energy costs by £28,843, per annum, which represents a 33% reduction in the annual energy cost at the Guildhall.
 - Reducing the Council's carbon emissions 109 tCO₂ per annum, which represents a 40% reduction in the current annual carbon emissions from the Guildhall.
- 3.8 A total budget of £450,000 in 2017/18 for energy efficiency works at the Guildhall was approved at full Council on 23 February 2017 as part of the Council's Budget Setting Report. Of this budget, £300,000 is to come from the Council's Climate Change Fund and £150,000 from reserves.
- 3.10 A separate budget of £164,000 for re-roofing works to the upper section of the roof at the Guildhall was approved at full Council on 23 February 2017 through the Budget Setting Report for 2017/18. It is proposed that Bouygues would carry out the re-roofing works as part of the contract for the Guildhall energy efficiency works, under the terms of the RE-FIT framework agreement. Although the re-roofing works will include improved insulation, the energy and carbon savings associated with re-roofing the building are lower than for the other proposed measures. However, there are significant practical and cost benefits to carrying out the re-roofing and solar PV works at the same time. These include reduced costs and disruption associated with erecting scaffolding around the building, and reduced risk of damage to the new roofing when the solar PV array is installed.

4. Implications

(a) Financial Implications

As outlined at 3.8, the costs of the proposed energy efficiency and renewable measures would be met through the £450,000 budget allocated through the Budget Setting Report for 2017/18, which was approved at full Council on 23 February 2017. The re-roofing work outlined at 3.10 above would be met through the separate £164,000 budget allocated for this work through approval of the Budget Setting Report for 2017/18 at full Council on 23 February 2017

The proposed energy efficiency and renewable measures would reduce the Council's energy costs by £28,843 per annum. It would take 14 years to pay back the initial capital cost through the savings generated (taking into account compound inflation on energy costs over the period), but some of the measures would continue to deliver financial savings beyond this point.

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

There will be limited staffing implications associated with this project. Bouygues will design and deliver the energy efficiency and re-roofing measures proposed during 2017/18. Existing staff in the Council's Estates and Facilities will manage the contract and relationship with Bouygues effectively over the course of the project.

(c) Equality and Poverty Implications

An Equality Impact Assessment (EqIA) has not been carried out for this project, as it does not have a direct impact on residents, visitors or Council service users.

(d) Environmental Implications

This project will have a high positive environmental impact, because it will significantly reduce energy consumption and carbon emissions for the Guildhall. It will also help ensure that the building is better adapted to future changes in climate, by ensuring that the heating system is more responsive and easier to control, which will reduce the likelihood of the building over-heating.

(e) **Procurement**

The works described at 3.5 would be carried out by Bouygues Group PLC under the terms of the RE-FIT framework agreement outlined at 3.2.

(f) **Consultation and communication**

No public consultation has been carried out in relation to this project, as the measures proposed will not have a direct impact on residents or Council service users.

(g) **Community Safety**

There are no community safety implications to the proposed measures.

5. Background papers

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

- Cambridge City Council Carbon Management Plan:
<https://www.cambridge.gov.uk/carbon-management-plan>

6. Inspection of papers

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

Author's Name: David Kidston
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To: The Leader and Executive Councillor for Strategy and Transformation: Councillor Lewis Herbert

Report by: Wendy Young, Operations Manager (Streets and Open Spaces - Community Engagement and Enforcement)

Relevant scrutiny committee: Strategy & Resources
03/07/2017
Scrutiny Committee

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

PUBLIC SPACES PROTECTION ORDER

Public Spaces Protection Order for Dog Control in Cambridge

Not a Key Decision

1. Executive summary

This report considers the statutory consultation exercise conducted by the Council during October and November, 2016 (stage 1), and April, 2017 (stage 2), in relation to the proposal to introduce a Public Spaces Protection Order ('PSPO') in respect of dog control (including dog fouling, dog exclusion and dogs on leads requirements) within Cambridge.

The responses to consultation and main substantive issues raised during the consultation process are examined. Recommendations are made for the Executive Councillor to approve at 2.1 in this report.

The Council received 389 responses to stage 1 of the consultation, during October and November, 2016, which were analysed by MEL Research. In April, 2017, 225 responses to stage 2 of the consultation were received. The reports produced by MEL can be found in the background papers of this report. In addition, fuller details on the consultation methodology can be found in section 4 of this report.

The Council has given careful consideration to the responses to the consultation exercise (stages 1 and 2). As a result of this, a number of

changes to the text of the draft PSPO as consulted upon are proposed, specifically:

- Removal of Mill Road Cemetery as a 'dog on leads' area;
- Revised boundary to the proposal at Cherry Hinton Hall pond / brook area; and
- Changes to the exceptions to include the definition of 'assistance dogs' as per the Equality Act, 2010

The PSPO, as proposed, is not put forward as a means of unduly restricting the exercising or recreation of dogs across the city. The reason for putting forward the PSPO is to address the detrimental effect on the quality of life of those in the locality caused by the irresponsible behaviour of a small minority of dog owners; and to set out a clear standard of behaviour to which all dog owners are required to adhere.

2. Recommendations

2.1 The Executive Councillor is recommended:

1. To approve the proposed PSPO, as set out in Appendix A
2. To approve the area of the PSPO, as indicated in the maps at Appendix B;
3. To delegate to officers' the authority to install signage appropriate to any PSPO that may be agreed.

3. Background

3.1 Dog Control Orders were made by Cambridge City Council in July, 2013, and created offences of:

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

3.2 The Dog Control Orders created transparency and consistency within the City Council boundary and gave authorised officers¹ the ability to issue fixed penalty notices (FPN) for offences.

¹ Officers authorised to issue fixed penalty notices for dog offences includes one dog warden and six enforcement officers

- 3.3 Where a Dog Control Order is in force, it would continue to be valid for a period of three years following commencement of the Anti-social, Crime and Policing Act, 2014. At this point, it would then be treated as a PSPO (with effect from October, 2017).
- 3.4 The council opted to review current areas of dog control ahead of October 2017 (Strategy and Resources Committee, 10th October 2016), as an early review would allow for: new areas of dog control to be considered and consulted on; for public spaces protection order signage requirements to be reviewed; and for a smooth transition that allows fixed penalties to continue to be issued to those that breach either orders.
- 3.5 PSPOs are designed to place controls on the use of public space and everyone within it. The orders have effect for up to three years and can be extended. Only local authorities can make PSPOs. 'Public place' means any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission.
- 3.6 The Council can make a PSPO if satisfied on reasonable grounds that two conditions are met. The first condition is that:
- a. Activities carried out in a public place within the Council's area have had a detrimental effect on the quality of life of those in the locality; or,
 - b. It is likely that activities will be carried out in a public place within that area and that they will have such an effect.

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

- a. Is, or is likely, to be of a persistent or continuing nature;
 - b. Is, or is likely to be, such as to make the activities unreasonable; and,
 - c. Justifies the restrictions imposed by the notice.
- 3.7 A PSPO is an order that identifies the public place and:
- a. Prohibits specified things being done in that public place;
 - b. Requires specified things to be done by persons carrying on specified activities in that place; or
 - c. Does both of those things.

- 3.8 The only prohibitions, or requirements, that may be imposed are ones that are reasonable to impose, in order to prevent or reduce the risk of the detrimental effect continuing, occurring or recurring.
- 3.9 Prohibitions can apply to all persons, or only to persons in specified categories, or to all persons except those in specified categories.
- 3.10 The order can specify the times at which it applies and the circumstances in which it applies or does not apply.
- 3.11 Unless extended, the order may not have effect for more than 3 years.
- 3.12 Breach of a PSPO, without reasonable excuse, is a criminal offence. The Police, or a person authorised by the Council, can issue FPN. A person can also be prosecuted for breach of a PSPO and, on conviction; the Magistrates' Court can impose a fine not exceeding Level 3 on the Standard Scale (currently £1000).
- 3.13 A FPN is an 'on the spot' fine for committing a criminal offence, such as breach of PSPOs. Payment of a FPN means that no further action will be taken for that particular offence. It doesn't constitute an admission of guilt by the offender, but it does mean that such cases are diverted away from the Magistrates Court and the risk to offenders of the Court imposing a larger penalty and a criminal record.
- 3.14 On 10th October, 2016, the Executive Councillor approved, in principle, the proposal to make a PSPO in respect of dog control (including dog fouling, dog exclusion and dogs on leads requirements) within Cambridge. Authorisation was given for the necessary statutory consultation to be carried out, prior to any decision being made on whether or not to make such a PSPO.
- 3.15 On 23 January, 2017, the Executive Councillor approved a further extension of proposals for Cherry Hinton Hall pond/ brook area, Ravensworth Gardens fenced green area and Mill Road Cemetery. These areas were where the first stage of consultation had identified results which were unclear and required further consideration.
- 3.16 An extensive consultation was carried out over two stages, which included the necessary consultation required by statute. The proposals set forward for consultation were open as to what the consultation responses might be and the need to make any resulting alterations. ,.

- 3.17 In pursuing the PSPO, the Council was required to consult with the Chief Officer of Police the Police and Crime Commissioner, the local policing body and whatever community representatives the Council thought appropriate to consult. The Council was also required to consult with the owner or occupier of land within the restricted area.
- 3.18 It was recognised that the proposed PSPO could be of interest to many sections of the community, including the public and residents' groups. Accordingly, the Council consulted widely, as evidenced by the list of consultees in the background papers. The consultation methodology used is set out in Section 4 of this report.
- 3.19 The Council received 389 responses to stage 1 of the consultation. To analyse the responses to the online consultation and the other methods of response to stage 1 of the consultation, and to undertake stage 2 of the consultation, the council commissioned M-E-L Research. Both the stage 1 and stage 2 reports can be found in the background papers to this report.
- 3.20 The Council was also required to publish the text of the proposed Order on its website. The then draft Order was published on the Council's website between 17 October and 21 November, 2016.

Summary of consultation responses

- 3.21 In response to stage 1 consultation, a total of 389 responses were received 99% of respondents lived in Cambridge; and just over half (56%) were dog owners, or dog walkers (48%). Respondents to the consultation ranged in age from 18 years to 65 years and over.
- 3.22 Written responses were also received from a number of groups and organisations including residents' associations, Guidedogs for the Blind, Canine Generated Independence, The Kennel Club and RSPCA (Royal Society for Protection of Cruelty to Animals).
- 3.23 In response to stage 2 of the consultation, a total of 225 surveys were completed at Cherry Hinton Hall, Ravensworth Gardens and Mill Road Cemetery. Of those that responded, 22% had a dog at home, and 18% took their own or someone else's dog for a walk.
- 3.24 The consultation responses from statutory consultees were received from Cambridgeshire County Council and Cambridgeshire Police and Crime Commissioner. Despite multiple communications sent to Cambridgeshire Police, no response was received. Copies of the full responses are included in the background papers.

PSPO proposal

This sections sets out the PSPO proposal, including a summary of the related consultation responses and any proposed alterations, by offence type.

a) Dog fouling

- 3.25 The PSPO proposal is to continue the requirement that on land, open to the air, to which the public are entitled or permitted to have access (with or without payment) across Cambridge, that if a dog defecates, at any time, the person who is in charge of the dog, at the time, must clear up the dog faeces immediately.
- 3.26 Responses to the consultation indicated very high support for this power to continue (97% strongly agreed, and 3% slightly agreed) and comments received indicated dog mess was a problem in a number of areas of the city; and questions were raised on how the offence was to be enforced.

b) Dogs on leads by direction

- 3.27 The PSPO proposal is to continue with the requirement that on land, open to the air, to which the public are entitled or permitted to have access (with or without payment) across Cambridge, a person in charge of a dog must comply with a direction given to them by an authorised officer to put and keep the dog on a lead. Situations when dogs appear to be 'out of control' include, but are not limited to the following:
- Where animals, or birds, or wildlife, are, or could be, threatened;
 - Where the public, particularly children or vulnerable adults, are at threat, or feel threatened;
 - Where dogs are posing a risk to the safety of pedestrians and/or cyclists and/or motorists;
 - Where dogs are causing damage to public property, including trees and plants; and
 - In case of emergency situations.
- 3.28 Over the two stages of consultation, over 97% of respondents agreed that authorised officers should have the ability to use the power in given situations. The consensus of comments received was that that this power should only be used when proportionate to the situation; and that officers should use careful judgement in applying this

requirement when a dog displayed genuine behaviour and could cause harm to people or other dogs.

c) Dogs on leads

3.29 In reviewing the transition from the existing dog control orders, the PSPO proposal is to retain dogs on leads for some open play areas and cemeteries and to remove restrictions for others. Land subject to the proposed PSPO will continue to have signs using the words “dogs on leads area”; or words and/or symbols having a similar meaning displayed.

3.30 Under the proposed PSPO, existing restrictions are to be retained at the following locations:

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

From the consultation, 88% of respondents agreed with the play areas where dogs were to be kept on leads at all times, and 81% agreed with the requirements to keep dogs on leads at Histon Road and Newmarket Road Cemeteries.

3.31 Under the proposed PSPO, existing restrictions are to be removed at the following locations:

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

The majority of respondents, 54%, replied that existing dogs on leads requirements at children's play areas should remain in place. The majority of those that agreed to keep the proposals in place were non-dog owners.

- 3.32 Despite the fairly equal response regarding removal of previous restrictions, officers recommend that the areas detailed in 3.31 have the existing restrictions removed and the areas return to being locations in which both dogs can be freely exercised and children can play.

Mill Road Cemetery

- 3.33 Mill Road Cemetery had previously had a requirement for dogs to be on leads at all times, but which had been suspended under the previous Dog Control Order of 2013.
- 3.34 Results from the first stage of the consultation were fairly even, a second stage of consultation was commissioned to understand dog use and required dog control measures at this site.
- 3.35 On focusing on users of the cemetery (both dog walkers/ handlers and non-dog walkers/ handlers) the second stage consultation found that almost two thirds of respondents (62%) agreed with the proposal to remove the requirement for dogs to be on leads at all times.
- 3.36 The general consensus by cemetery users was that dogs off leads were fine, as long as the owners had control and were responsible.
- 3.37 So under the proposed PSPO, officers recommend the existing dogs on lead restriction at Mill Road Cemetery is removed

d) Dog exclusion areas

- 3.38 In reviewing the transition from the existing Dog Control Orders, the proposal is to retain dog exclusion areas for fenced children's play areas, outdoor children's paddling pools, tennis courts and bowling greens and to remove restrictions for others areas. Land subject to this order will continue to have signs using the words "dog exclusion area" or words and/ or symbols having a similar meaning displayed.
- 3.39 Under the proposed PSPO, the existing restrictions at the following locations are to be retained:

Bowling greens

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

Paddling Pools

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

Tennis courts

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

Childrens' play areas

- Aberdeen Avenue
- Ainsdale
- Alexandra Gardens
- Arbury Court (fenced play area)
- Atkins Close
- Barnwell Road (fenced play area)
- Bateson Road
- Beales Way
- Brooks Road (fenced play area)
- Cherry Hinton Hall (fenced play area)
- Cherry Hinton Recreation Ground
- Chesterton Recreation Ground
- Chestnut Grove
- Christs Pieces
- Coleridge Recreation Ground
- Discovery Way
- Dudley Road
- Edgecombe Flats
- Flower Street

- Green End Road (fenced play area)
- Gunhild Way/Close
- Hampden Gardens
- Histon Road
- Humphreys Road
- Jesus Green (fenced play area)
- Kathleen Elliot Way
- Kingfisher Way
- Neptune Close
- Nightingale Avenue
- Nuns Way
- Pearl Close
- Petersfield
- Peverel Road
- Ramsden Square
- Ravensworth Gardens (fenced children's play area x2)
- Reilly Way
- River Lane
- Robert May Close
- Romsey Recreation Ground
- Scotland Road
- Sleaford Street/Ainsworth Street
- St Albans Recreation Ground (fenced play area)
- St Barnabas Court
- St Matthews Recreation Ground (fenced play area)
- St Thomas's Square
- Stourbridge Common (Access Land)
- The Bath House (Gwydir Street)
- Thorpe Way play (fenced play area)
- Trumpington Recreation Ground
- Whytford Close

85% of respondents agreed with the bowling greens, 87% with paddling pools and 88% with tennis courts, as the areas where dogs were to be excluded at all times; and 83% agreed with the requirements to exclude dogs at all times from the fenced play areas set out in the consultation.

3.40 A number of the sites, (Ekin Road play area, Barnwell Road bowling green and tennis court and Kings Hedges "Pulley" Recreation Ground-paddling pool replaced by an unfenced splash pad) are now no longer fenced or not easily accessible, and it is recommended that existing restrictions are removed at these sites.

Ravensworth Gardens green area

- 3.41 For the green area at Ravensworth Gardens, the proposed options put forward for consultation were to require dogs to be on leads at all times; or for dogs to be excluded.
- 3.42 When presented with the two options in stage 1 of the consultation, 30% of respondents agreed that dogs should be excluded from the green area at all times, and 65% agreed that dogs should be on leads at all times. When asked to state their preference for a dog exclusion area, dogs on leads restriction, or neither, the results were 21% for dog exclusion area, 47% for dogs on leads area, 25% for neither and 8% set out other ideas. The ideas suggested include marking a dedicated dog exercise area, CCTV cameras and timed dogs on leads / dog exclusion areas. It was not possible to verify whether the responses received were from the users of Ravensworth Gardens, local residents or simply visitors/residents to the city generally.
- 3.43 In stage 2 of the consultation, Ravensworth Gardens was an area that was to be looked at due to the unclear level of results from stage 1. Only eleven respondents were available that were users of the green space. When asked what would their preferred option of control be, dogs' being on leads at all times was the most commonly cited response.
- 3.44 A number of residents and South Petersfield Residents Association wrote to support the proposal for a dog exclusion area at Ravensworth Gardens. Comments from residents included that children were put off using the green space, due to the ongoing issue of dog mess not being cleared up by irresponsible dog owners. No responses were received against a dog exclusion area, nor in support of a dogs on leads area.
- 3.45 In considering whether to make this proposal for the green area at Ravensworth Gardens, officers have sought advice from the Dog Warden service and the Assets Team. Based on this advice, the officer recommendation is to designate the Ravensworth Gardens green space as a dog exclusion area under the proposed PSPO, and to monitor the designation to see if it resolves the existing dog mess issue.

Cherry Hinton Hall

- 3.46 For the pond area and brook area at Cherry Hinton Hall, the consultation proposal was to require dogs to be on leads at all times.

- 3.47 The results of the first stage of consultation showed that 60% of respondents agreed with the proposal, though a number of comments were made about the geographical area that had been identified in the consultation. Of those that disagreed, comments focused on the majority of dog owners being responsible, so they shouldn't be penalised, the areas not having have any dedicated play areas and that well behaved dogs should be able to cool off in the water.
- 3.48 A second stage of consultation was commissioned to engage users of Cherry Hinton Hall and seek their views on the PSPO proposal. Overall, almost six in ten (59%) of respondents agreed with the proposal to create a dog on leads area at the brook/ pond. Of those that disagreed, the reasons for the order not being introduced was that well behaved dogs shouldn't be punished and should be allowed to have a run about; and that the majority of owners have control of their dogs off the lead and shouldn't be punished.
- 3.49 In considering whether to make this proposal for the pond / brook area, officers have sought advice from relevant Council services (including Assets and Nature Conservation officers) and considered existing restrictions for dogs at Cherry Hinton Hall. The dog exclusion areas, that currently extend to the fenced children's play areas, tennis courts and outdoor paddling pool, mean that dogs are not permitted in these fenced off areas. All other areas of the Hall are free for dogs to roam off lead.
- 3.50 The brook that flows through Cherry Hinton hall is one of only a small number of chalk brooks in the world, and so is a nationally rare habitat supporting many species, the council are working in partnership with the Friends of Cherry Hinton Hall and the Friends of Cherry Hinton Brook to protect and enhance the brook. The recent S106 project to desilt the small lake and establish more diverse bank side and marsh vegetation will benefit local biodiversity and create a more attractive environment. The council hope that as the new plants grow, the threatened water voles will return to breed within the hall. Although many species will learn to tolerate humans and dog disturbance, dogs off of leads in this area will inevitably reduce suitable areas of habitat for species to thrive and park users to enjoy.
- 3.51 It is therefore recommended that the area of Cherry Hinton Hall by the pond / brook is set as a dog on leads area to balance the interests of the wildlife and users of the parks with dogs. The boundary of the original proposal has been amended to allow dogs' access to a

section of the brook and are included with the PSPO, as set out in the maps of Appendix B.

Cherry Hinton Lakes

- 3.52 For the area of Cherry Hinton Lakes, the consultation proposal was to require dogs to be on leads at all times. The results of the consultation show that 51% of responses agreed with the proposal.
- 3.53 Due to the site, not currently being open to the public, it is not proposed to continue with the introduction of any restrictions at this site for the present time.

4 Exceptions

- 4.1 It was proposed, at consultation, that some exceptions were included within the PSPO, in line with those that are already in place for the Dog Control Orders.
- 4.2 These were proposed to ensure that the restrictions placed on dog owners / handlers were reasonable and take into account conditions where it is not possible to comply.
- 4.3 87% of respondents agreed with the proposed exceptions; however, a number of responses suggested changes, that should be considered and had not previously formed part of the Dog Control Orders, in particular, to reflect the legislation when it comes to 'assistance dogs'.
- 4.4 In considering the exceptions for the PSPO, officers have sought advice from the council's Equalities and Anti-Poverty Officer and used the consultation responses from relevant organisations including the Kennel Club and Guide Dogs for the Blind. Following consideration, the original exceptions are considered unsuitable, and so revised exceptions, in accordance with the Equality Act, 2010, are included in the PSPO proposal of Appendix A.

4. Implications

(a) Financial Implications

The Council has already incurred the cost of carrying out the consultation, both stage 1 and 2. When the PSPO is made, in accordance with Anti-social Behaviour, Crime and Policing Act, 2014, the Council must "cause to be erected on or adjacent to the land in relation to which the public spaces protection order has been made such notice or notices as it considers

sufficient to draw the attention of any member of the public using that land to –

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

The signage required will cost approximately £9.60 each, plus delivery charge of £15. Approximately the total cost is in the region of £3000, which will be met from within existing departmental cost centres.

The dog fouling and dogs on leads by direction aspects of the order are city-wide offences and therefore advisory warning signs will be placed in hotspot areas. Such hotspot areas may change over time as targeted education / enforcement has an impact. Dog exclusion and dogs on leads areas are small fixed geographical areas, and will have advisory signs placed at entrances and exits to the designated areas under these orders.

The issuing of FPN for breach of a PSPO will generate additional income, which can offset the cost of signage in future years if considered appropriate. FPN receipts will be used for the purpose of exercising functions to improve street cleanliness and enforcement of offences; it is not being regarded as an ‘income generator’. It is not envisaged that the revenue generated from the fines will be significant, but it will reduce the need to pursue costly prosecution in some cases and enable a more flexible approach in dealing with specific offences.

(b) Staffing Implications

There are no additional staffing implications as authorised officers (enforcement officers and dog wardens) are already equipped to deal with dog fouling and nuisances.

(c) Equality and Poverty Implications

An Equality Impact Assessment has been completed and is set out in Appendix C.

The impact on residents, visitors and businesses is expected to be positive, as these proposals should continue to act as a deterrent to irresponsible dog ownership. Exemptions for those with ‘assistance dogs’ have been fully considered and included in the PSPO proposal. There is no adverse impact on any other Protected Groups from the PSPO’s adoption.

(d) Environmental Implications

There will continue to be a positive effect on local environmental quality with the enforcement of a PSPO for dog control and the continued enforcement against dog fouling.

(e) Procurement

Costs for the purchase of signage are estimated to be in the region of £3000, and best value will be demonstrated by obtaining at least one written quotation.

Any further procurement involved in delivering the proposed PSPO (Appendix A) will be undertaken in accordance with the procurement and financial regulations of the council.

(f) Consultation and communication

The Council has carried out an extensive consultation, which included the necessary consultation required by statute. The consultation was carried out at a stage when the proposal was at a sufficiently formative stage and undertaken with an open mind as to what the consultation responses might be and the need to make any resulting alterations. The Council believes this is amply demonstrated by the proposed alterations made to the terms of the PSPO, resulting from the consultation responses and the recommendation for further specific consultation over the proposals for Cherry Hinton Hall, Ravensworth Gardens and Mill Road Cemetery.

It was recognised that the proposed PSPO could be of interest to many sections of the community, including the public and special interest groups. Accordingly, the Council has consulted widely.

The consultation methodology included:

Stage 1:

- Making the survey available on the Council's website
- Letters sent out to statutory consultees and to any individual, organisation or business on request.
- Posters were put up in the affected parks and green spaces which notified users of the consultation
- Posters were put in all the Council Community Centres
- Emails were circulated with a link to the survey to residents' groups, and friends of groups
- All animal associated organisations were emailed the link of the consultation (vets, pet shops, RSPCA and Guide Dogs for the Blind)

Stage 2

MEL Research interviewers surveyed residents over a three-day period, between 13th and 15th April, 2017, speaking to those who used the three target parks/ green spaces: Cherry Hinton Hall, Mill Road Cemetery and Ravensworth Gardens. A mixed method was used with the interviewers either working on each site and speaking to park users; or going door-to-door speaking to residents who use the parks/sites. The doorstep approach was with a random sample of households gathered from postal addresses falling within a half a mile radius of each of the three targeted park/ green space sites

Following the consultation, responses have been used to make amendments to the final PSPO that is presented to the committee (appendix A).

(g) **Community Safety**

The introduction of a PSPO for dog control will continue to have a positive effect on community safety, reducing the risks associated with *Toxocariasis*² and nuisance dogs.

5. Background papers

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

- Anti-social Behaviour, Crime and Policing Act 2014:
<http://www.legislation.gov.uk/ukpga/2014/12/contents/enacted/data.htm>
- DEFRA Dealing Practitioner's Manual on dealing with irresponsible dog ownership:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/373429/dog-ownership-practitioners-manual-201411.pdf
- The Anti-Social Behaviour, Crime and Policing Act 2014 Statutory guidance for frontline professionals:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/352562/ASB_Guidance_v8_July2014_final_2_.pdf
- Report to Strategy and Resources Committee Proposed Public Spaces Protection Orders for Dog Control in Cambridge 10th October 2016: [http://democracy.cambridge.gov.uk/documents/s36153/PSPO_DCO Comittee Paper 2.pdf](http://democracy.cambridge.gov.uk/documents/s36153/PSPO_DCO_Comittee_Paper_2.pdf)

² *Toxocariasis* is a rare infection caused by roundworm parasites. Its spread from animals to humans through contact with infected faeces and infection may cause disease that involves the liver, heart, lung, muscle, eye, and brain.

- Report to Strategy and Resources Committee Proposed Public Spaces Protection Orders for Dog Control in Cambridge and 23rd January 2017:
http://democracy.cambridge.gov.uk/documents/s37453/Public_Spaces_Protection_Order_for_dog_control.pdf;
- Minutes for Strategy & Resources Scrutiny Committee on 10th October 2016:
- Minutes Strategy & Resources Scrutiny Committee on 23rd January 2017: http://democracy.cambridge.gov.uk/documents/g3082/Printed_minutes_23rd-Jan-2017_17.00_Strategy_and_Resources_Scrutiny_Committee.pdf
- List of consultees Stage 1 (included in within Minutes Strategy & Resources Scrutiny Committee on 23rd January 2017)
- Original Draft Public Spaces Protection Order (Dog Control) PSPO
https://www.cambridge.gov.uk/sites/default/files/draft_pspo.pdf
- Copy of survey for Stage 1
http://democracy.cambridge.gov.uk/documents/s37454/PSPO_Appendix_D_-_Consultation_Questionnaire.pdf
- MEL Research - Stage 1 - Dog Control Consultation 2016 (Cambridge City Council) Final Report May 2017:
https://www.cambridge.gov.uk/sites/default/files/stage_1_dog_control_draft_consultation_report_final.pdf
- MEL Research - Stage 2 - Dog Control Consultation 2017 (Cambridge City Council) Final Report May 2017:
https://www.cambridge.gov.uk/sites/default/files/stage_2_dog_control_draft_policy_consultation_report_final.pdf
- Responses from Statutory bodies to Stage 1:
https://www.cambridge.gov.uk/sites/default/files/responses_from_statutory_bodies_0.pdf

6. Appendices

1. Proposed Public Spaces Protection Order (Dog Control) - Appendix A
2. Proposed Public Spaces Protection Order (Dog Control) maps – Appendix B
3. EQIA - Appendix C

7. Inspection of papers

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

Author's Name: Wendy Young
Author's Phone Number: 01223 - 458578
Author's Email: wendy.young@cambridge.gov.uk

**ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT
2014
SECTION 59**

PUBLIC SPACES PROTECTION ORDER 2017

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

This Order comes into force on the XXX date for a period of 3 years

General provisions:

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

Obligations on persons with dogs:

3. Fouling

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

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

4. Leads by order

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

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

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

5. Leads

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

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

6. Exclusion

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

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

7. Exemptions

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

- An assistance dog which has been trained to guide a blind person;
- An assistance dog which has been trained to assist a disabled person who has a disability that affects the person's mobility, manual dexterity, physical co-ordination or ability to lift, carry or otherwise move everyday objects;

Nothing in section 5 or 6 of this order shall apply to a person in control of:

- An assistance dog which has been trained to guide a blind person;
- An assistance dog which has been trained to assist a deaf person;
- An assistance dog which has been trained to assist a disabled person who has a disability that consists of epilepsy or otherwise affects the person's mobility, manual dexterity, physical co-ordination or ability to lift, carry or otherwise move everyday objects;
- An assistance dog which has been trained to assist a disabled person who has a disability (other than those detailed above);

For the purpose of this order:

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

- For the purposes of the Order, an “assistance dog” has the meaning given by section 173(1) of the Equality Act 2010

Dated.....

Schedule 1

Dogs on leads areas:

- Cemeteries
 - Newmarket Road Cemetery – the whole of the cemetery
 - Histon Road Cemetery – the whole of the cemetery
- Abbey Pool play area (Access Land)
- Coldhams Lane play area (Access Land)
- Cherry Hinton Hall – *area by pond / brook*
- Ditton Fields – *the whole of the park*
- Kings Hedges Recreation Ground (Pulley) – *the part of the park that contains the children's play equipment*
- Molewood Close – *the whole of the park*
- Velos Walk – *the whole of the park*

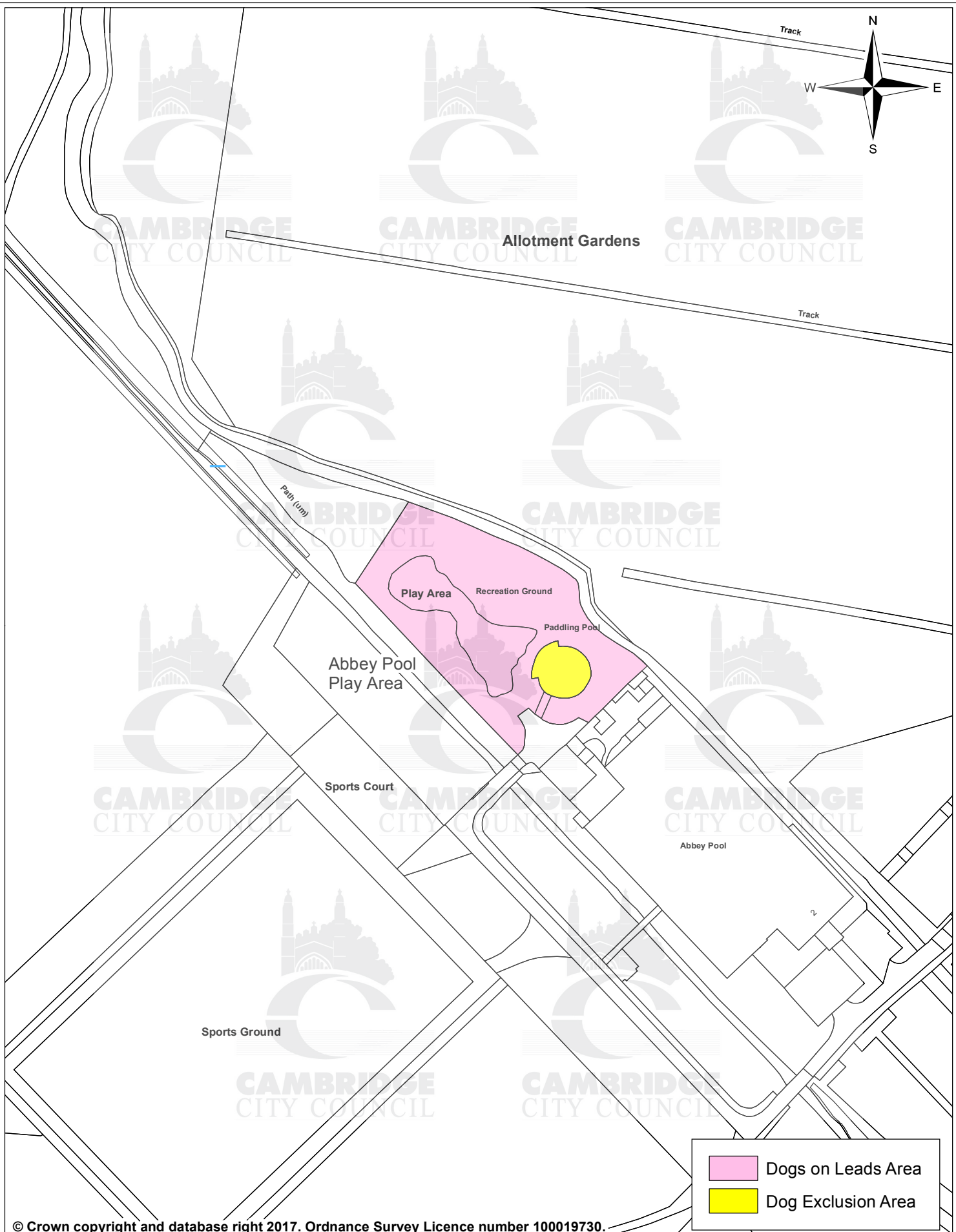
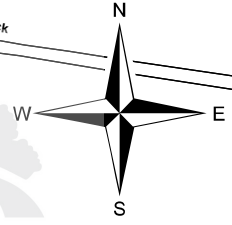
Schedule 2



Dog exclusion areas

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

- Cherry Hinton Recreation Ground
- Chesterton Recreation Ground
- Chestnut Grove
- Christs Pieces
- Coleridge Recreation Ground
- Discovery Way
- Dudley Road
- Edgecombe Flats
- Flower Street
- Green End Road
- Gunhild Way/Close
- Hampden Gardens
- Histon Road
- Humphreys Road
- Jesus Green (Access Land)
- Kathleen Elliot Way
- Kingfisher Way
- Neptune Close
- Nightingale Avenue
- Nuns Way
- Pearl Close
- Petersfield
- Peverel Road
- Ramsden Square
- Ravensworth Gardens (1)
- Ravensworth Gardens (2)
- Reilly Way
- River Lane
- Robert May Close
- Romsey Recreation Ground
- Scotland Road
- Sleaford Street/Ainsworth Street
- St Albans Recreation Ground
- St Barnabas Court
- St Matthews Recreation Ground
- St Thomas's Square
- Stourbridge Common (Access Land)
- The Bath House (Gwydir Street)
- Thorpe Way/Fison Road
- Trumpington Recreation Ground
- Whytford Close
- Fenced open spaces at the following locations:
 - Ravensworth Gardens – *Green area (upper area)*

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	Dogs on Leads Area
	Dog Exclusion Area

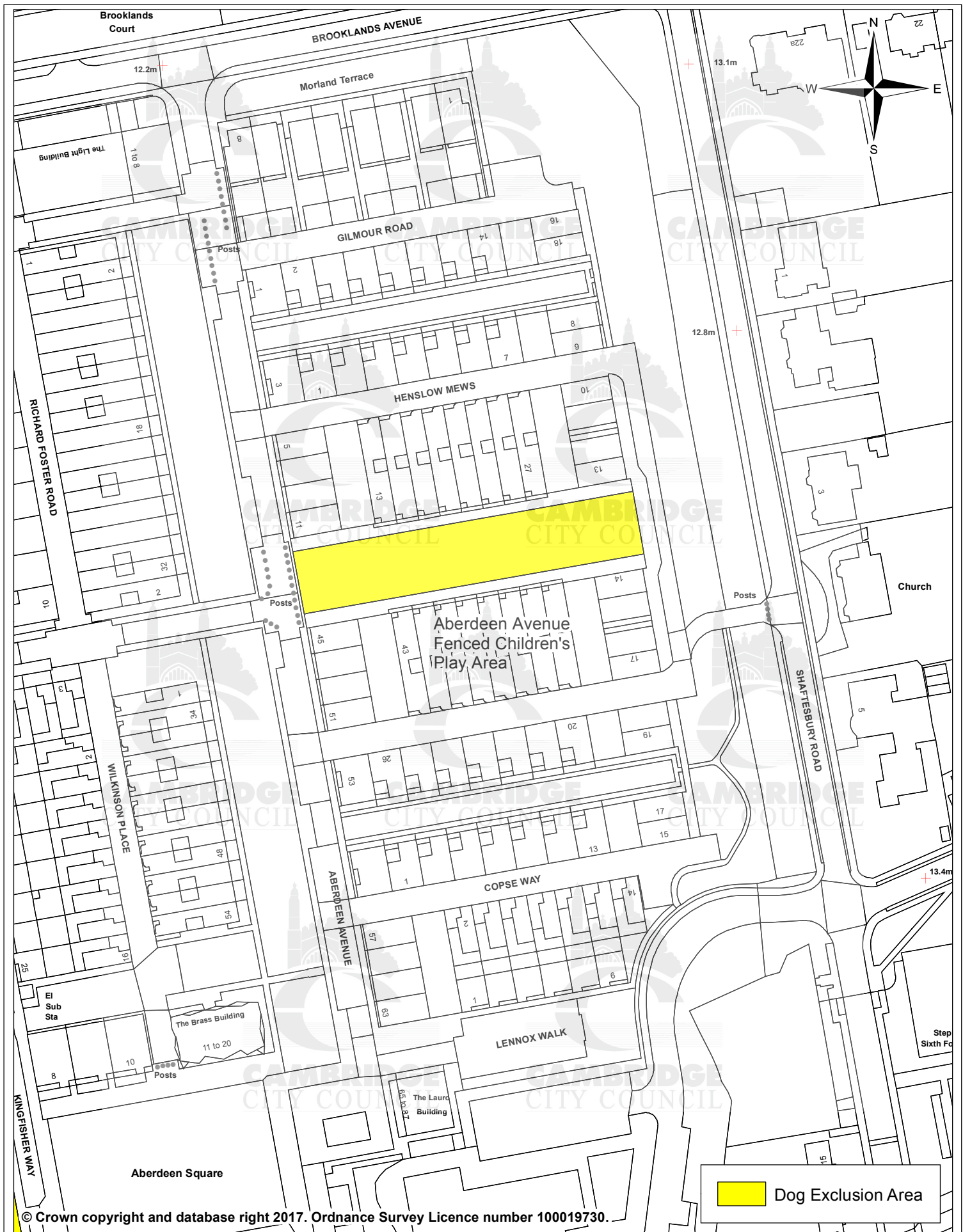
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Public Space Protection Order (Dog Control)

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Public Space Protection Order (Dog Control)

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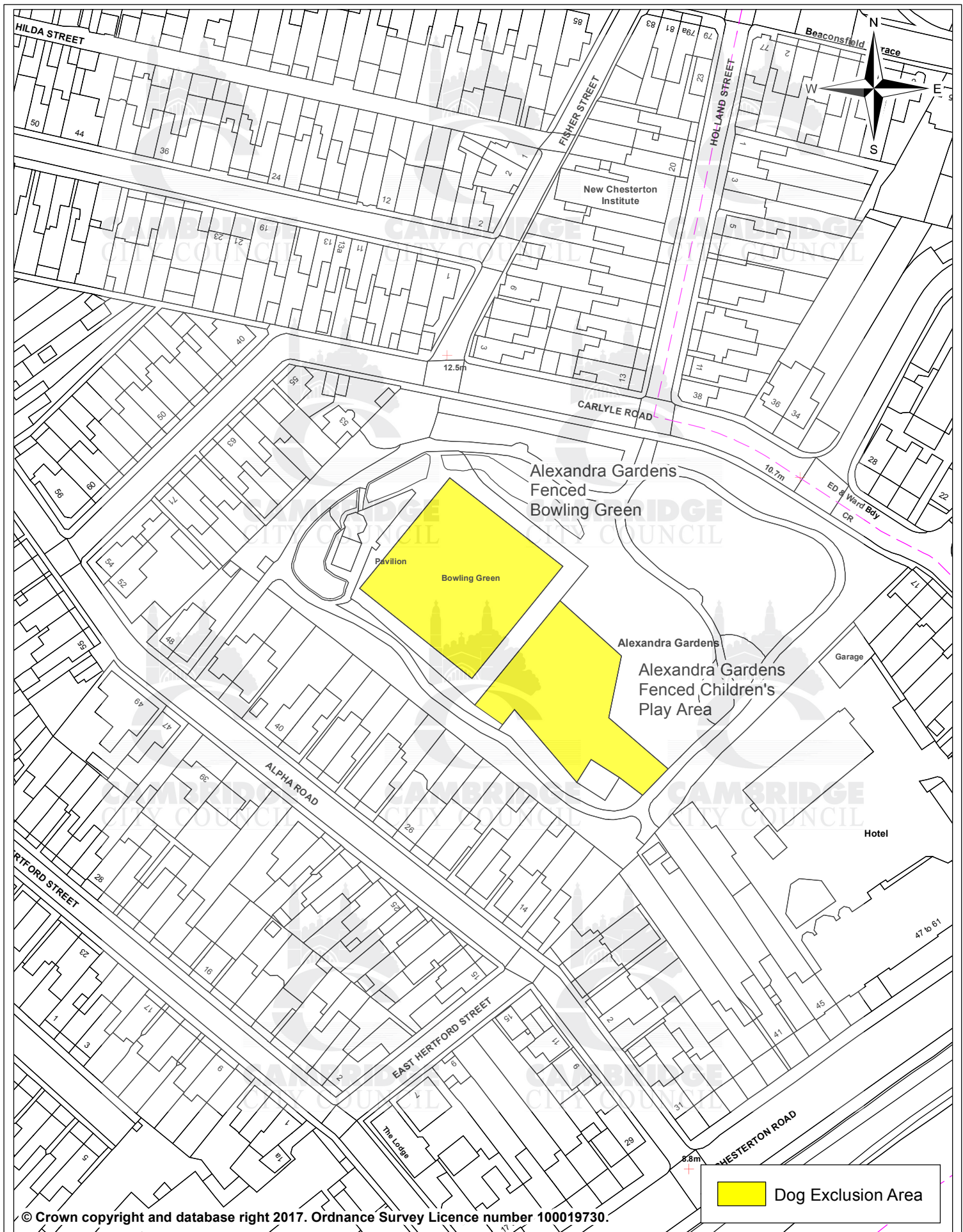
 Dog Exclusion Area

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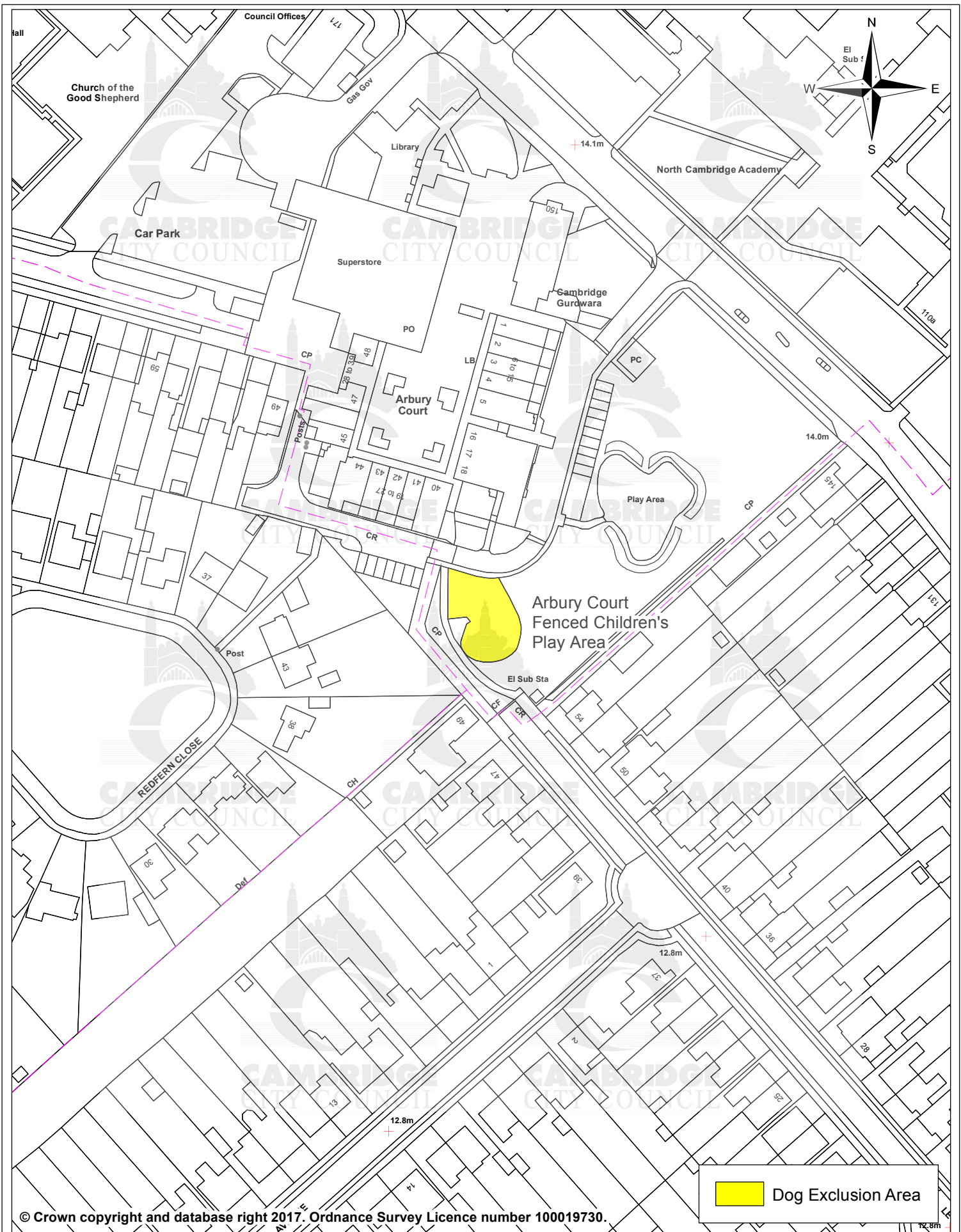
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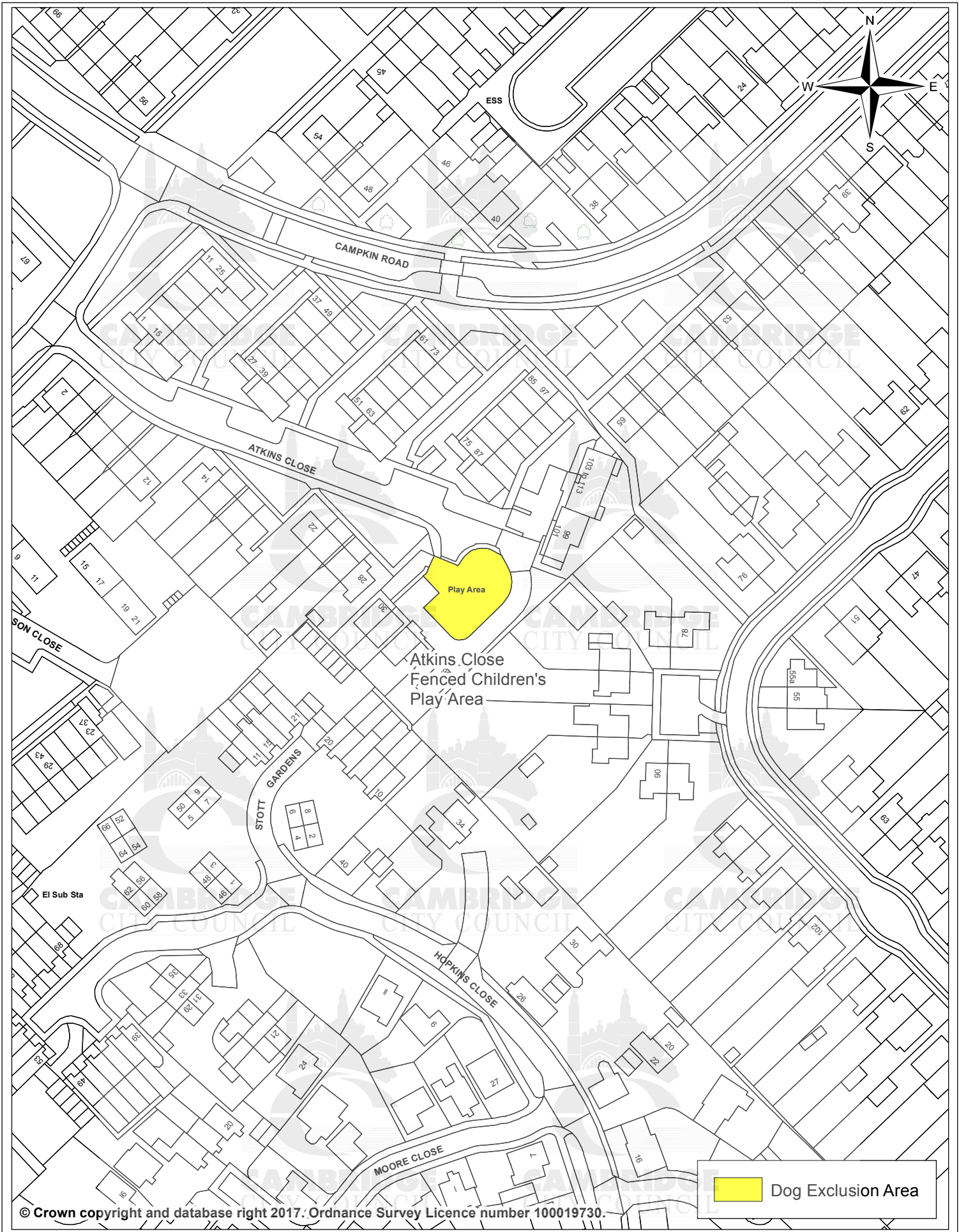
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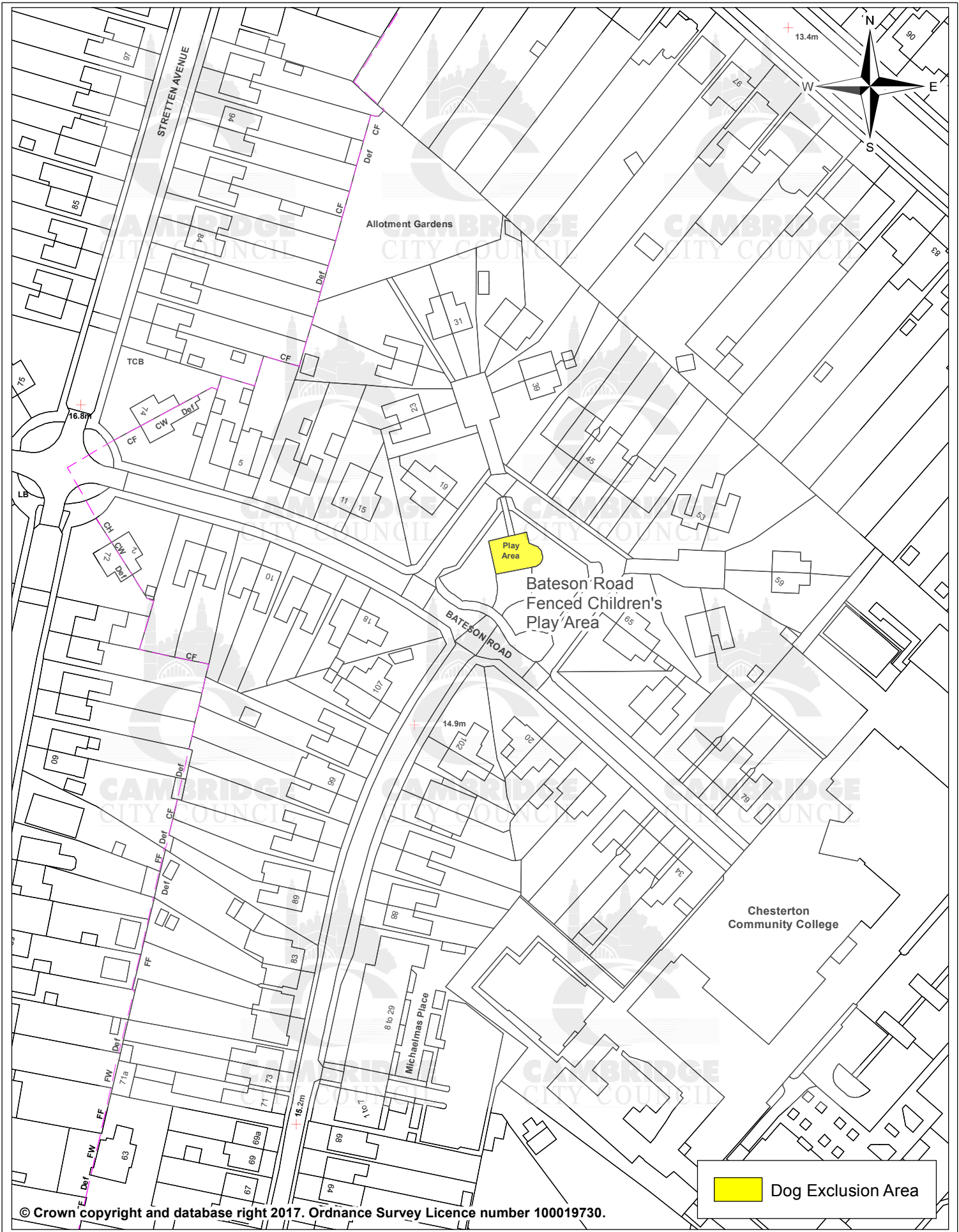
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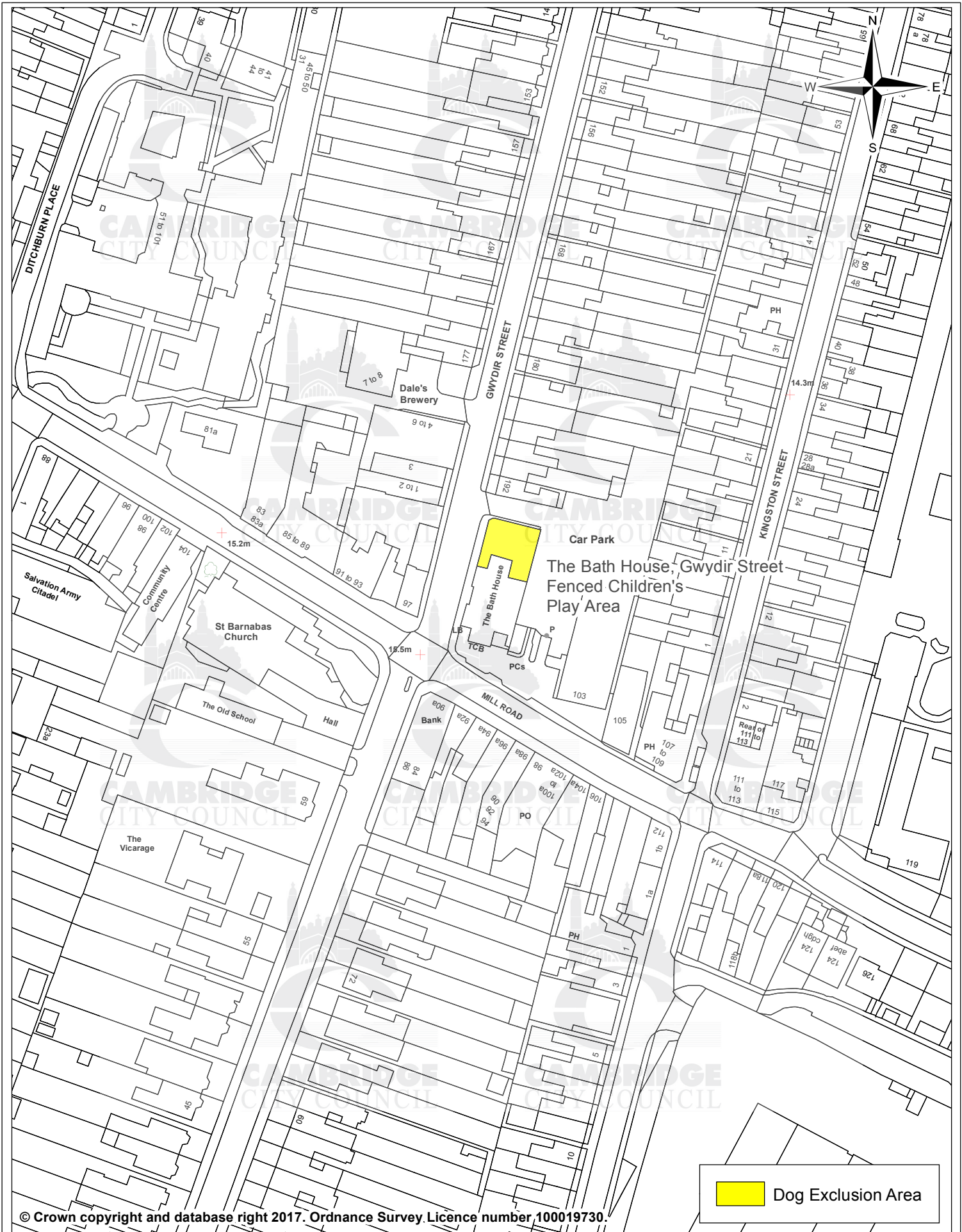
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Public Space Protection Order (Dog Control)

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 Dog Exclusion Area

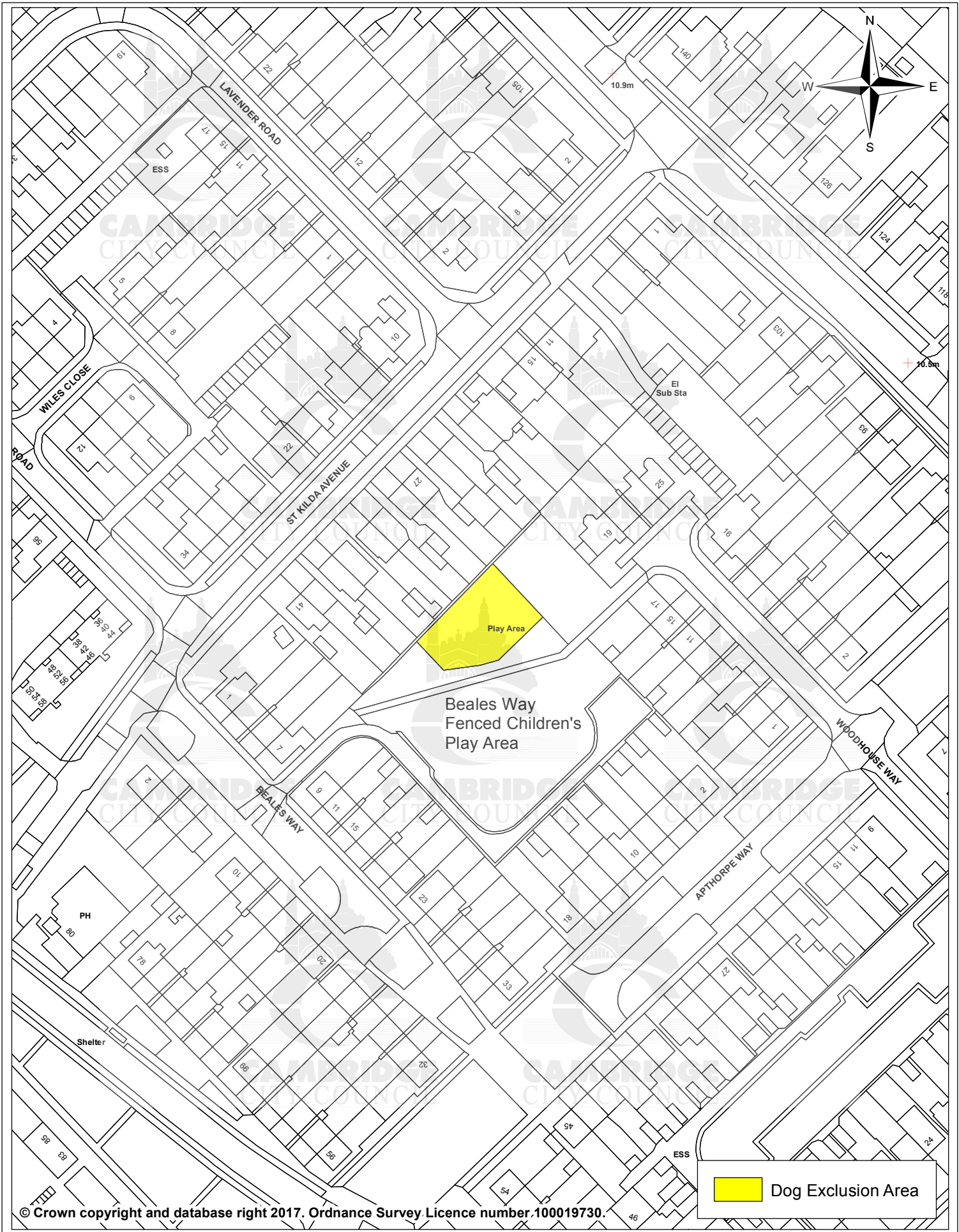
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Public Space Protection Order (Dog Control)

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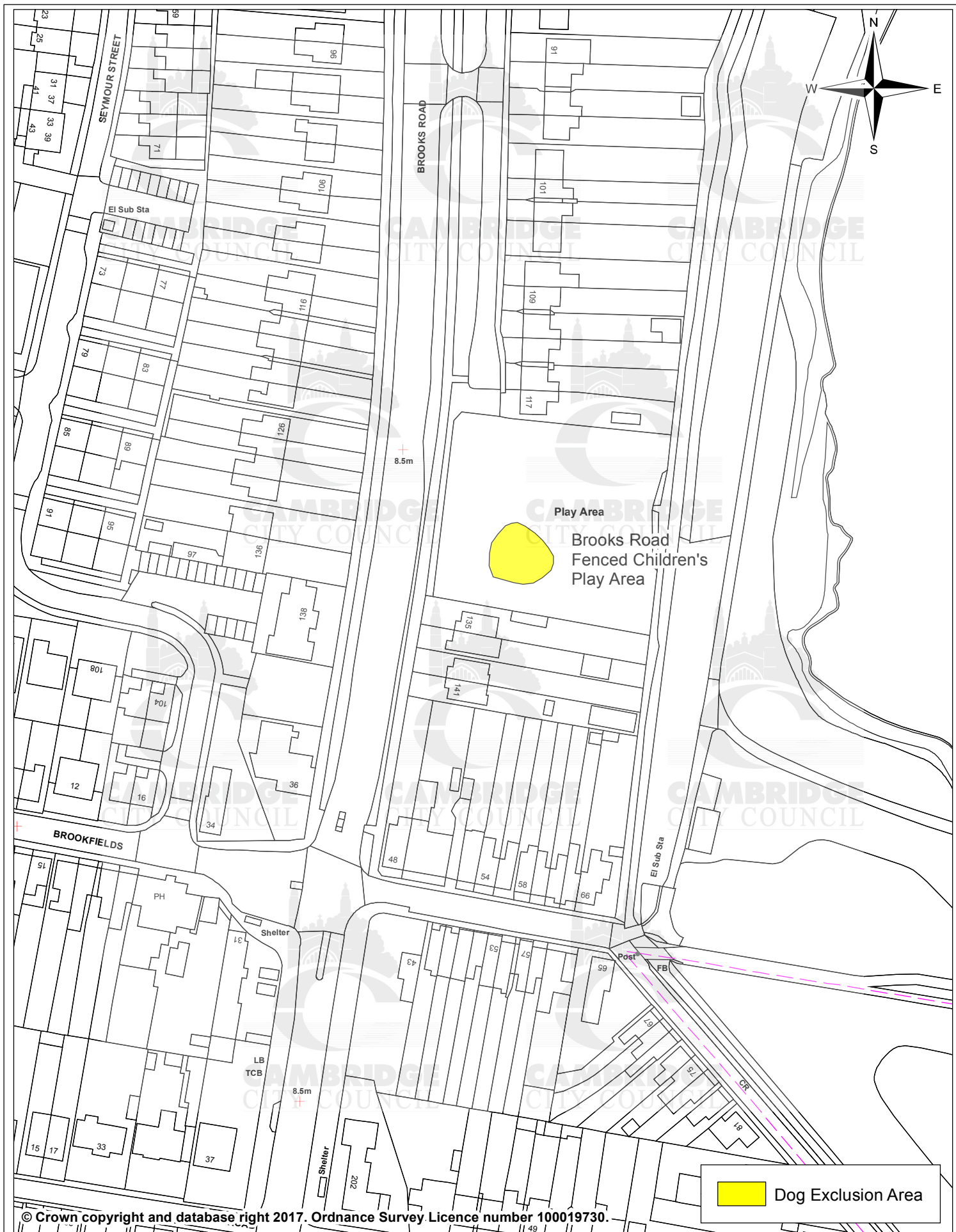
	Dog Exclusion Area
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Public Space Protection Order (Dog Control)

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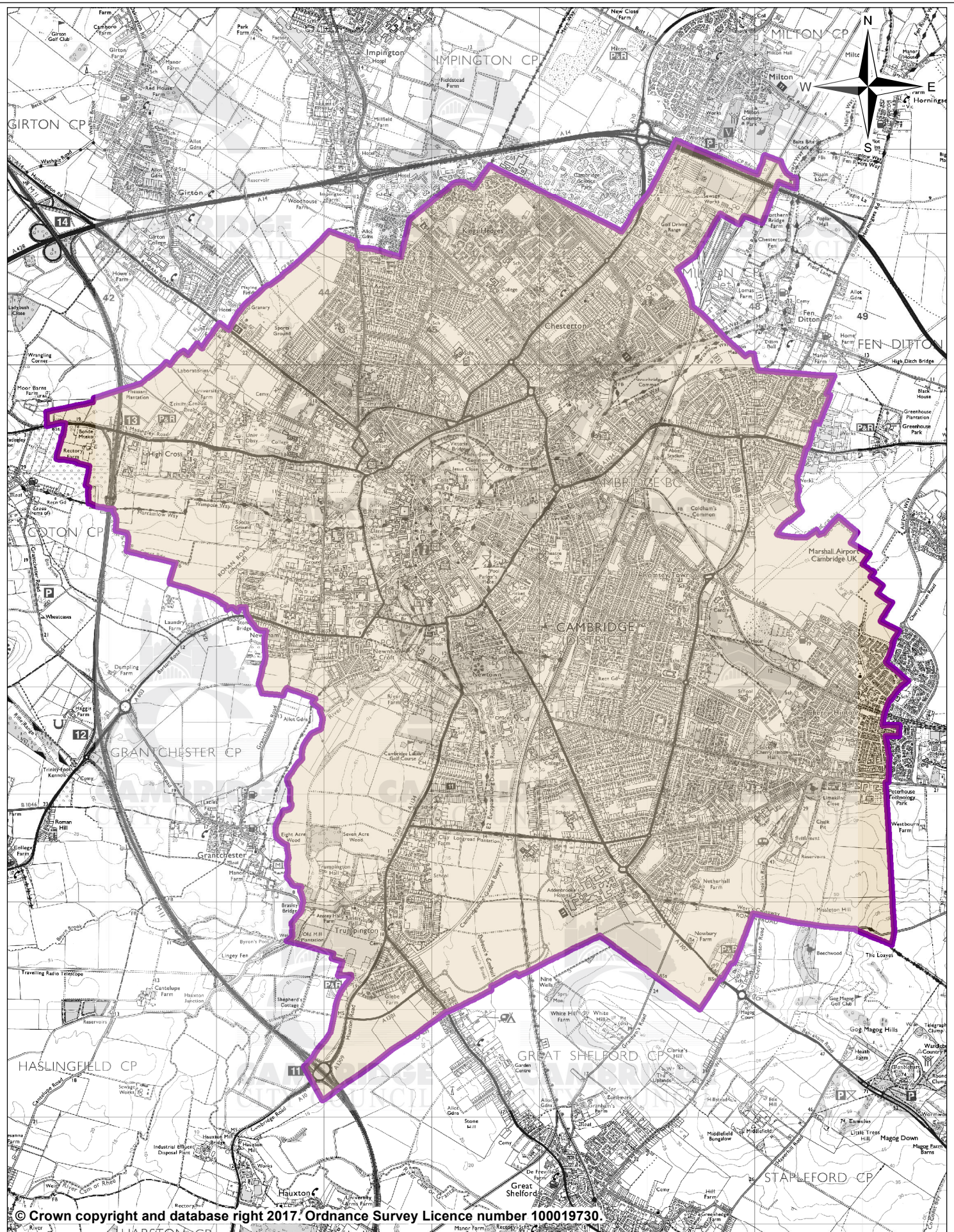


 Dog Exclusion Area



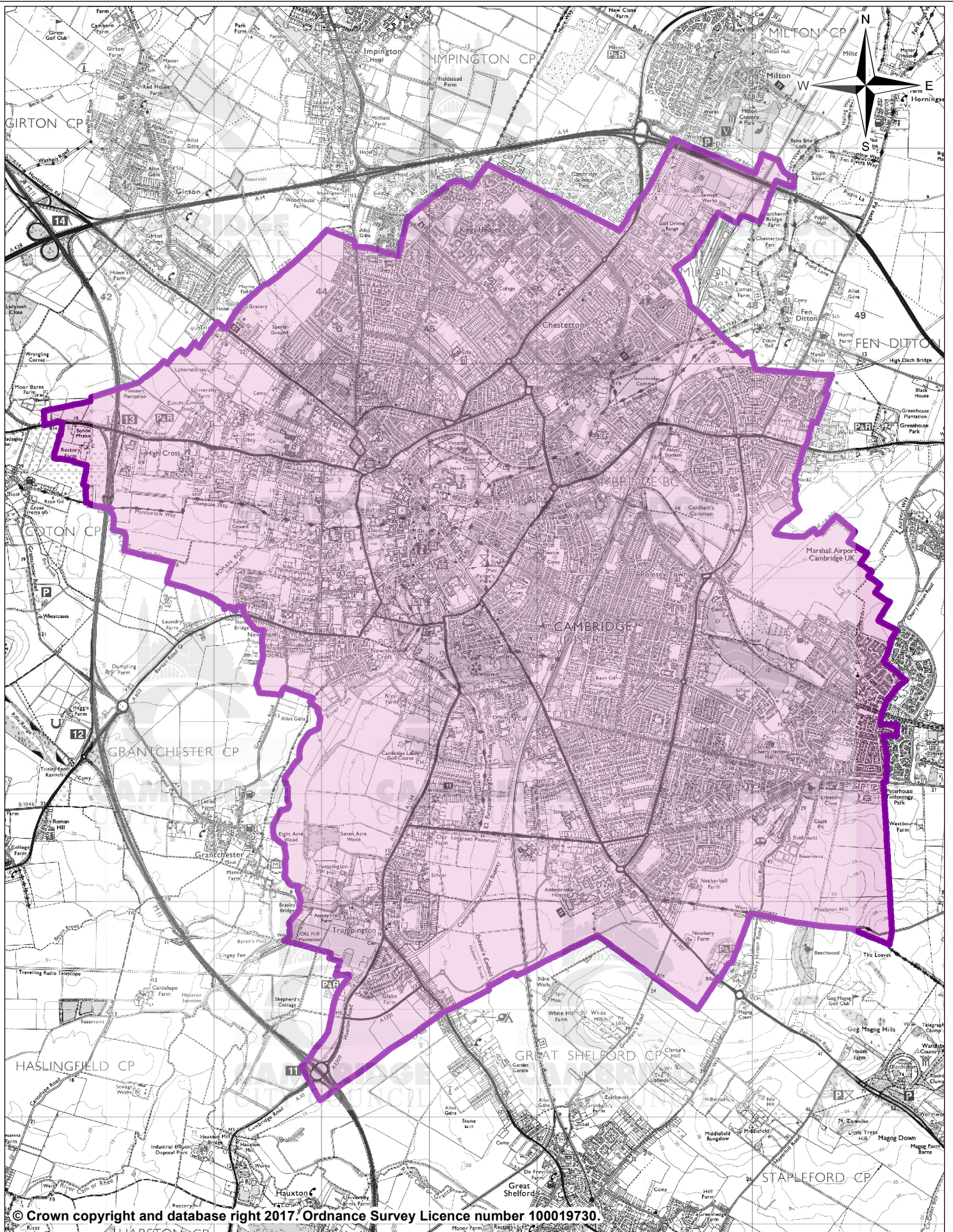
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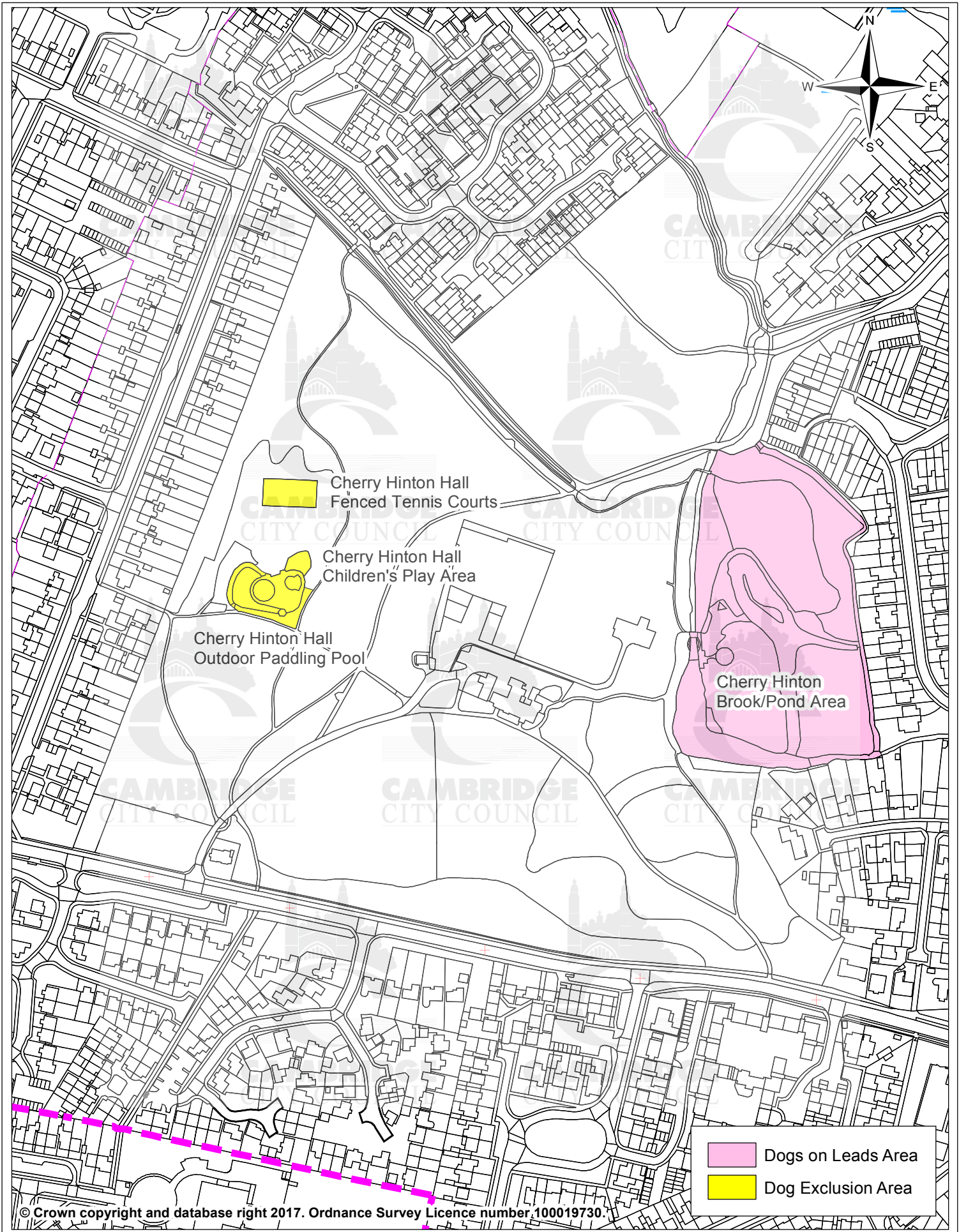
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Public Space Protection Order
 Dogs on Leads by Direction
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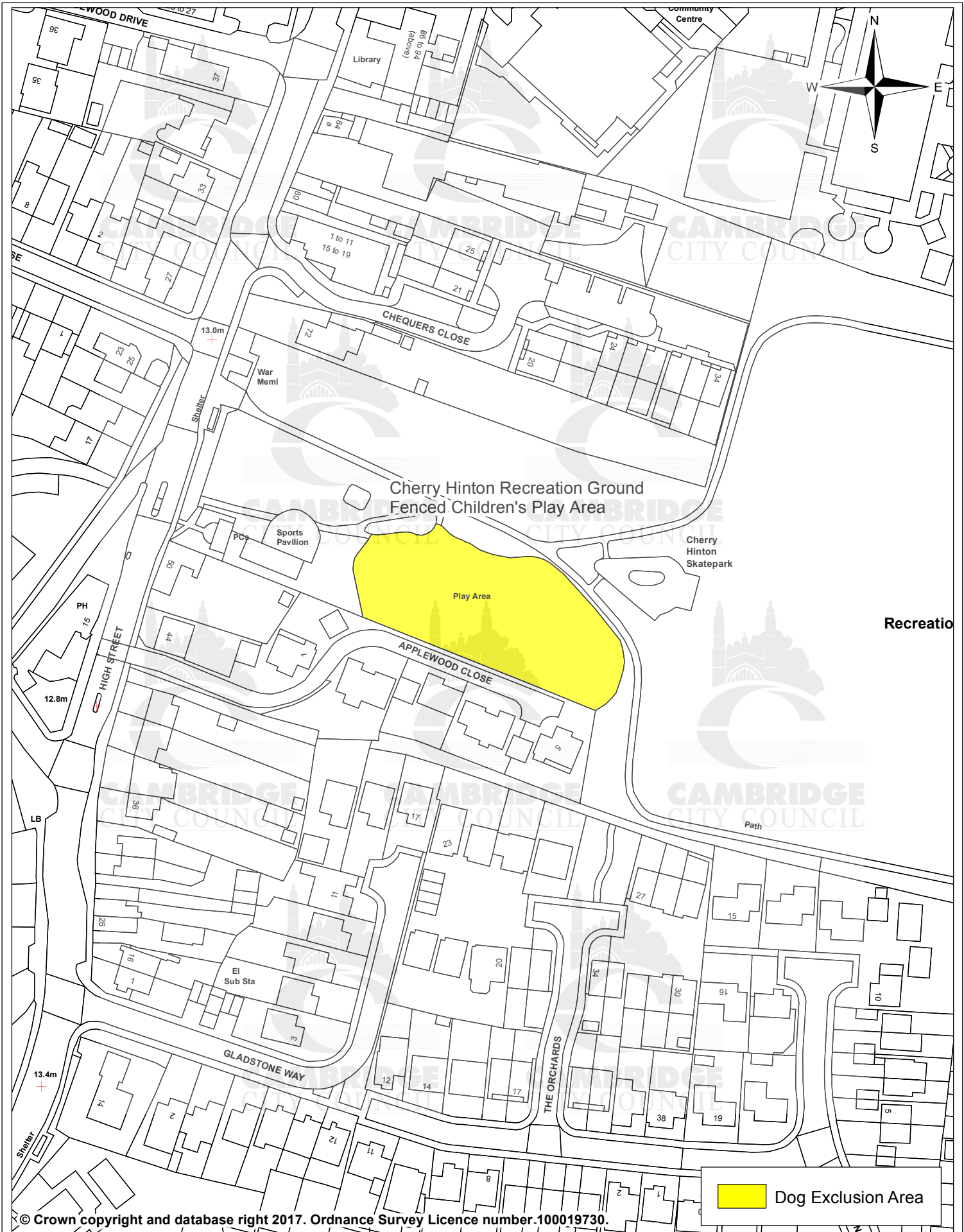
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	Dogs on Leads Area
	Dog Exclusion Area




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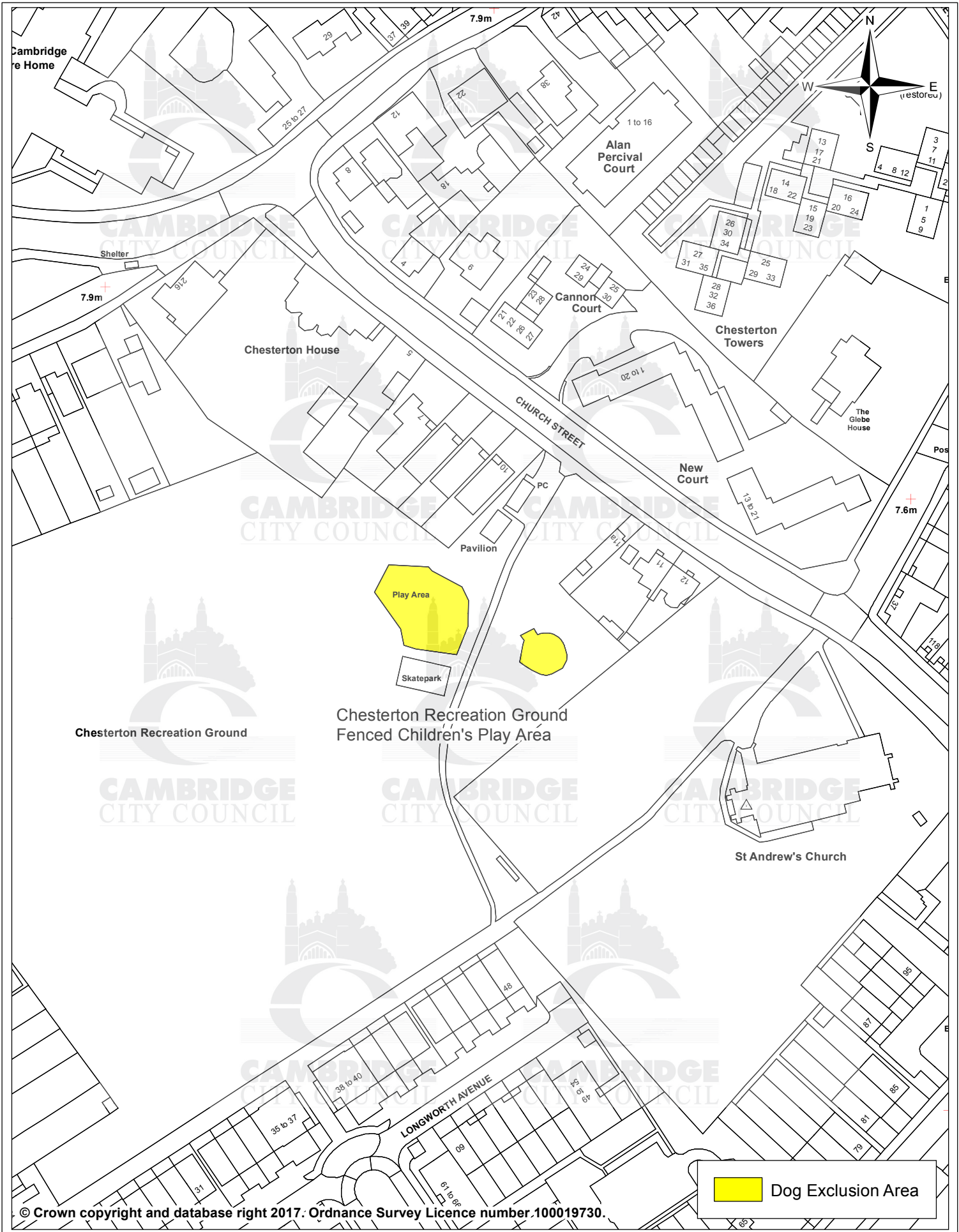
 Dog Exclusion Area




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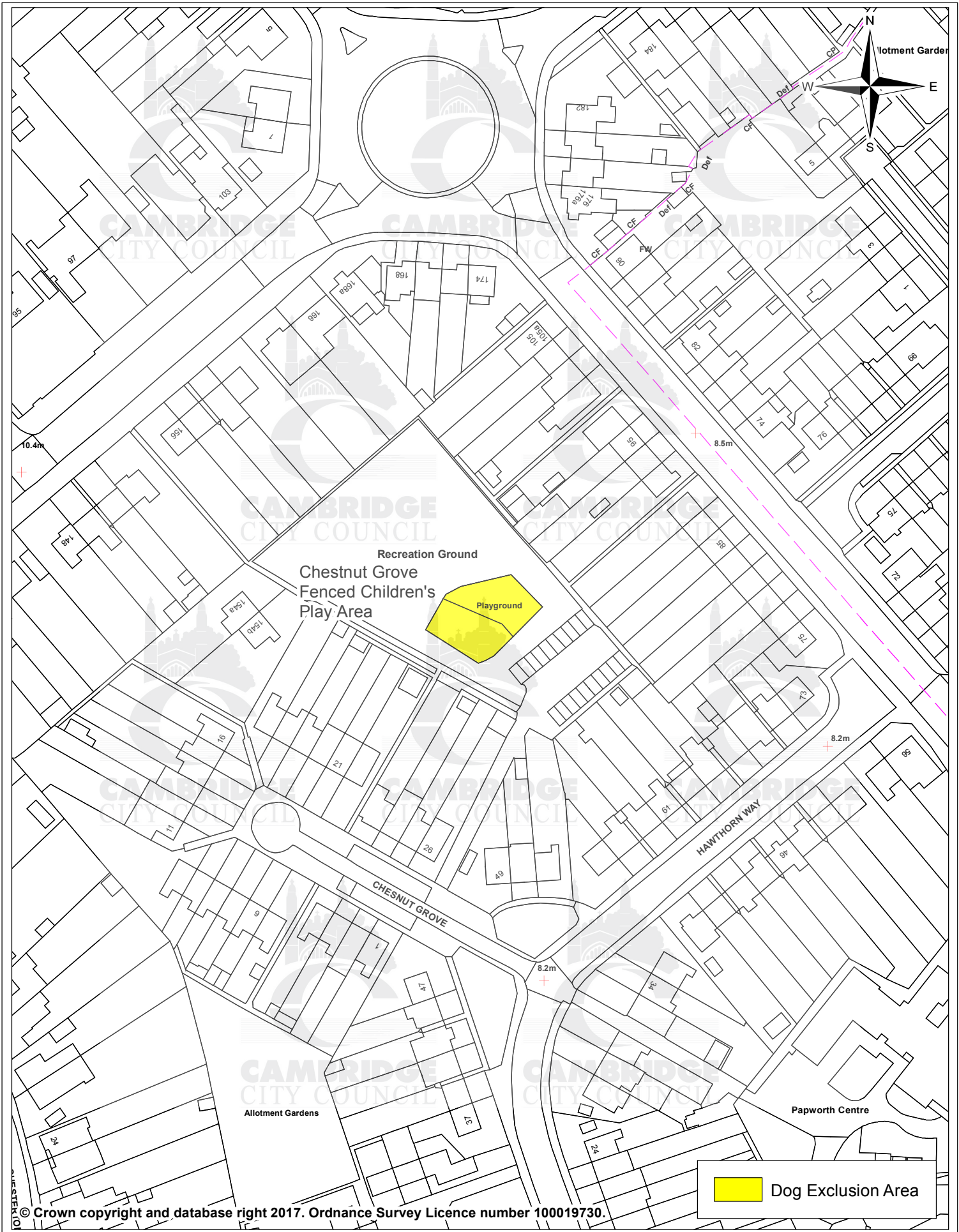
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 Dog Exclusion Area

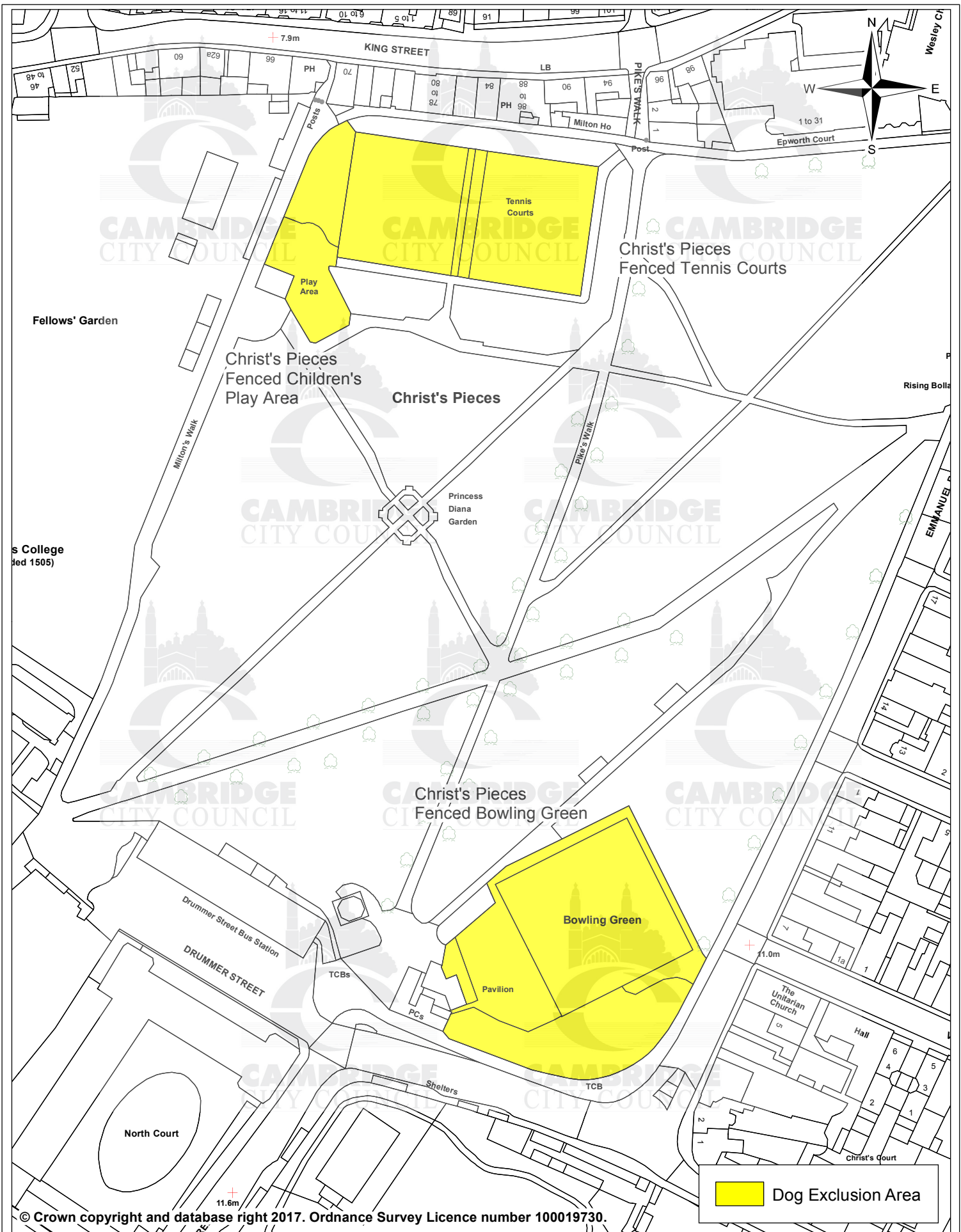
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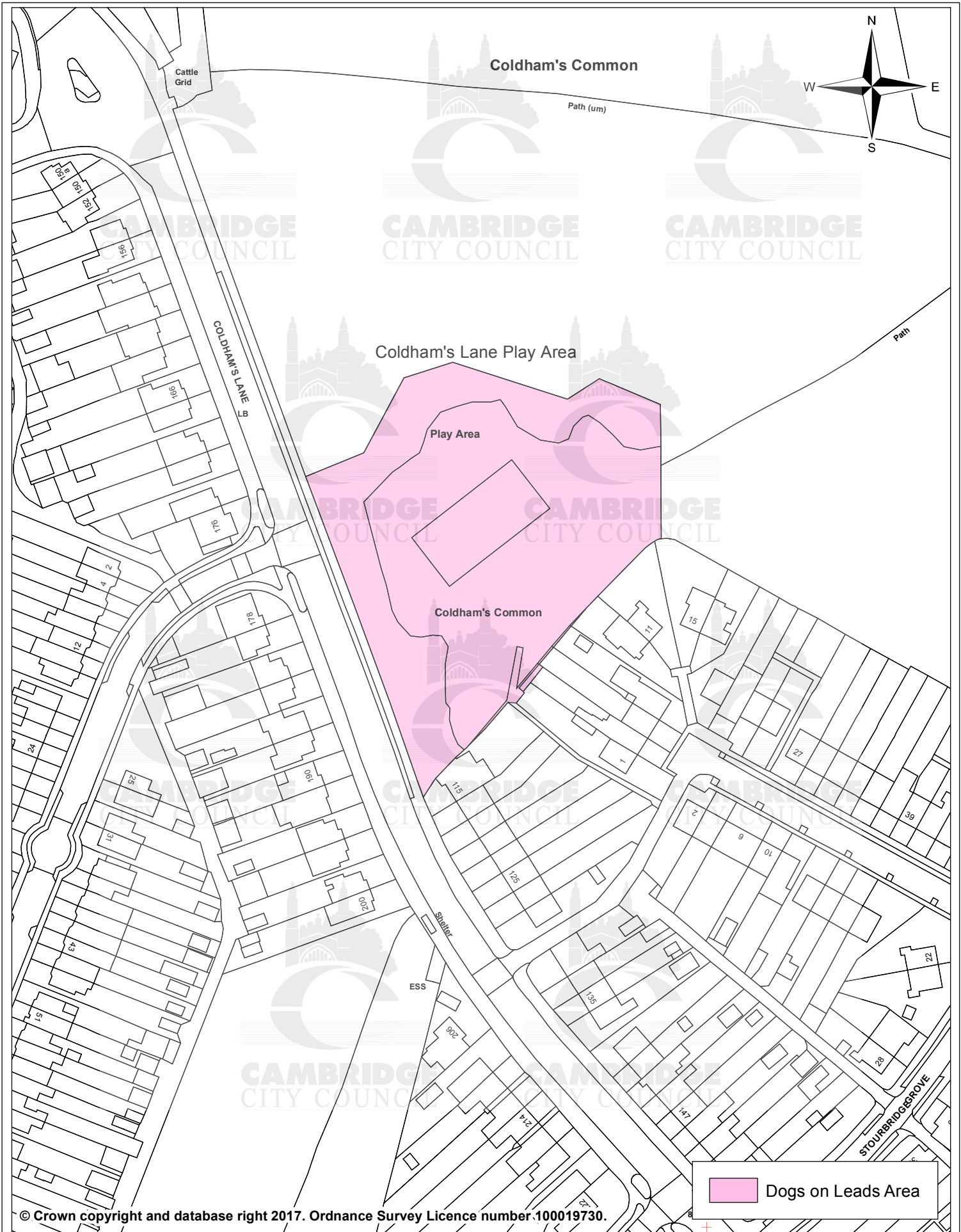
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Public Space Protection Order (Dog Control)

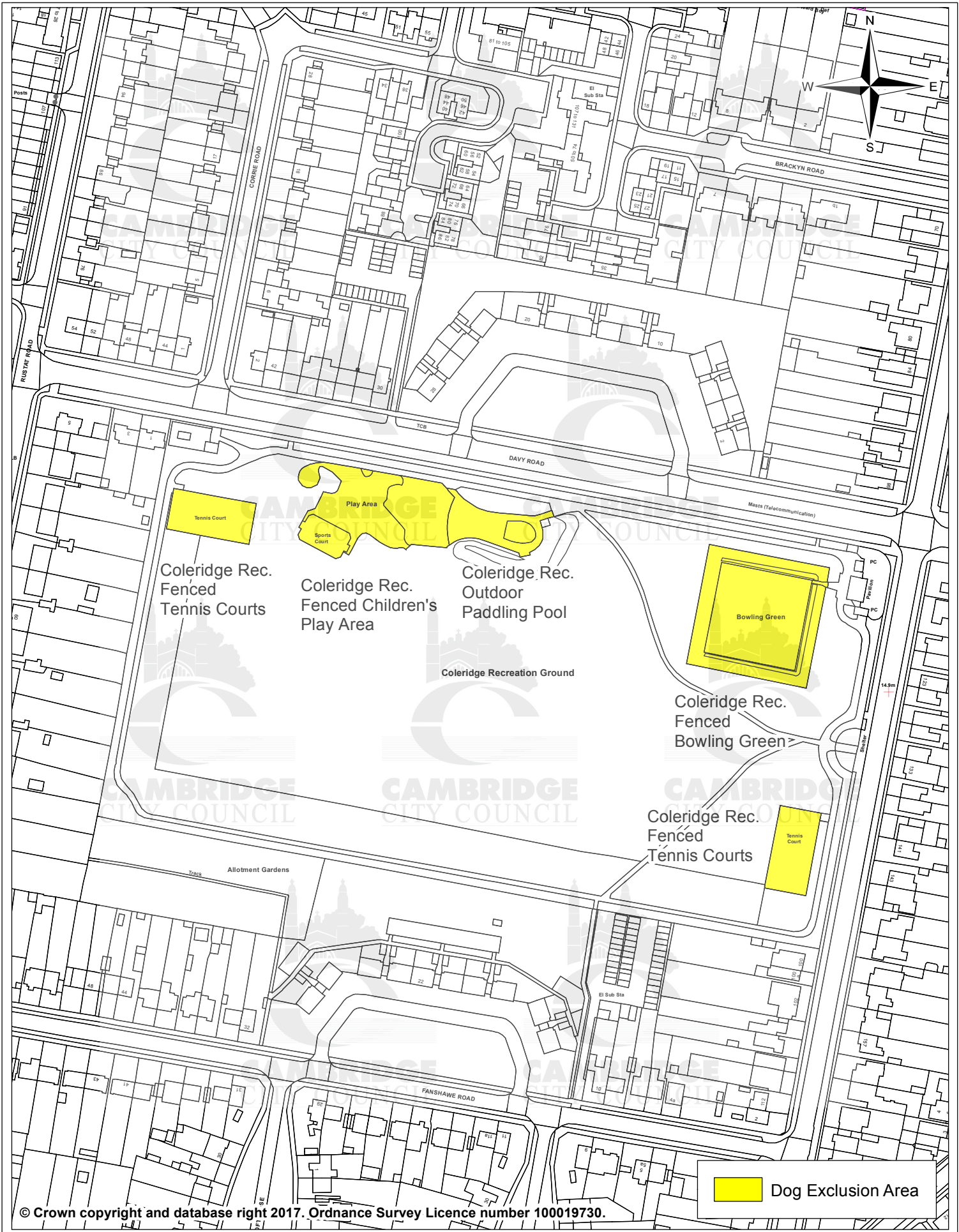
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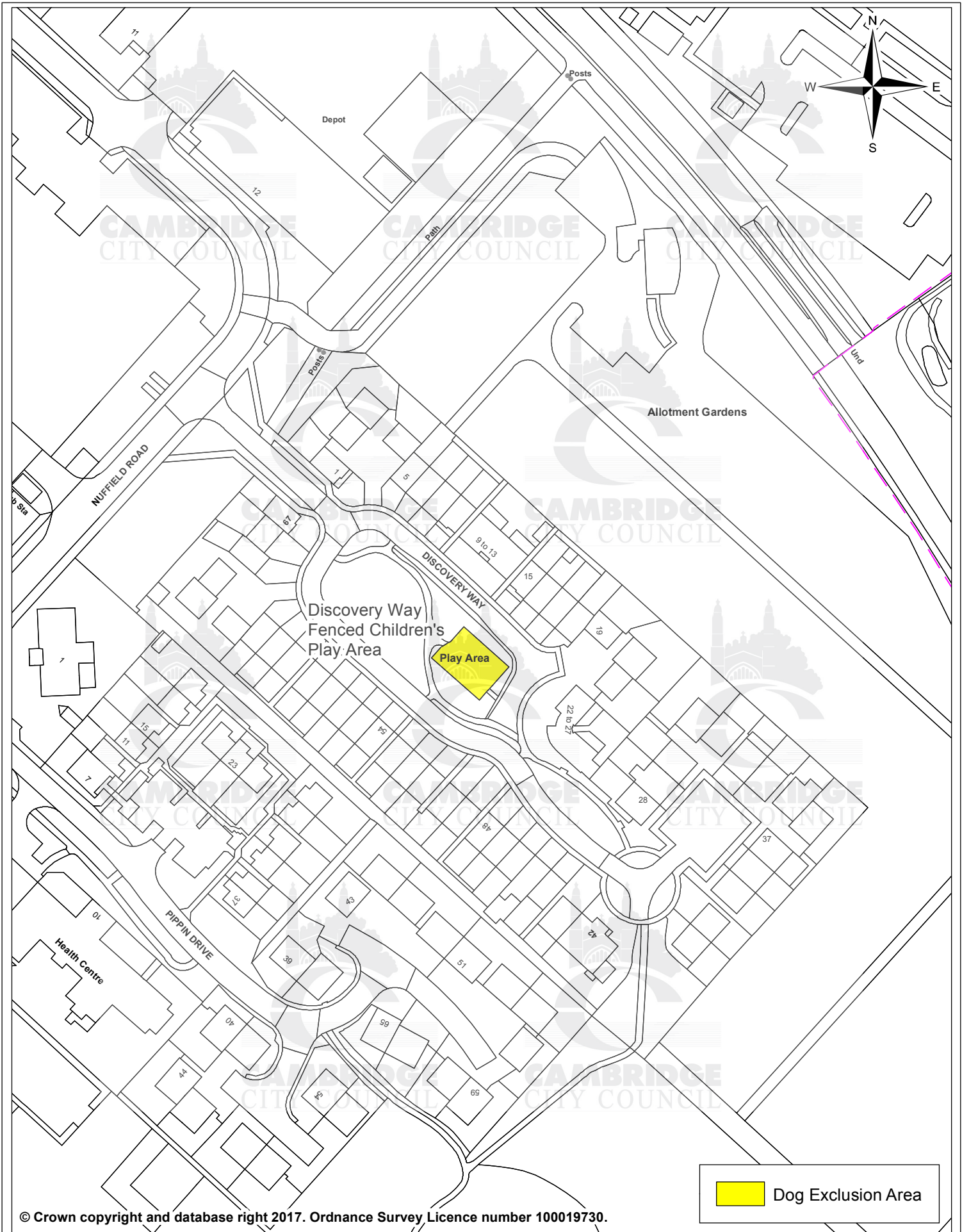
 Dog Exclusion Area




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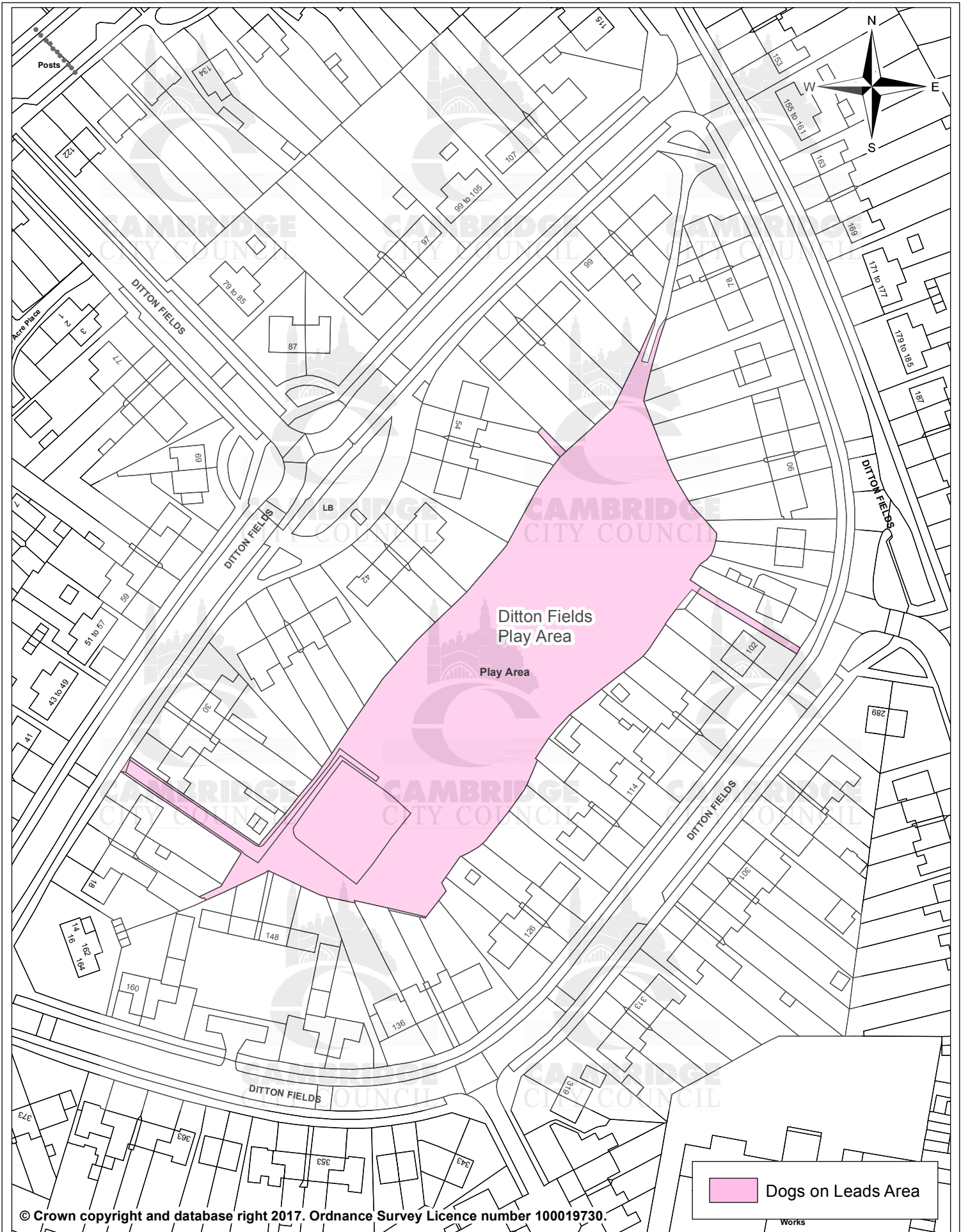
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 Dog Exclusion Area



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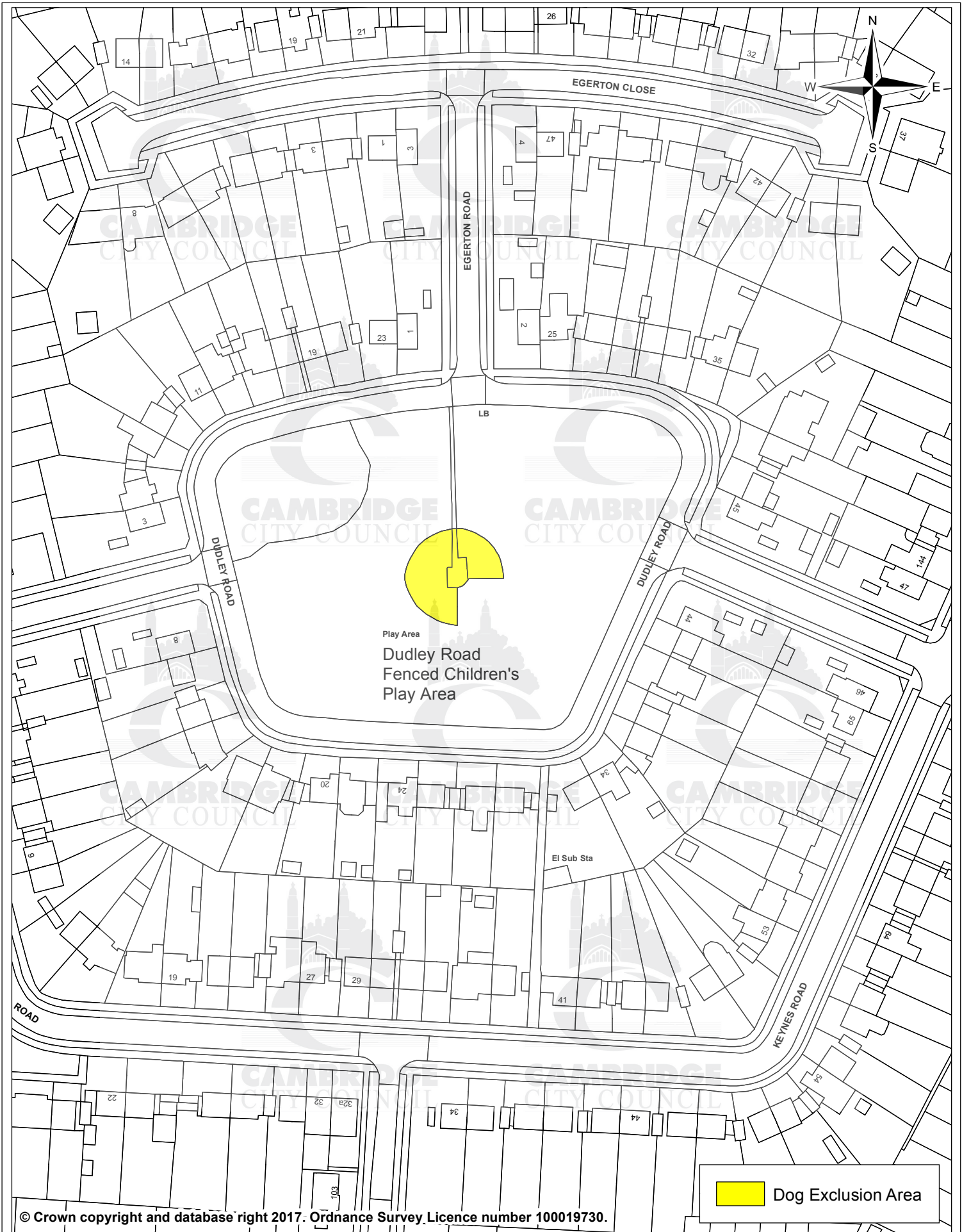


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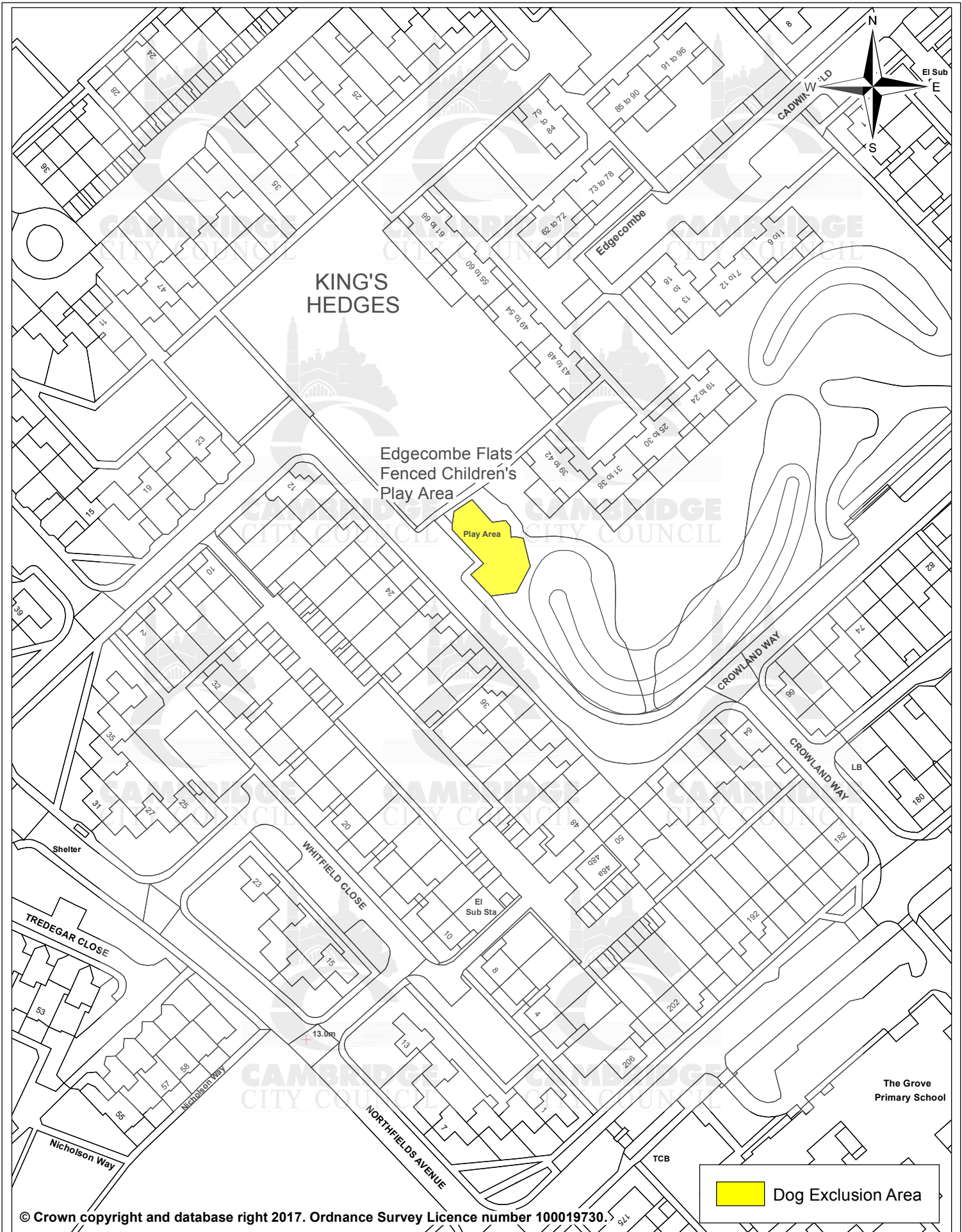
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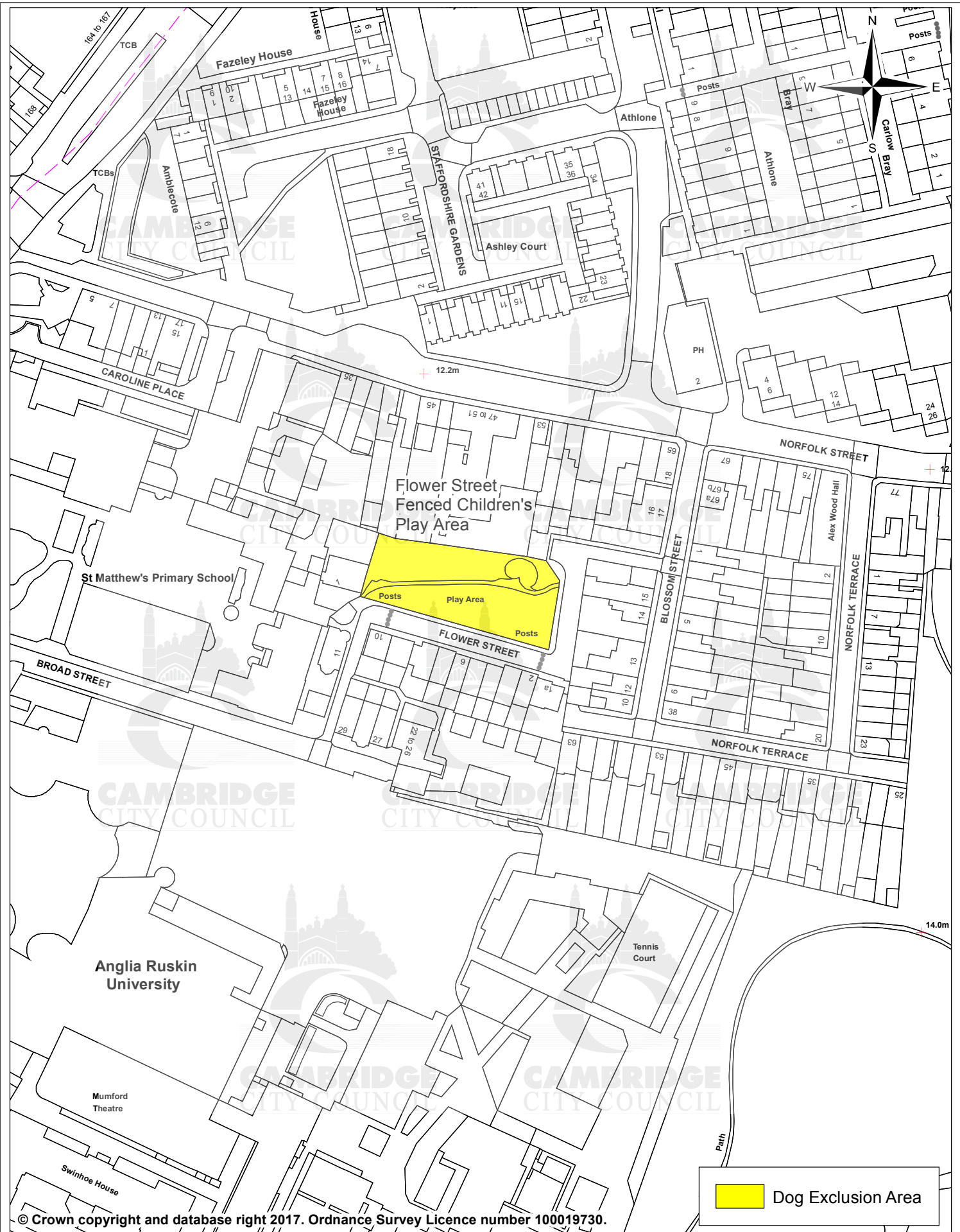
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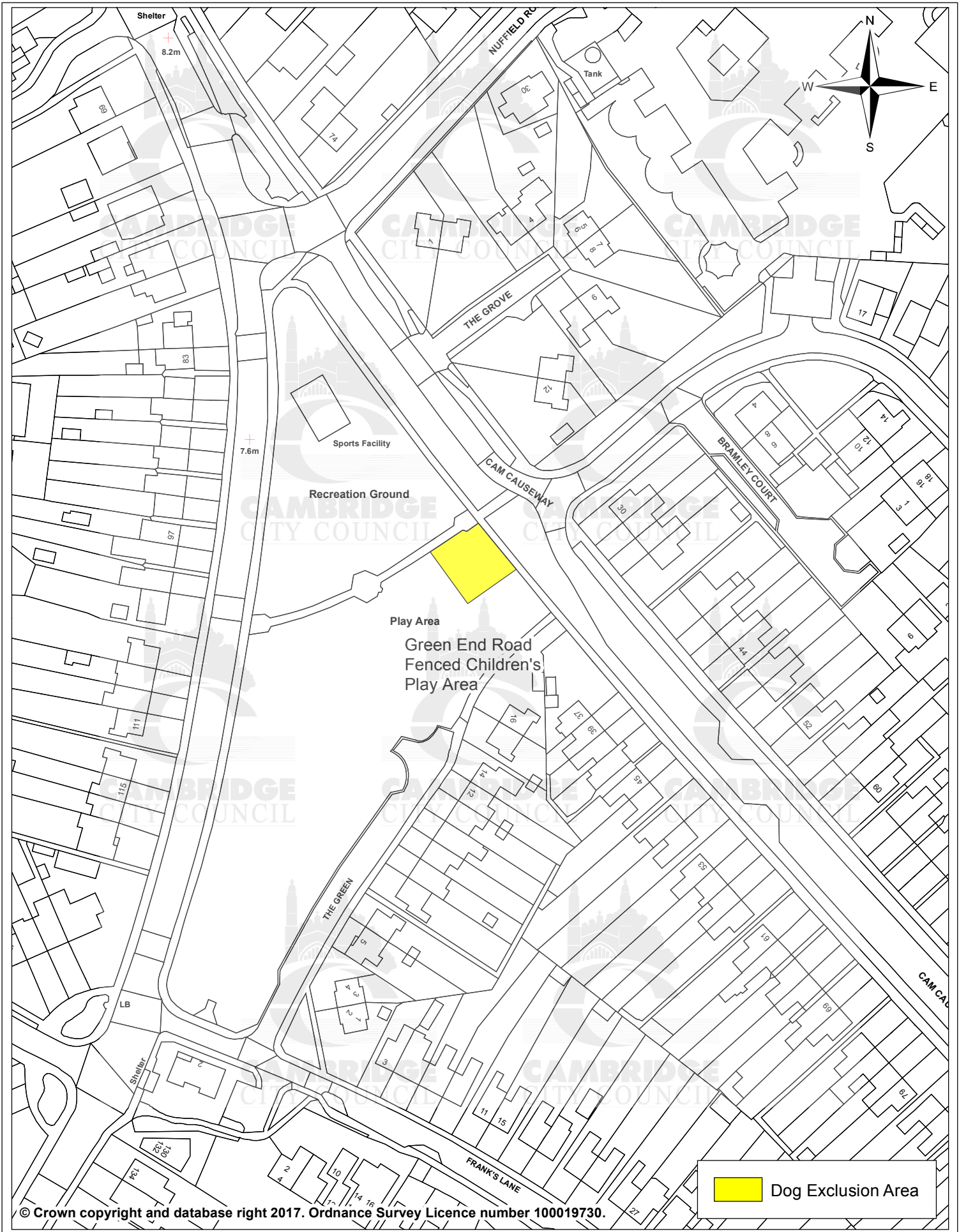
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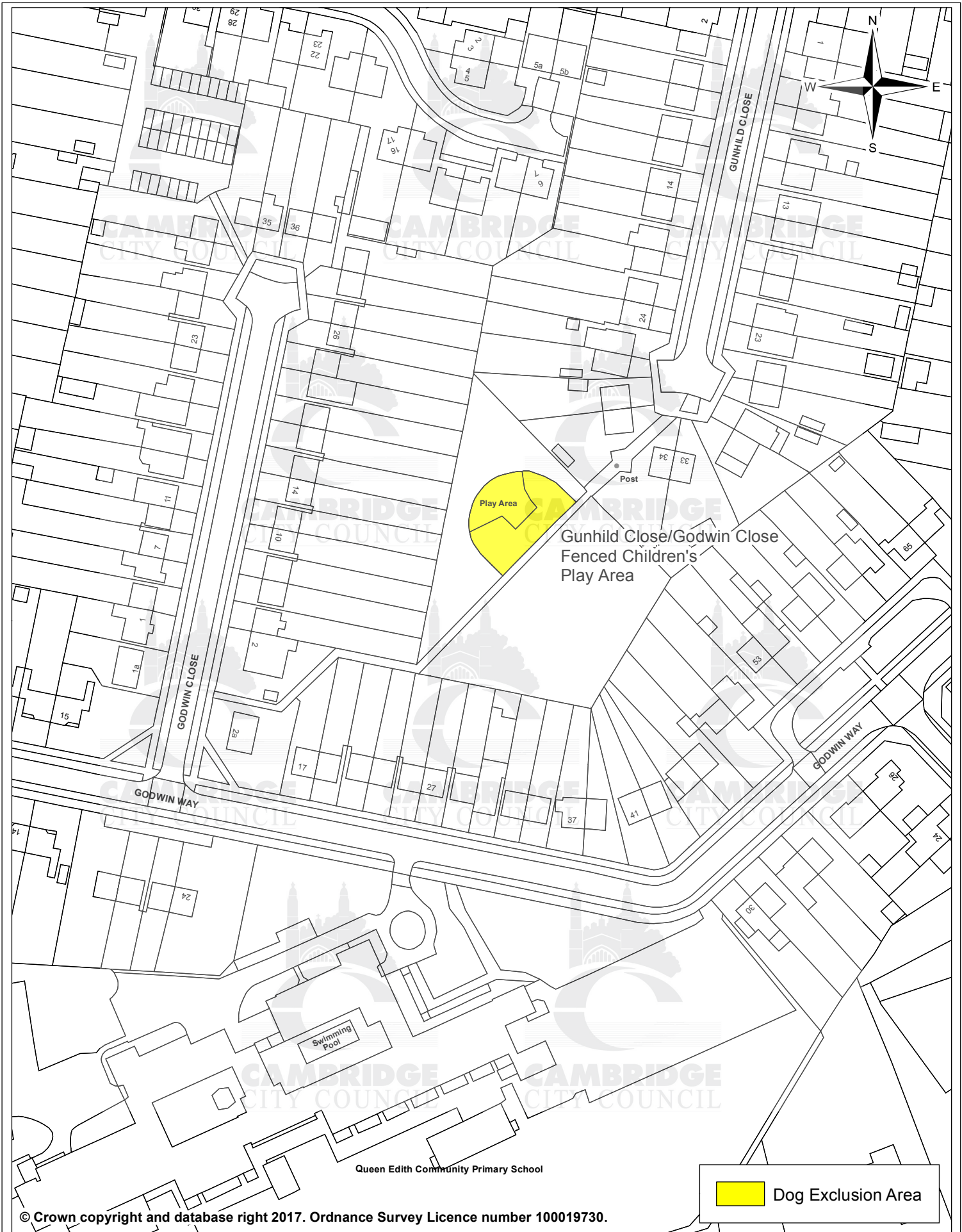


 Dog Exclusion Area



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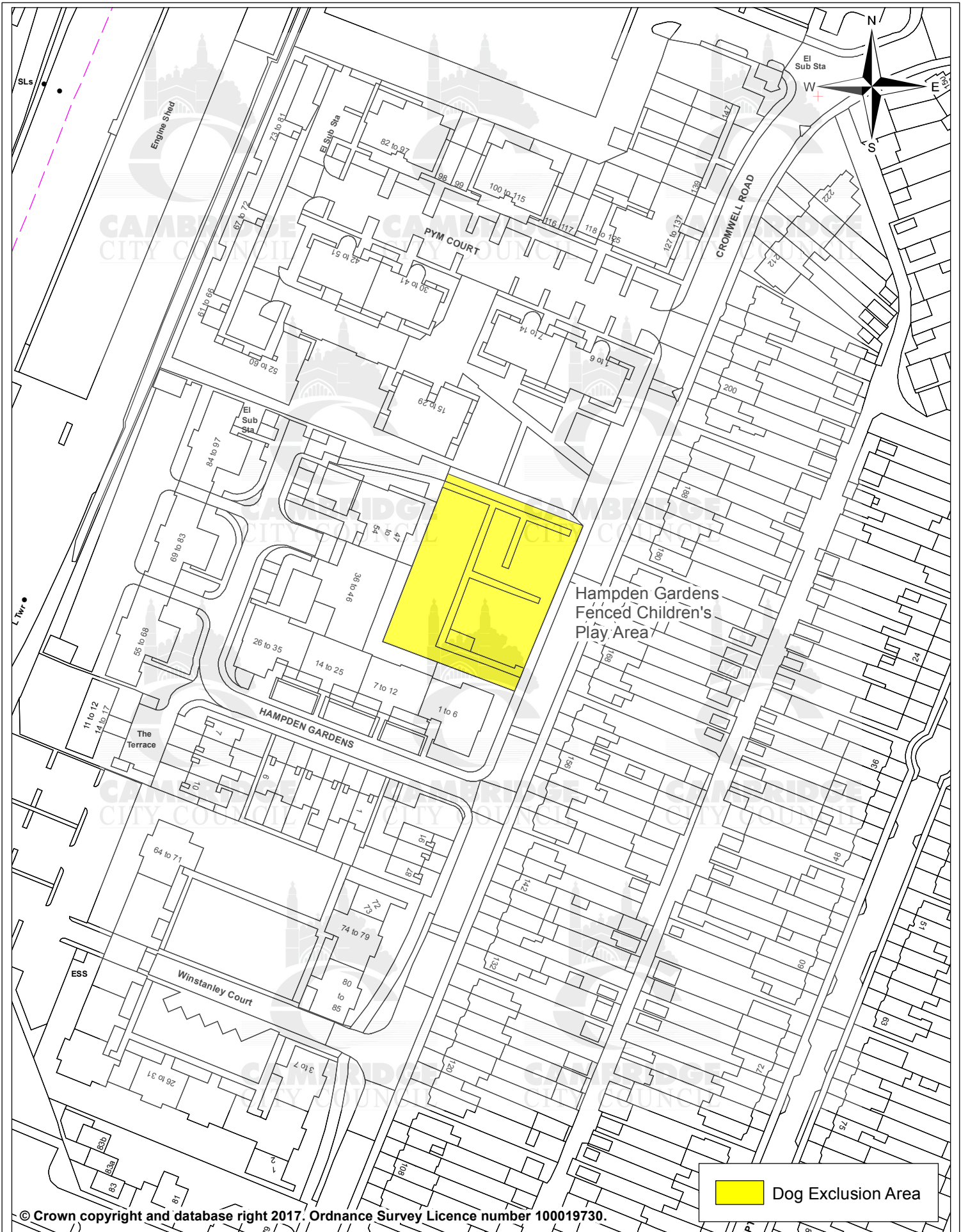
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 Dog Exclusion Area

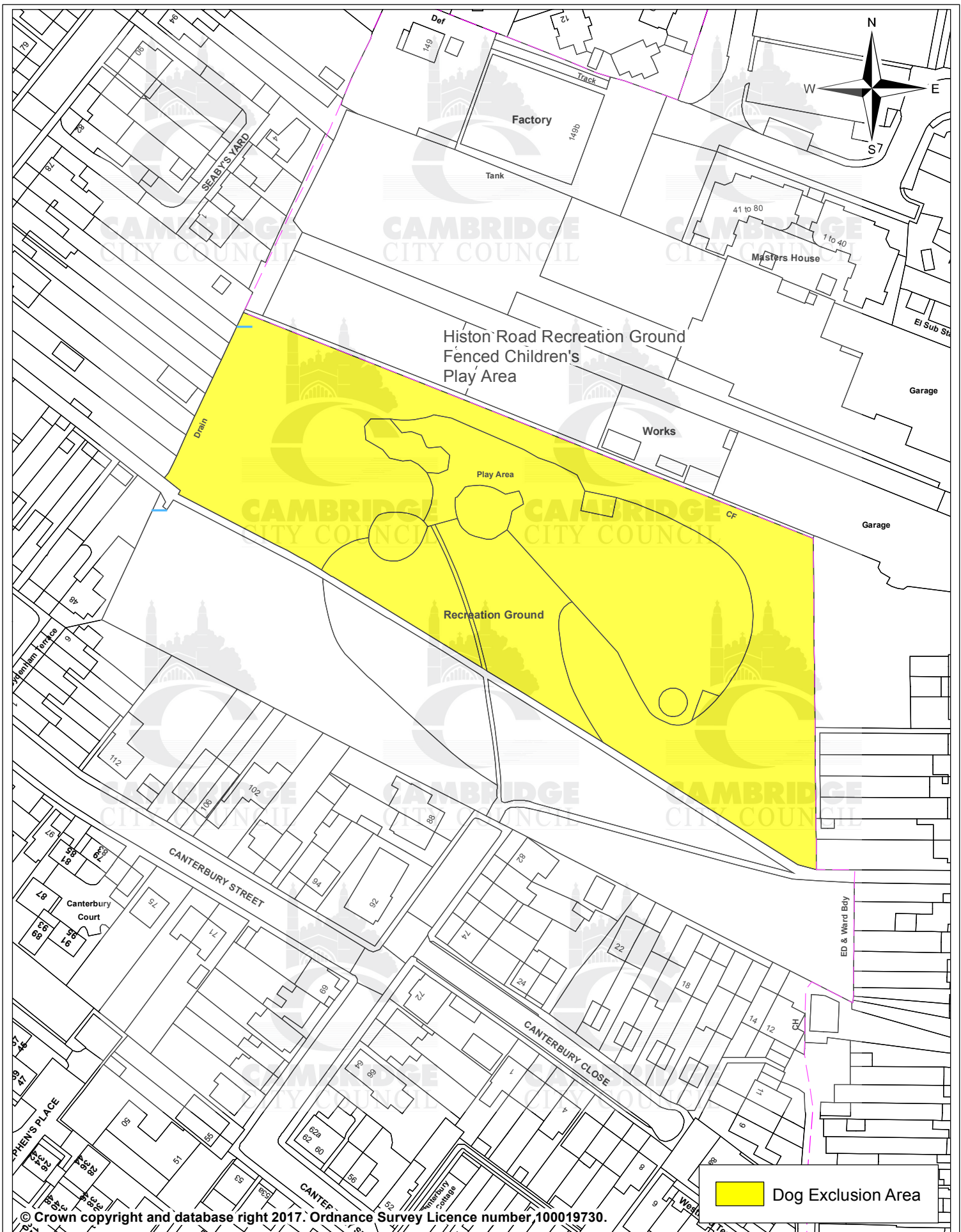
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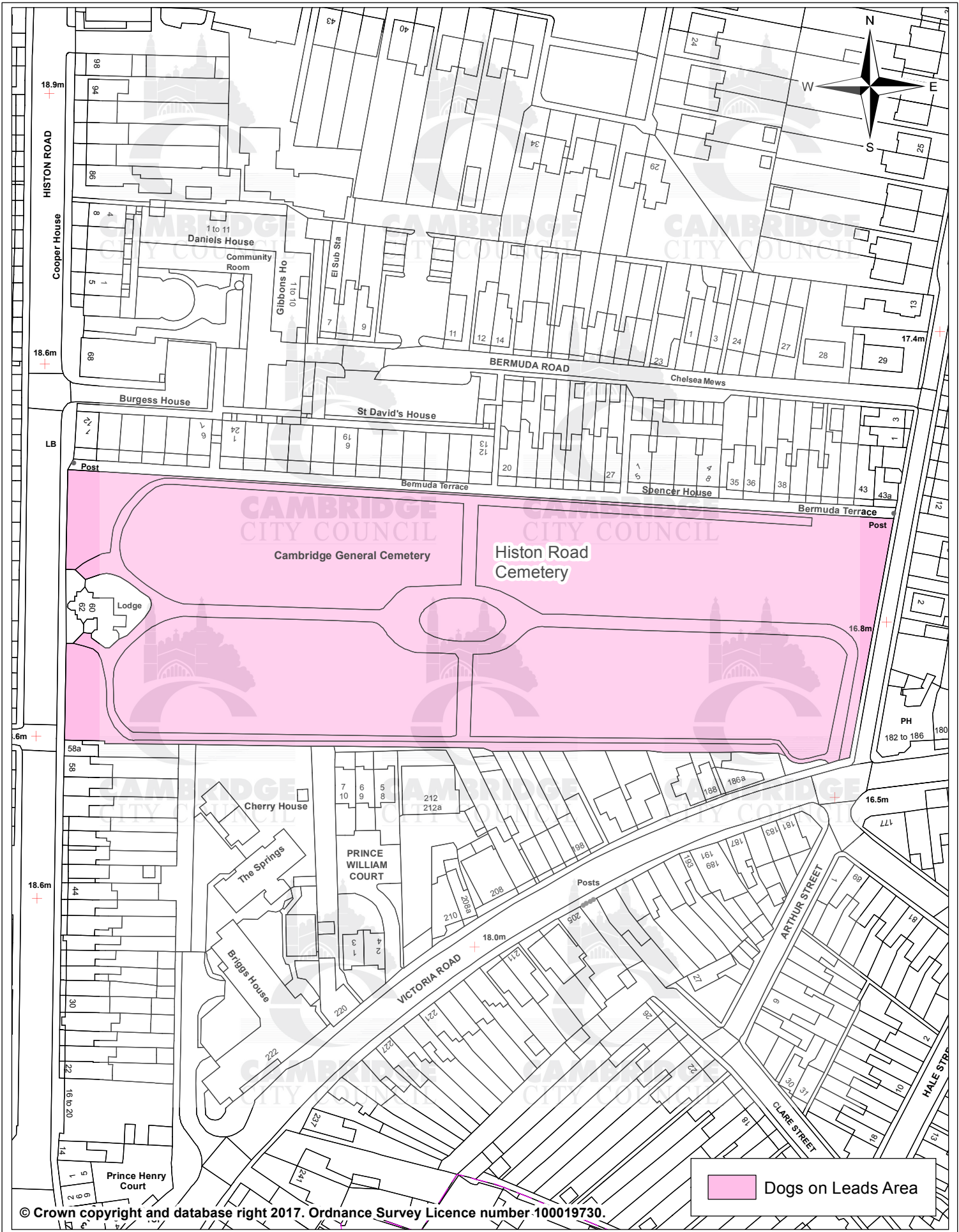


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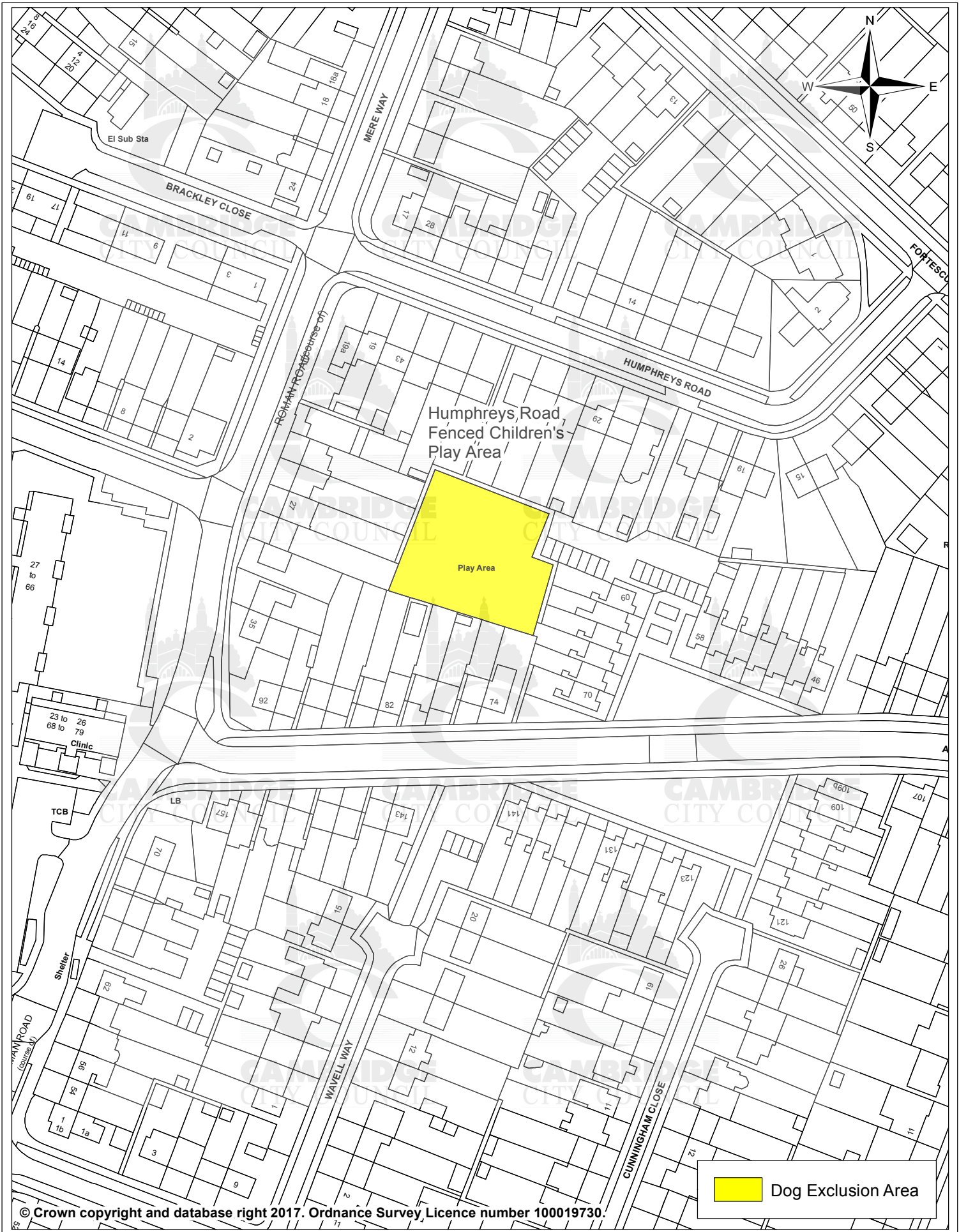


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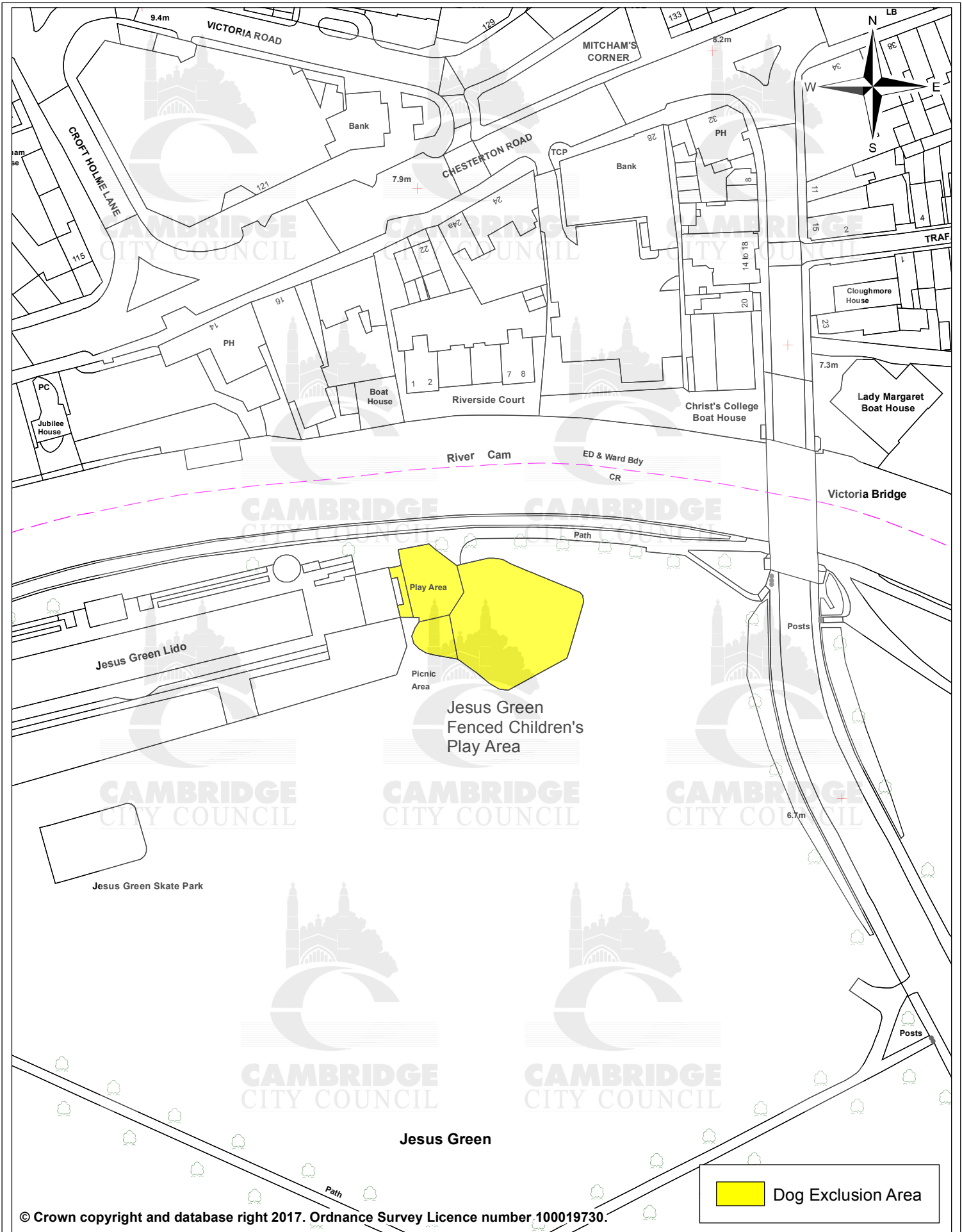
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 Dog Exclusion Area



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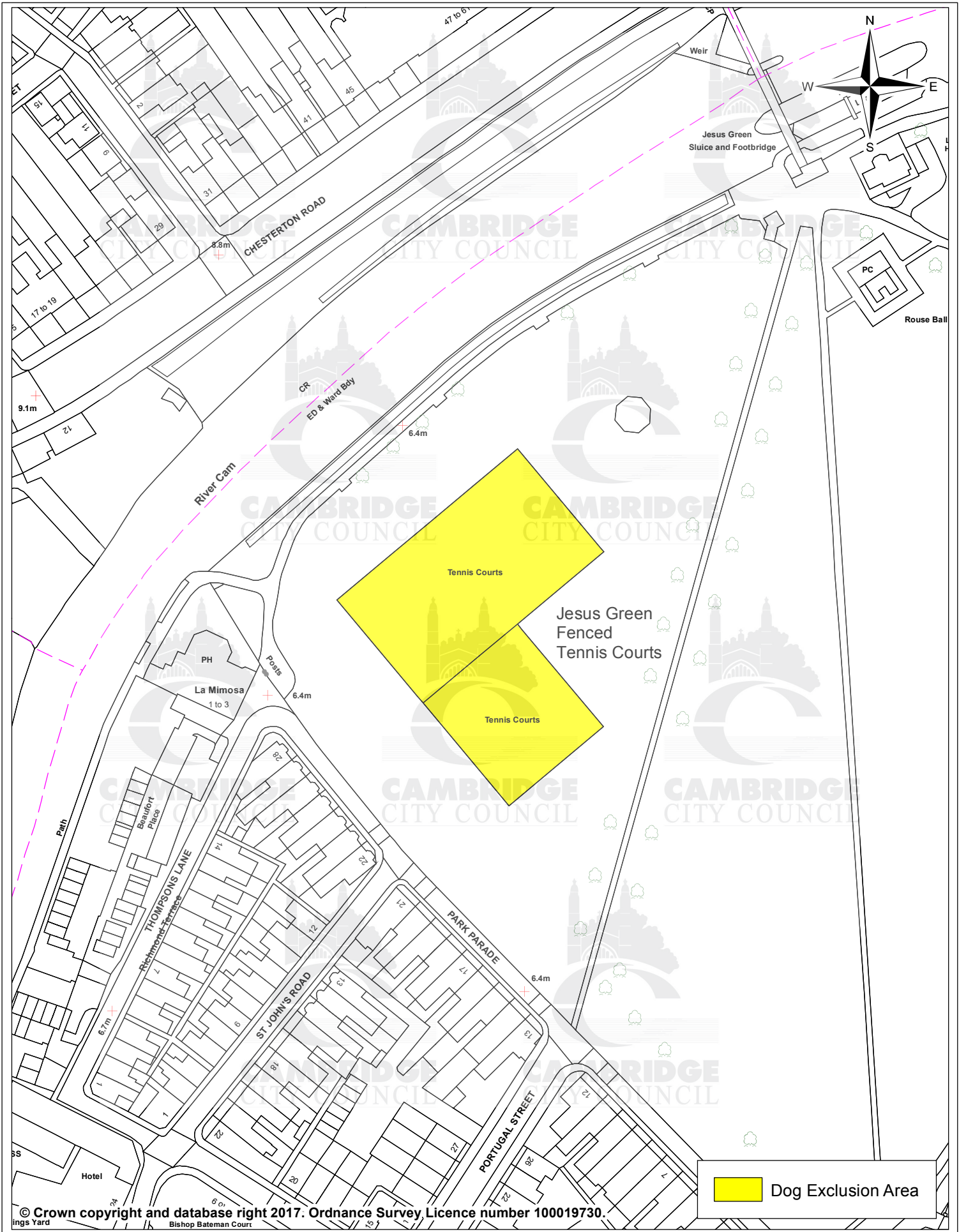
	Dog Exclusion Area
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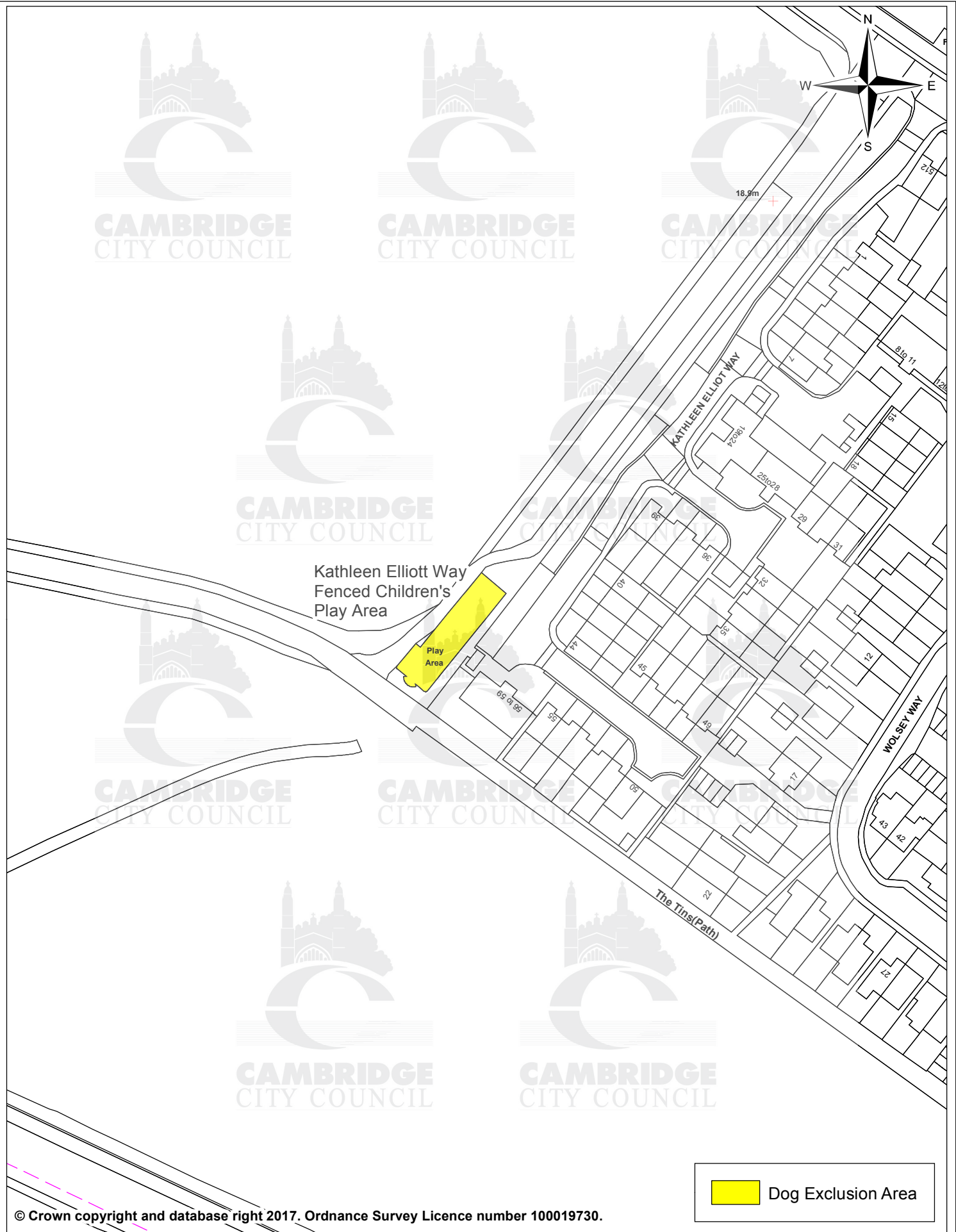
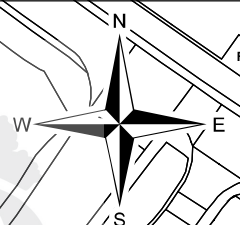
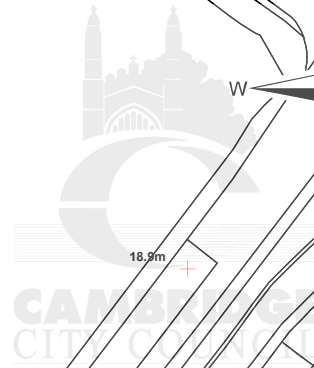
 Dog Exclusion Area



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Kathleen Elliott Way
Fenced Children's
Play Area

Play
Area



Dog Exclusion Area

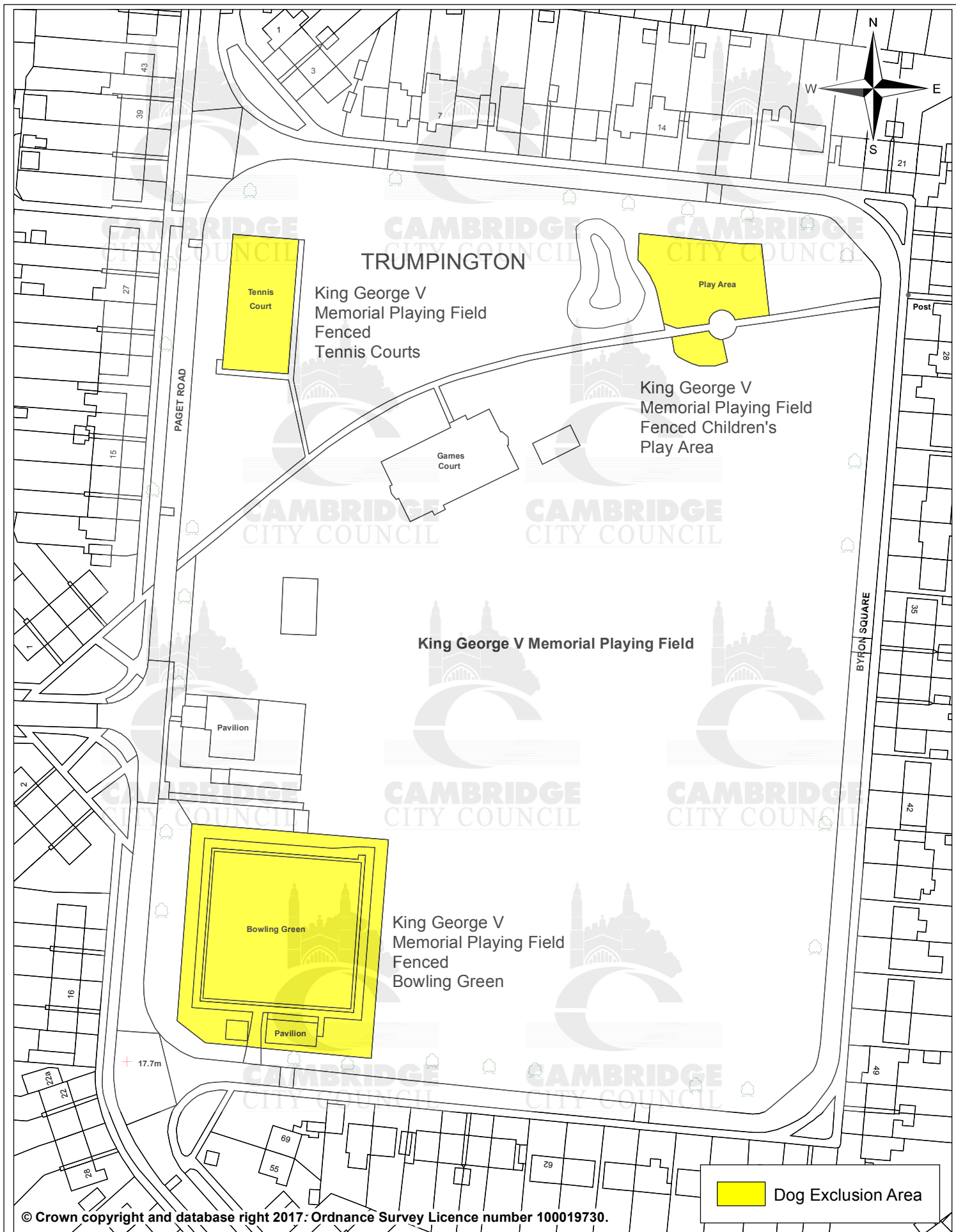
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 Dog Exclusion Area



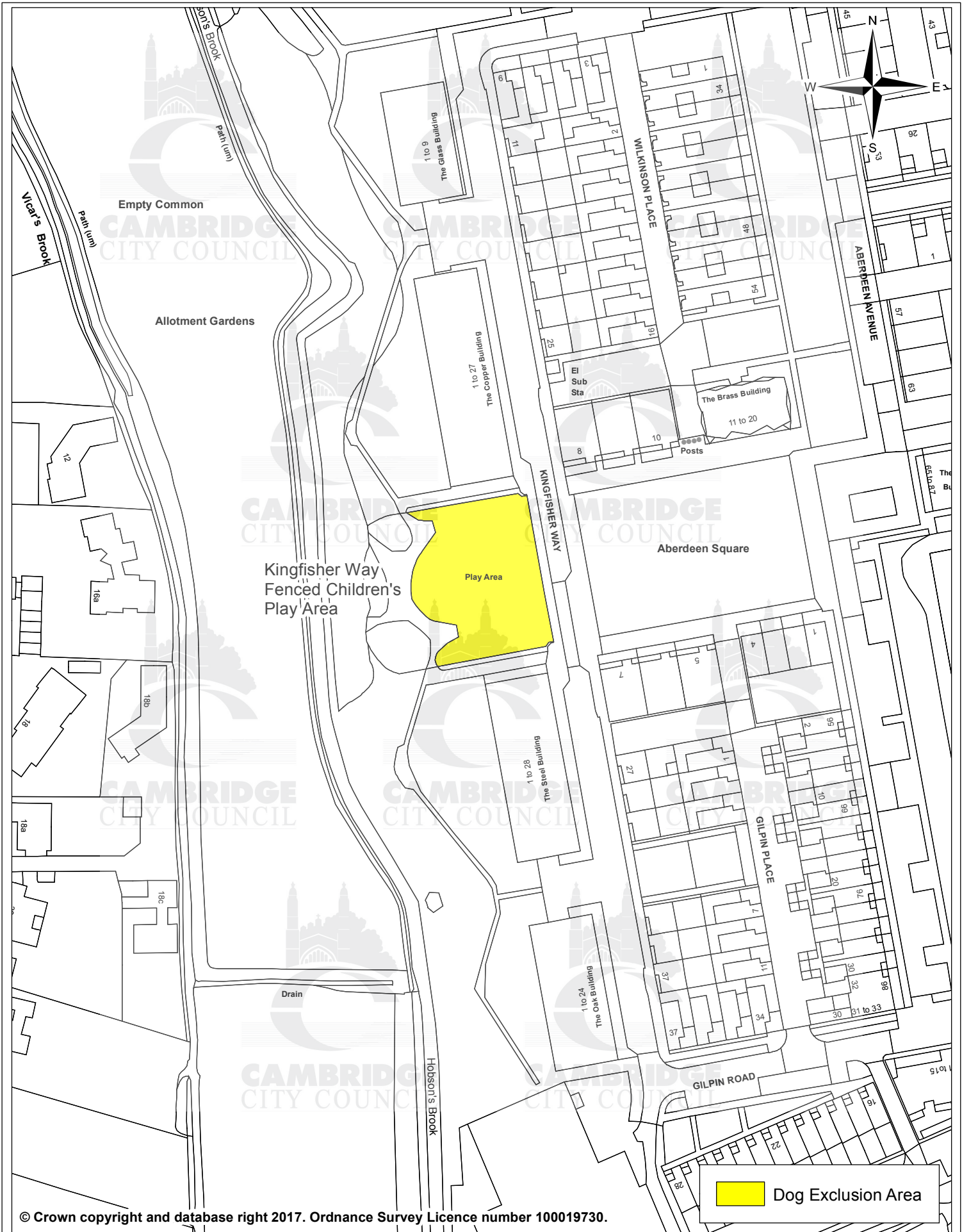
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 Dog Exclusion Area

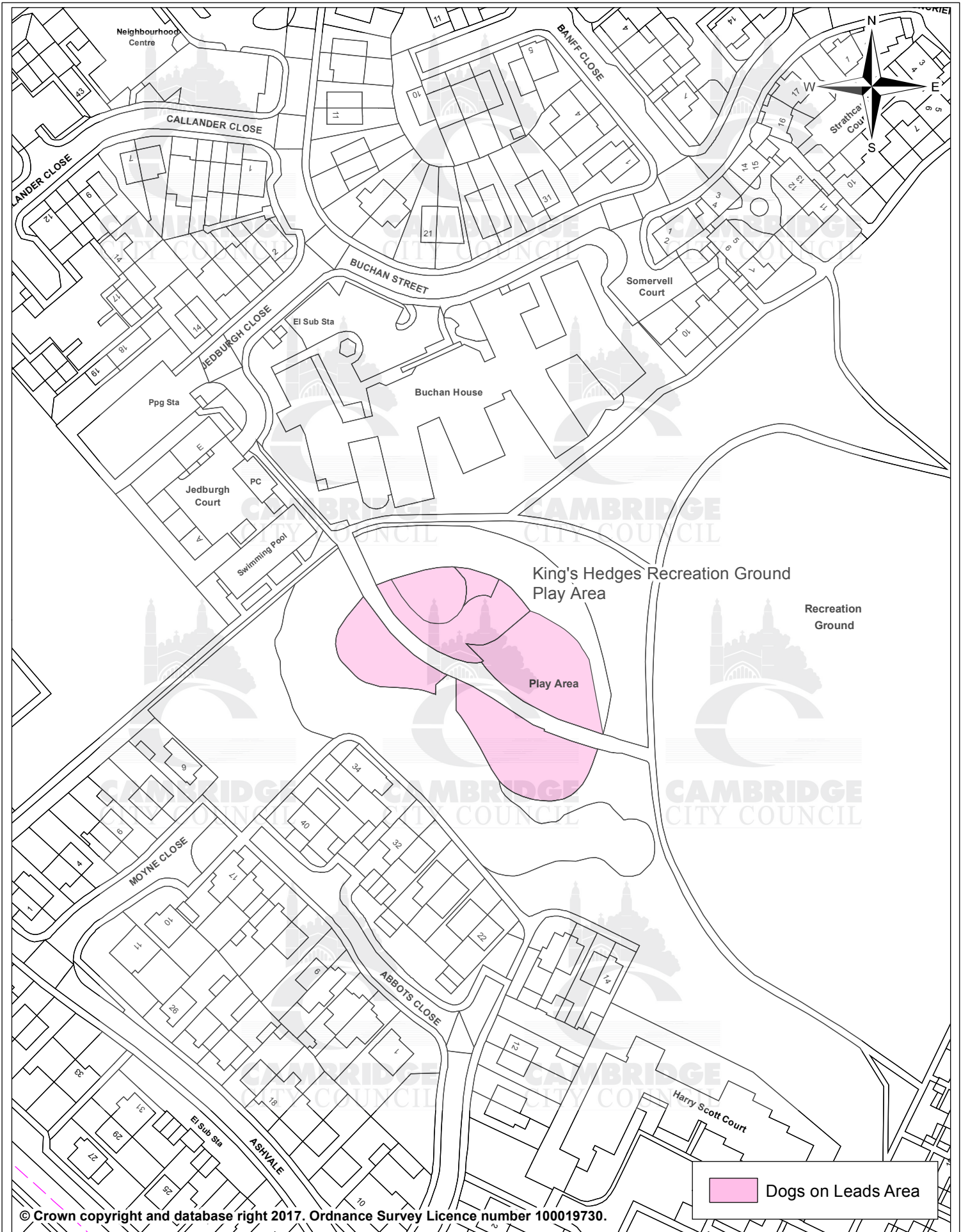
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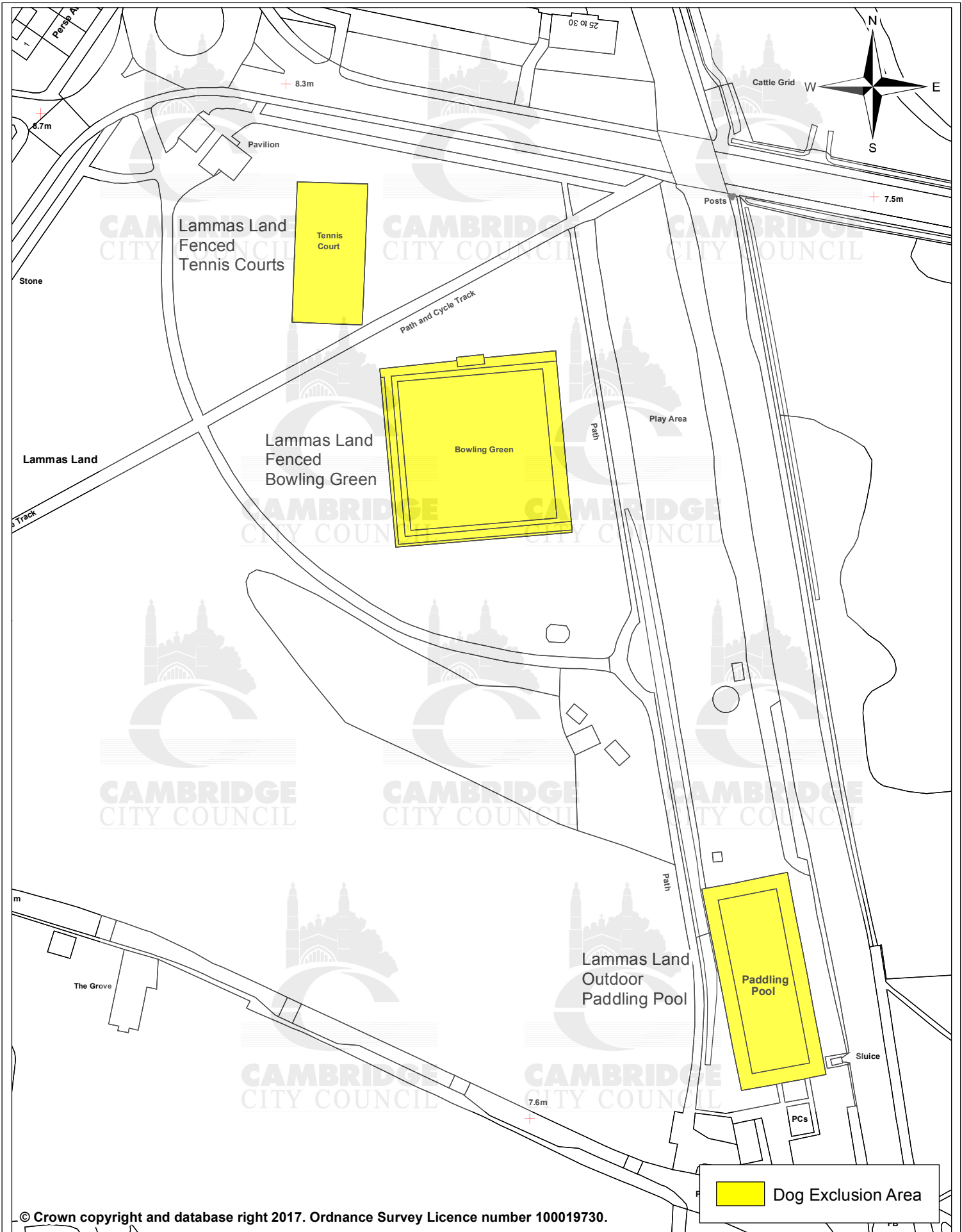


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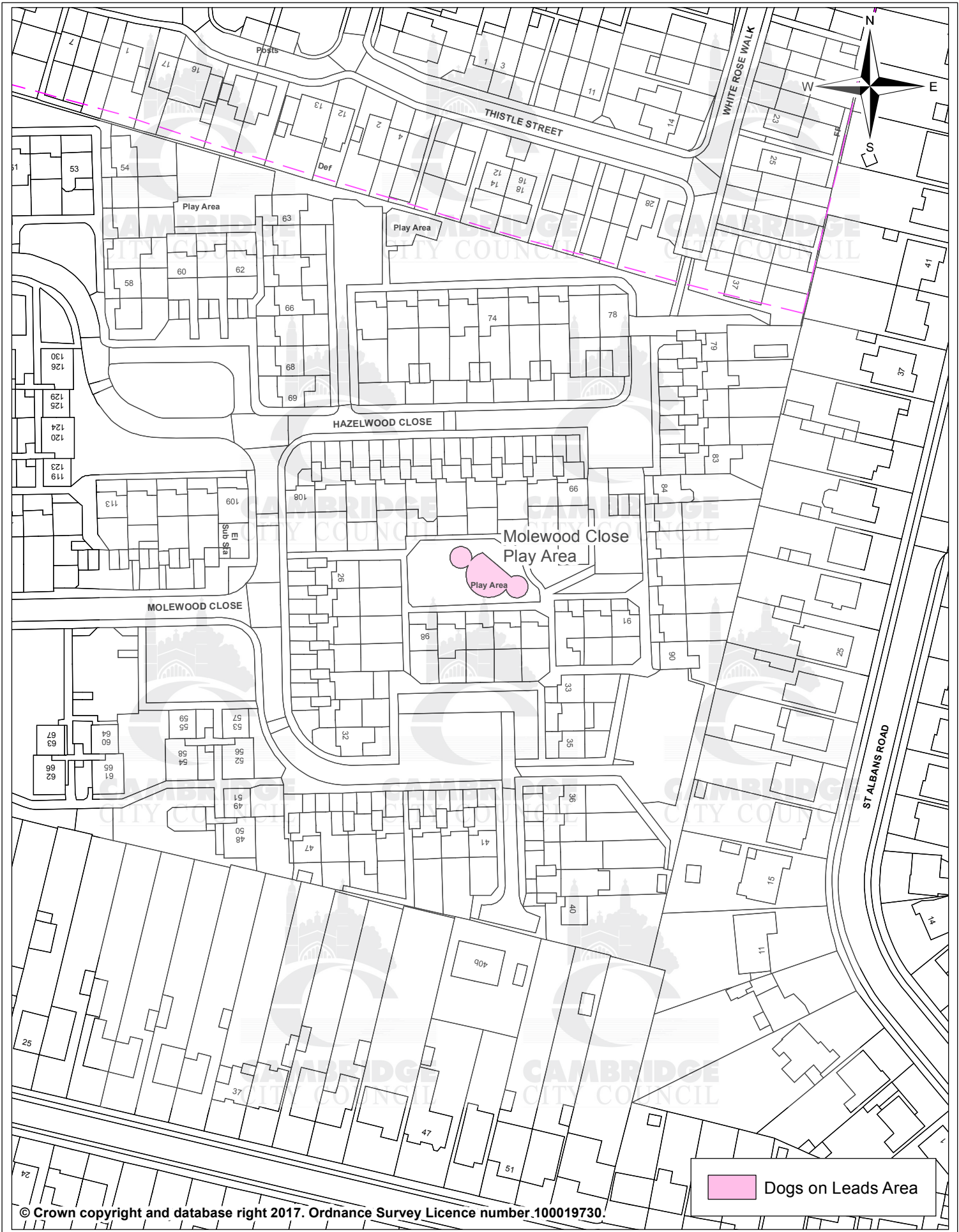
 Dog Exclusion Area

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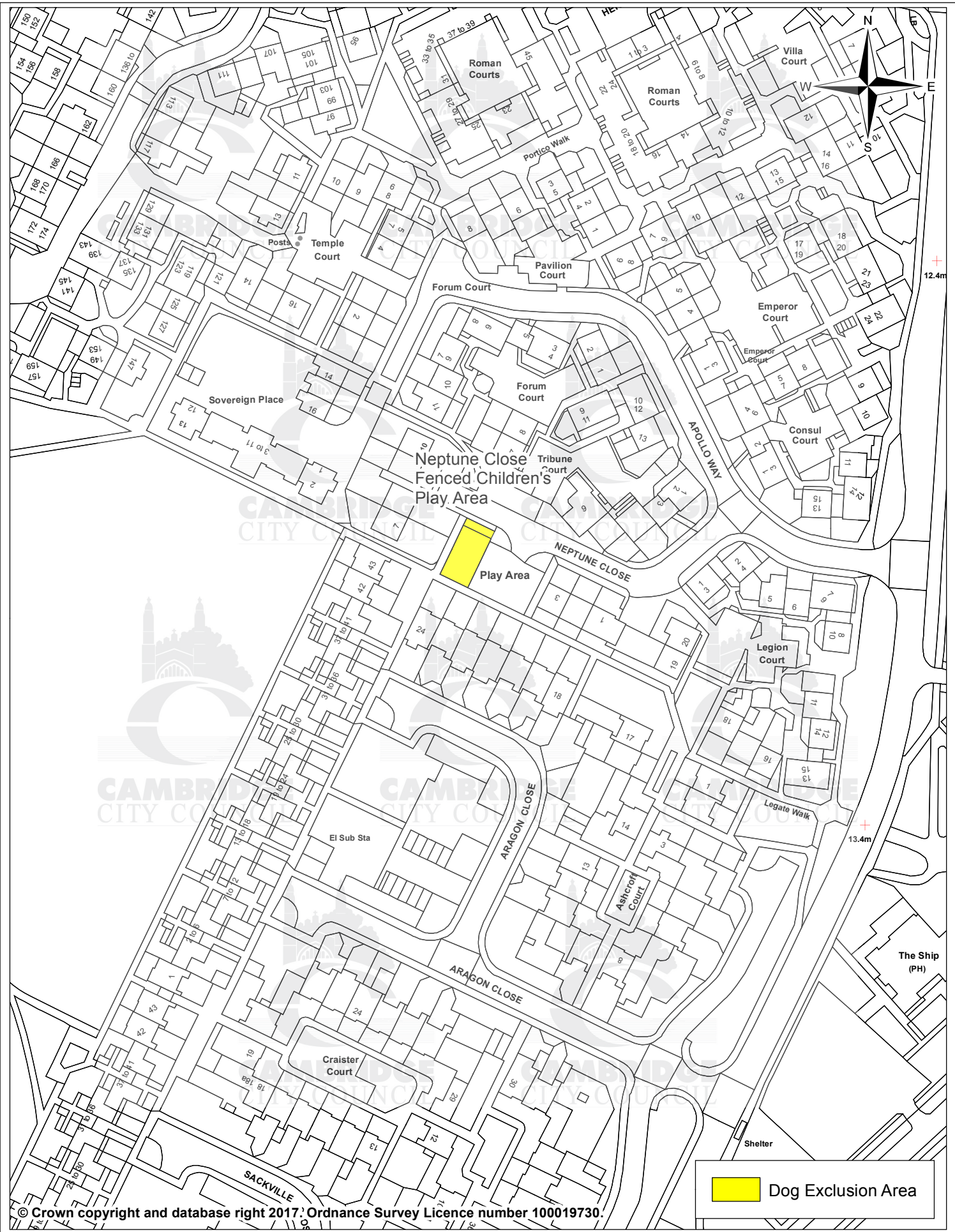


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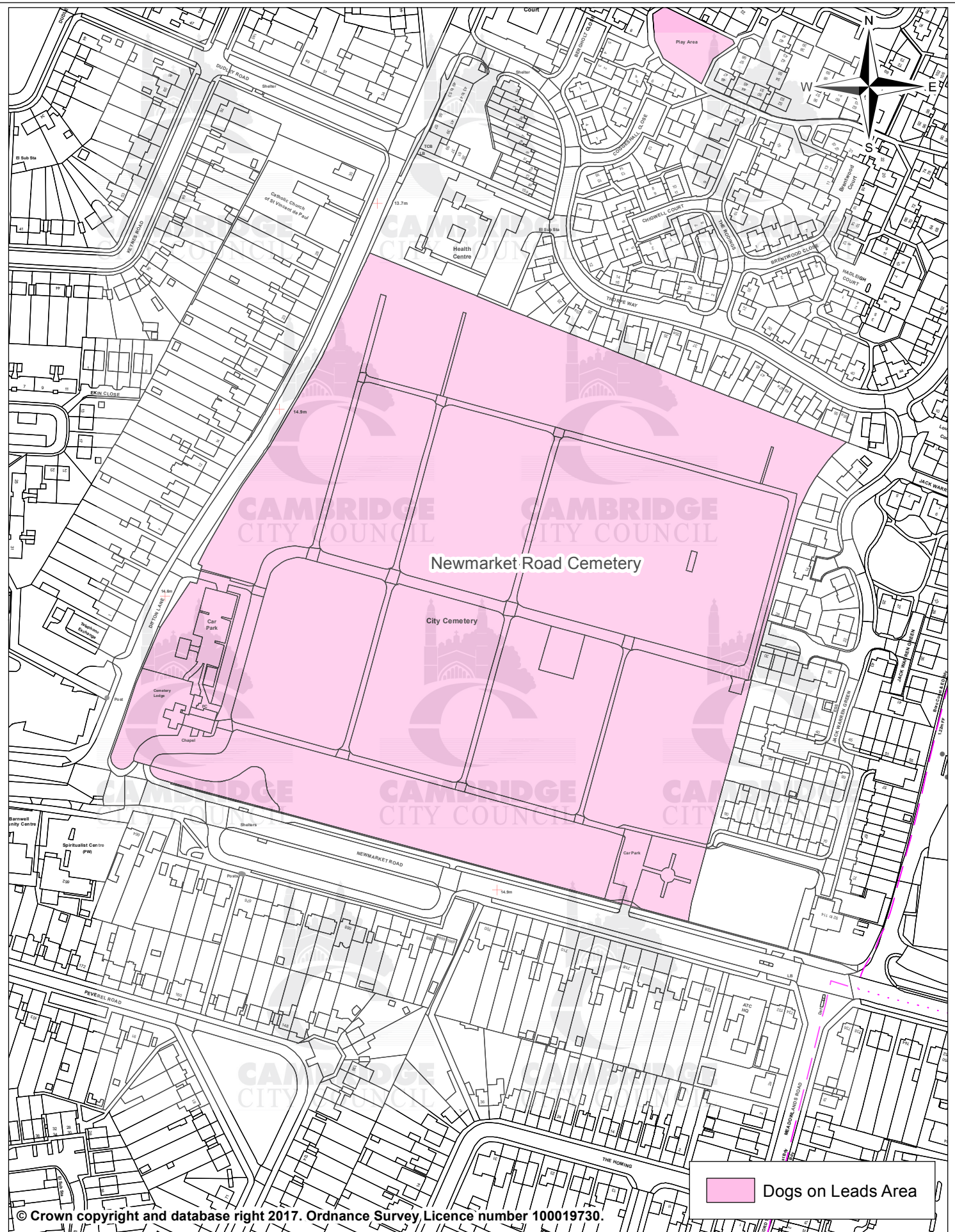
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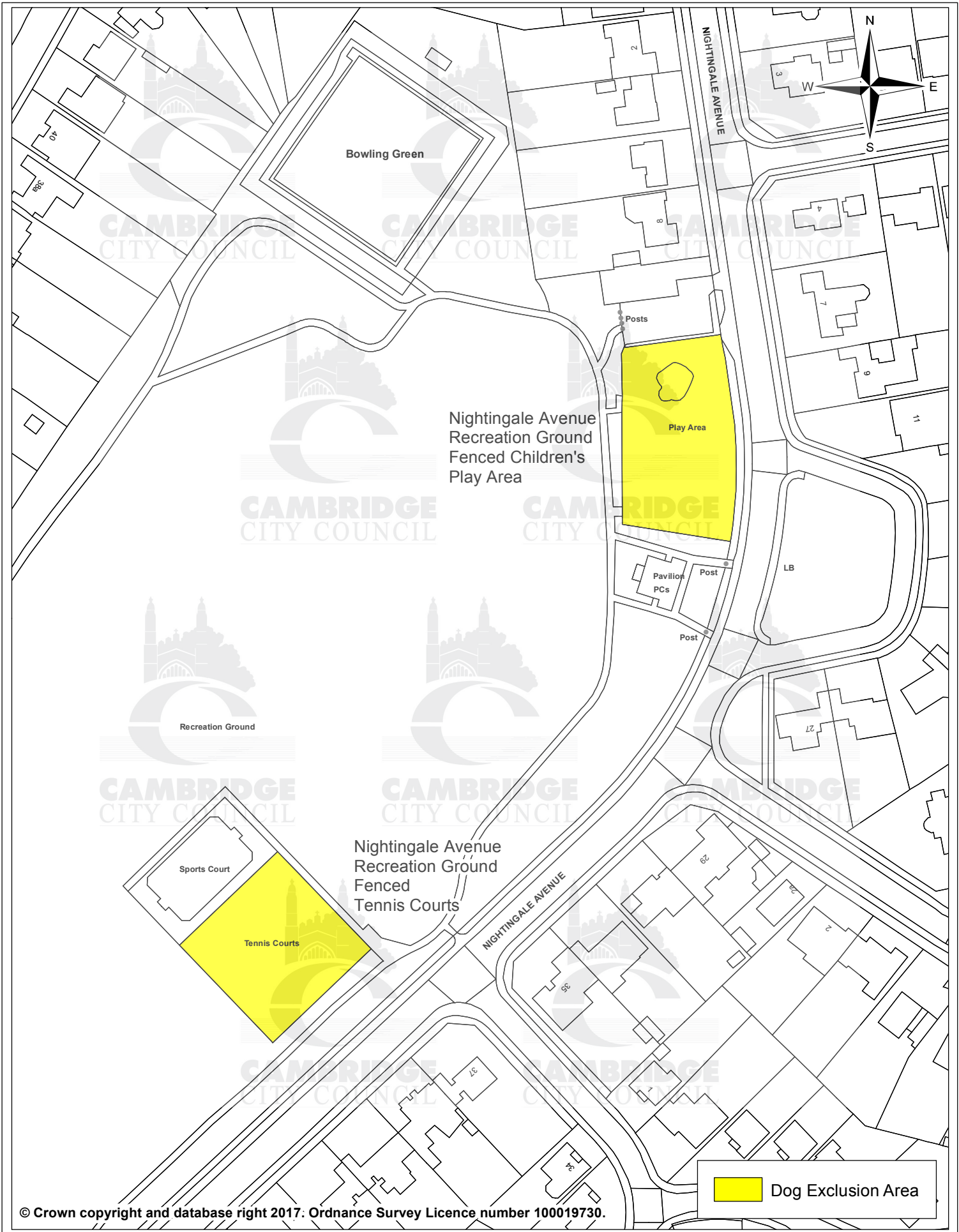
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 Dogs on Leads Area



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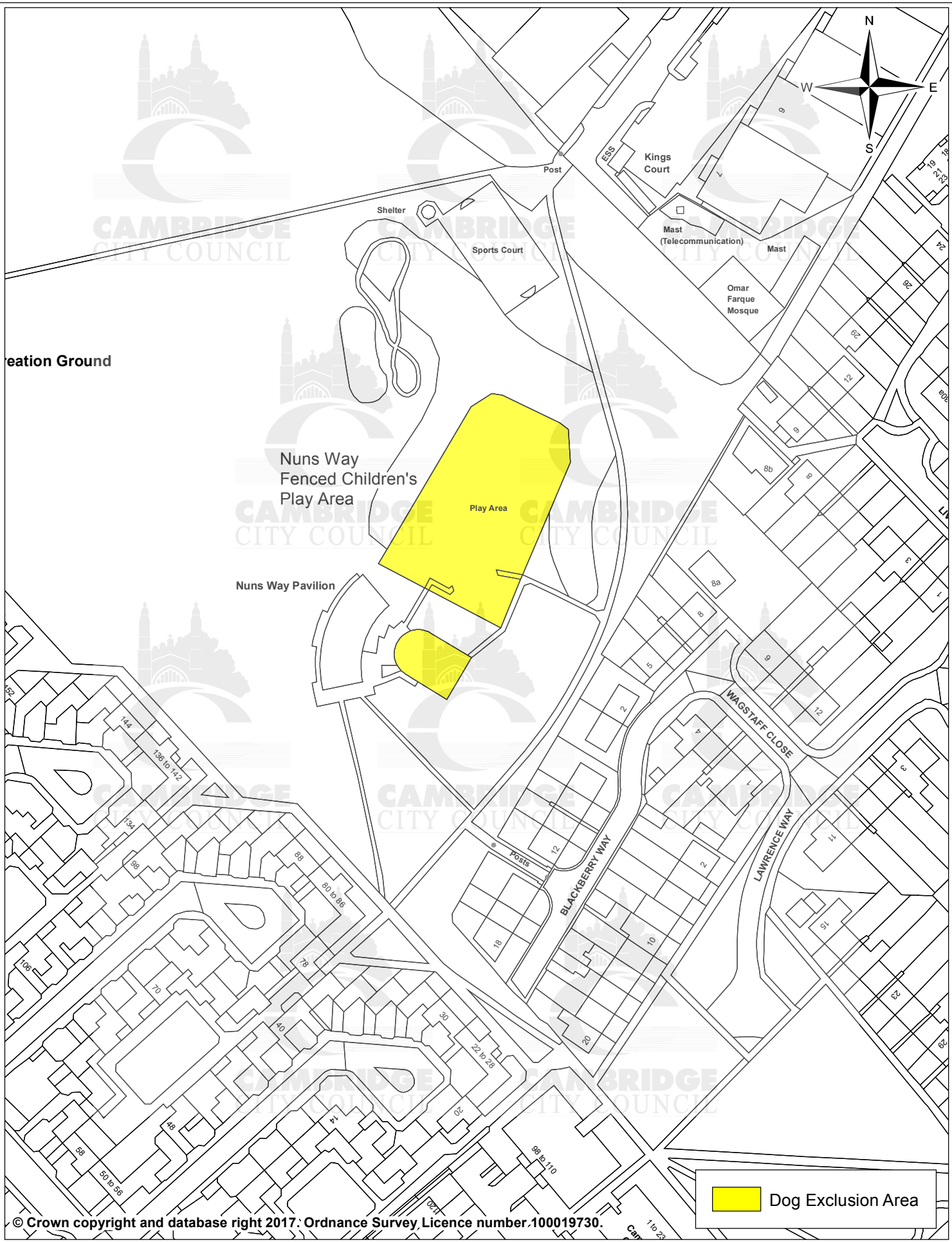
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 Dog Exclusion Area



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recreation Ground

Nuns Way Fenced Children's Play Area

Play Area


Nuns Way Pavilion

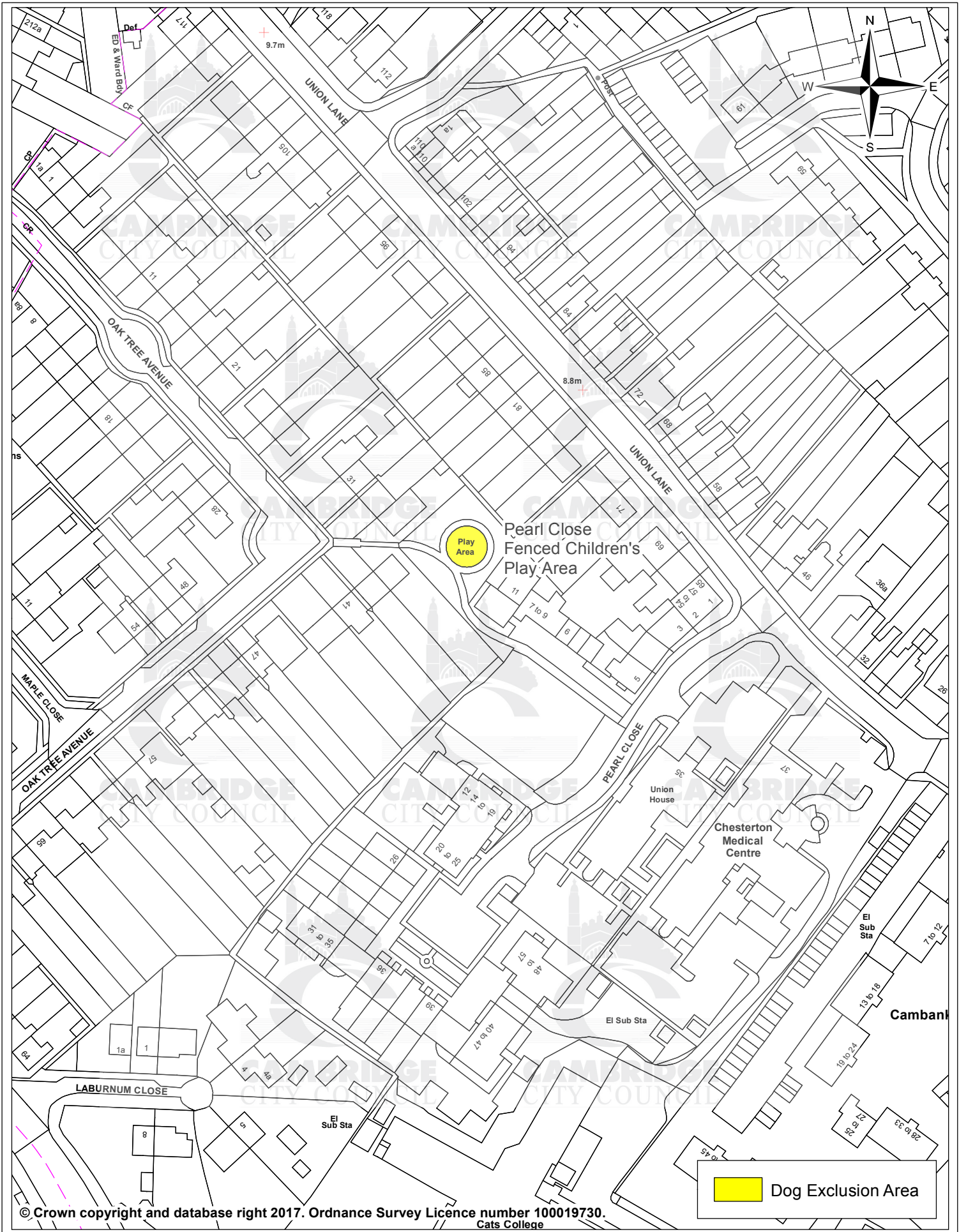
 Dog Exclusion Area

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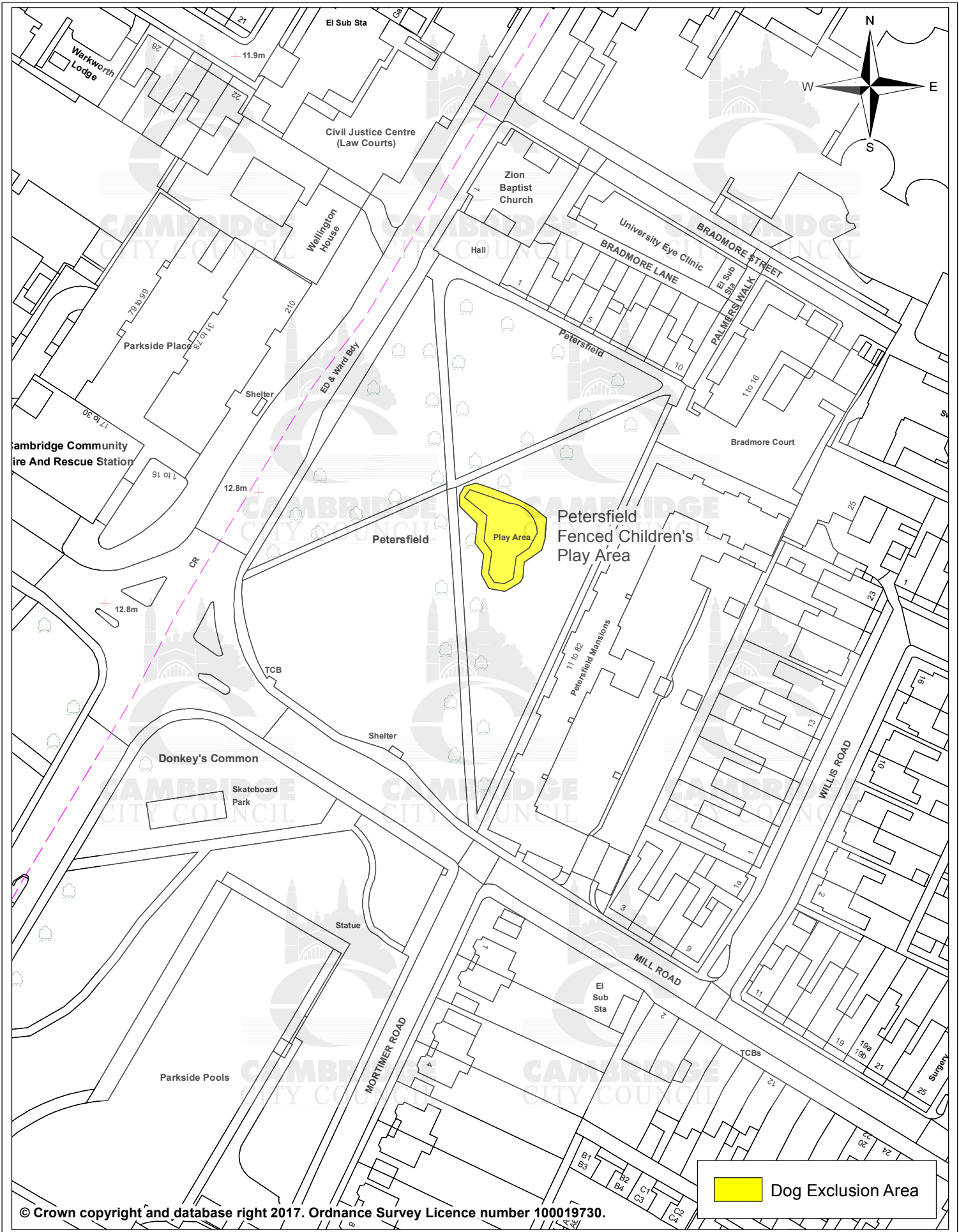
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 Dog Exclusion Area



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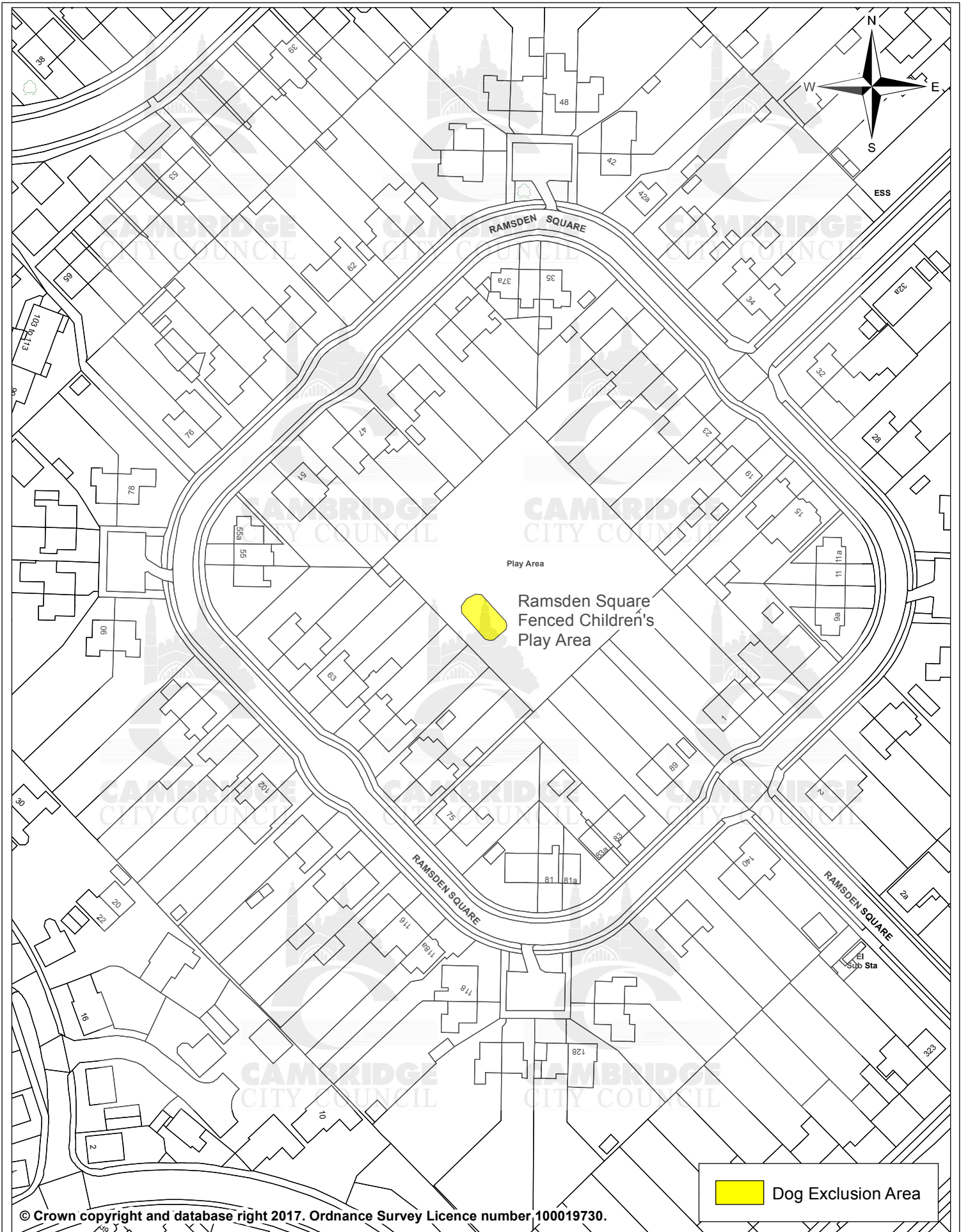
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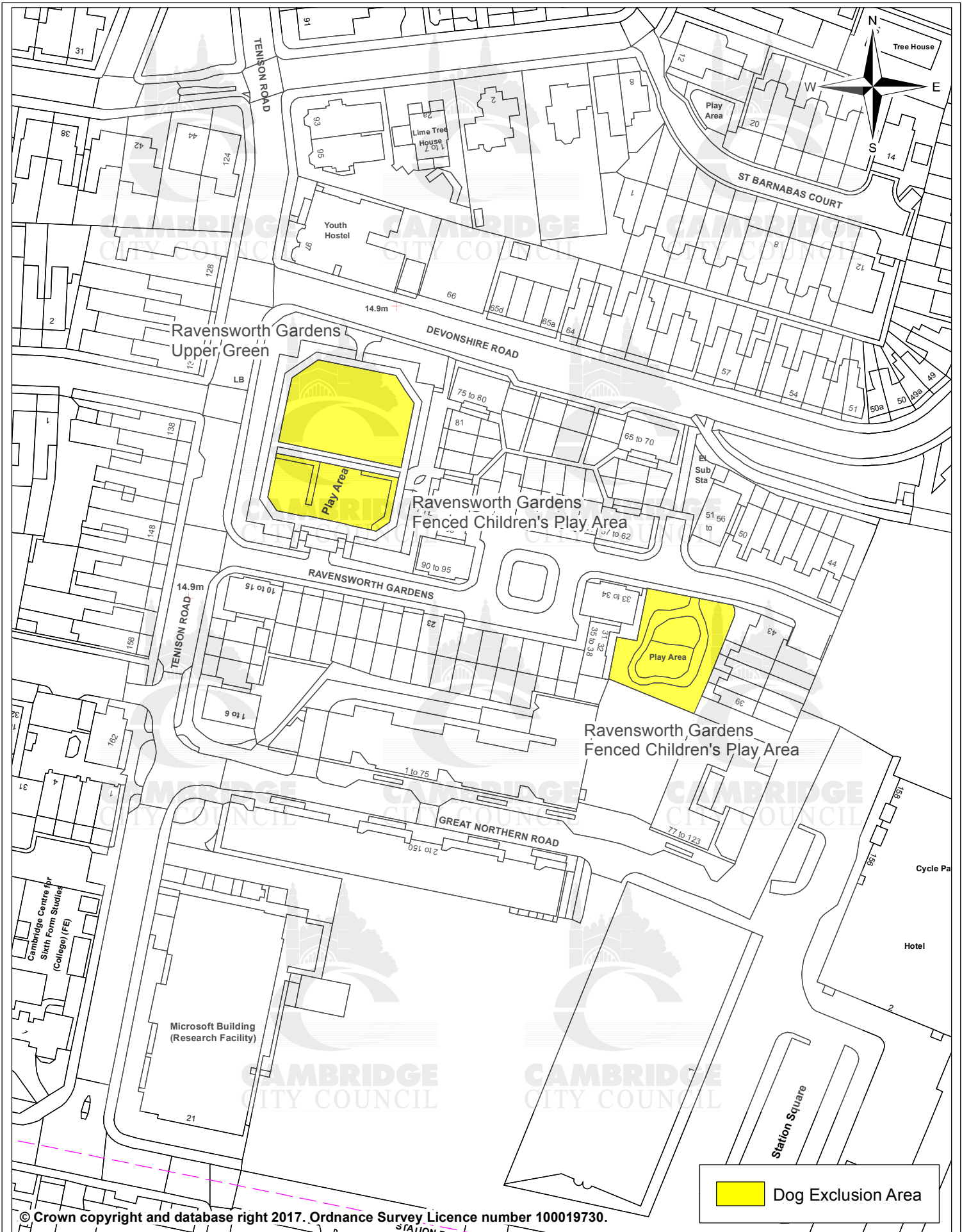
 Dog Exclusion Area



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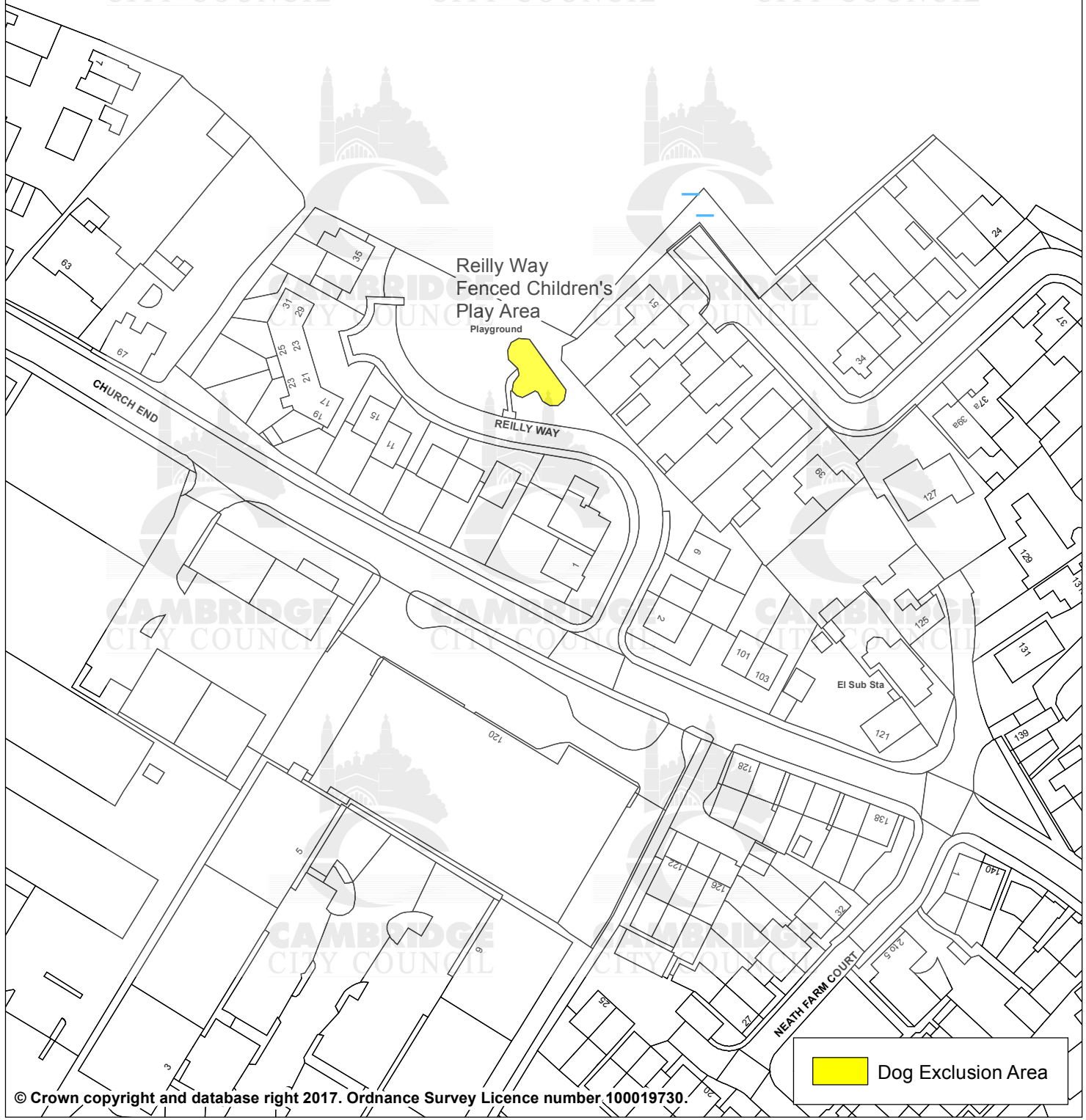
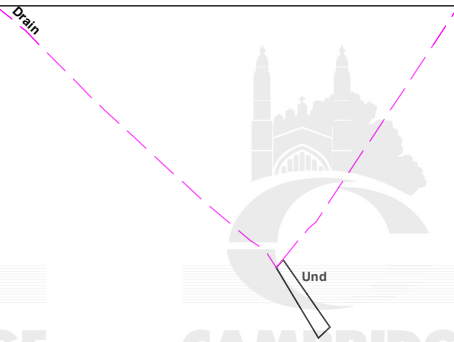
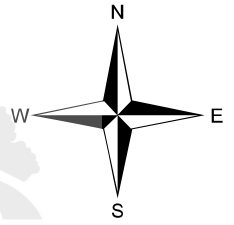
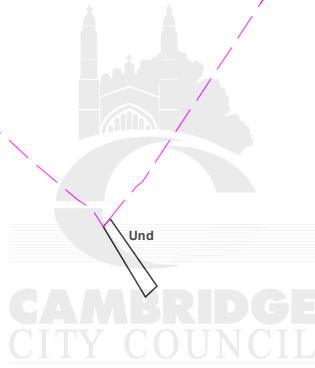
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	Dog Exclusion Area
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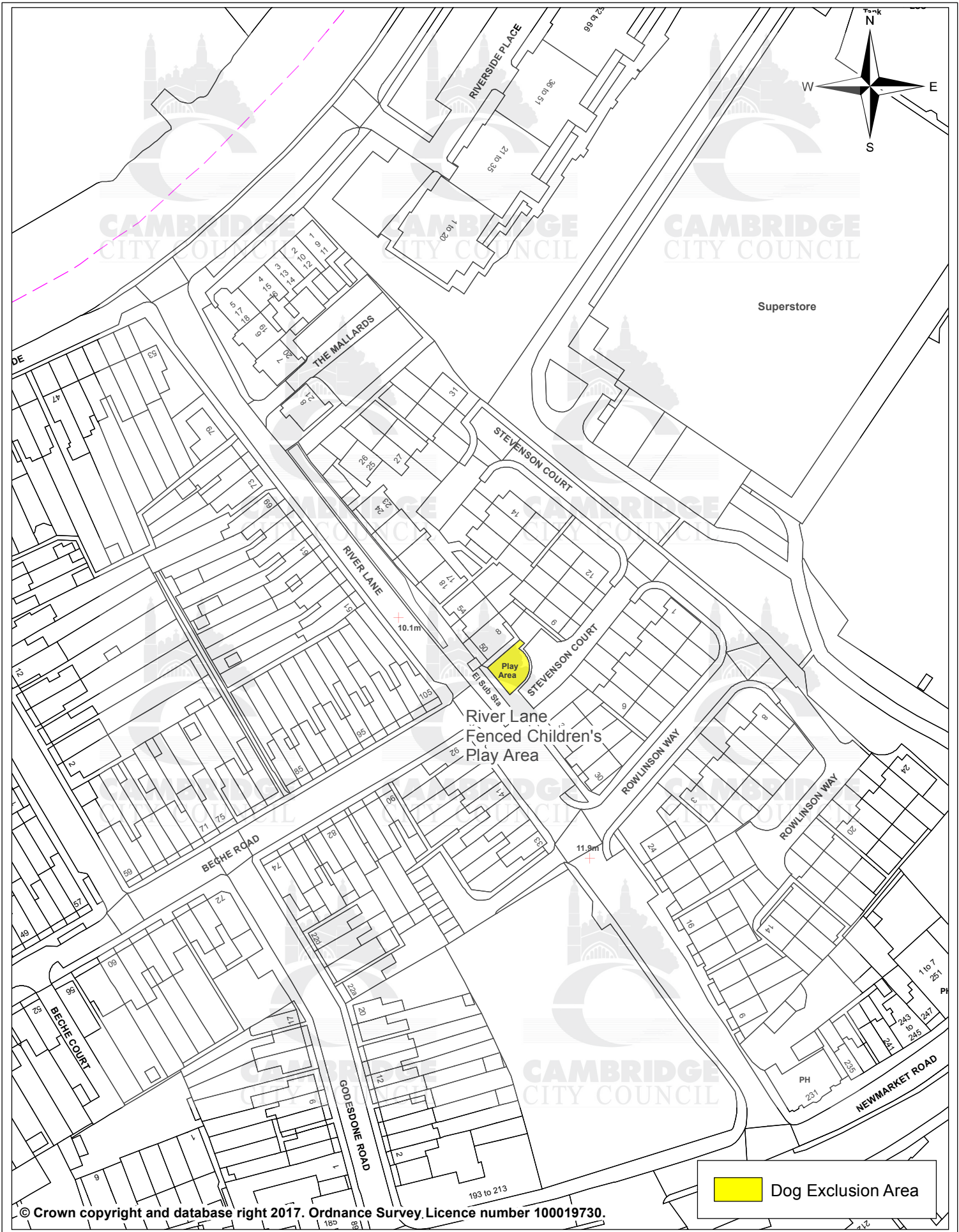
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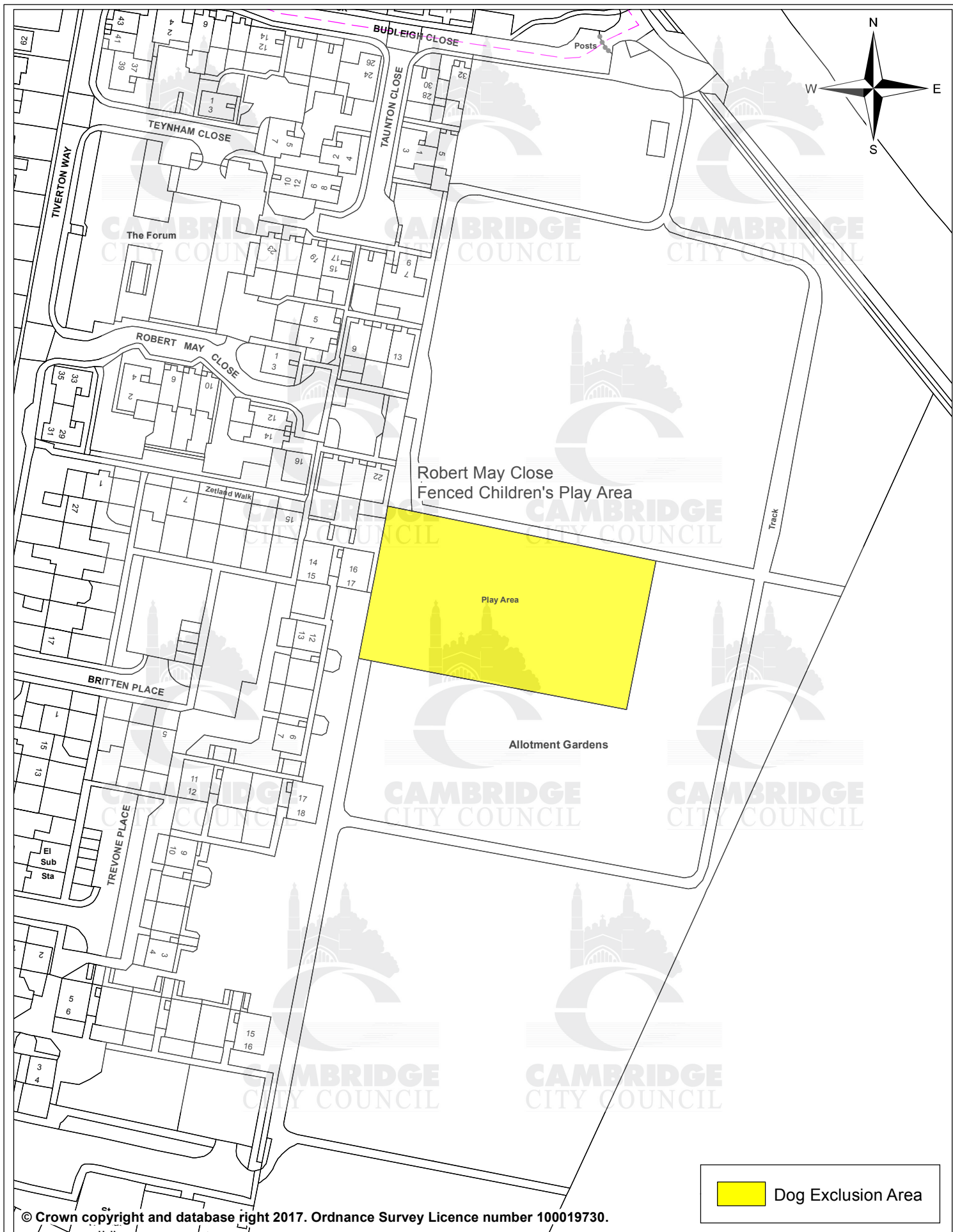
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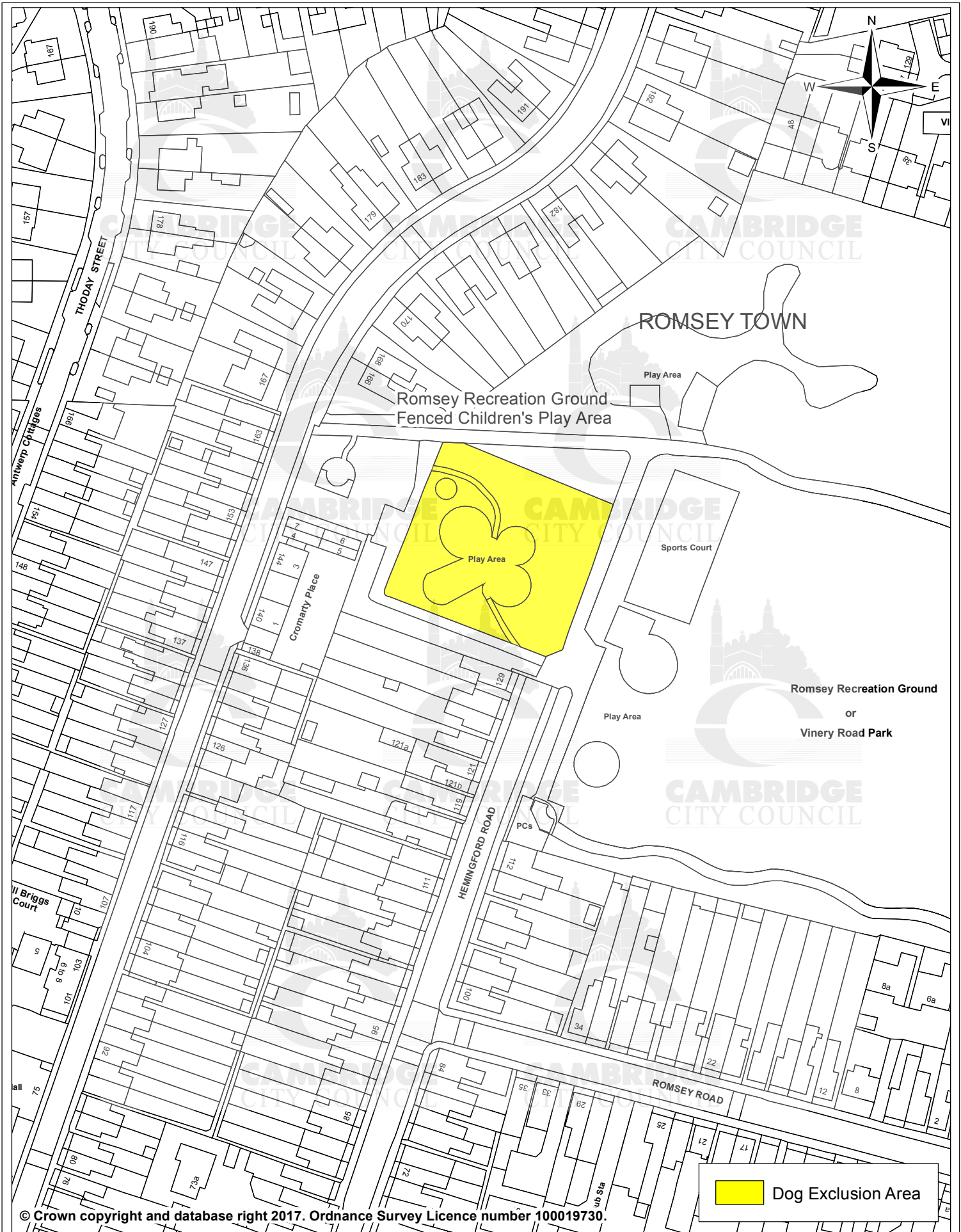
 Dog Exclusion Area



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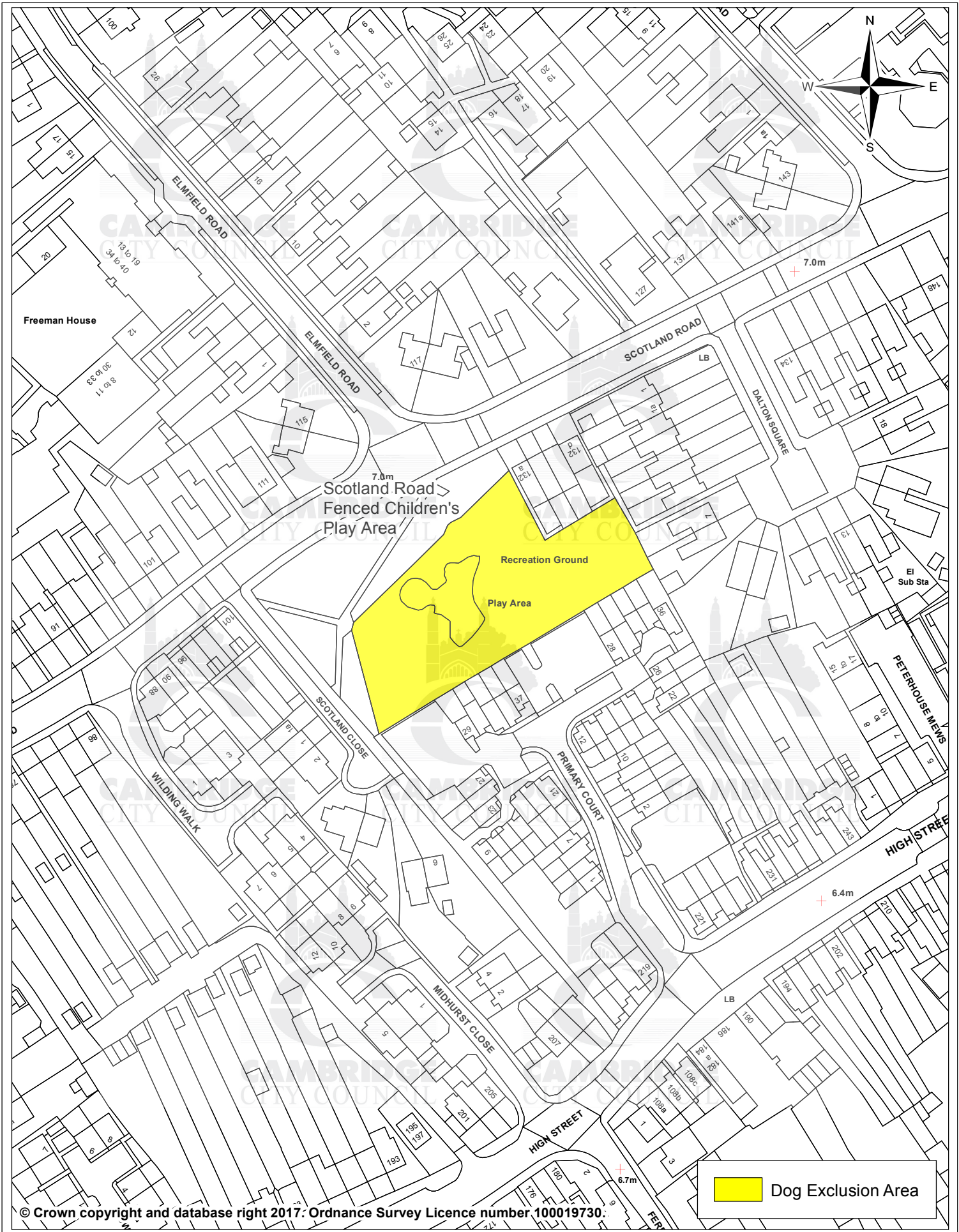
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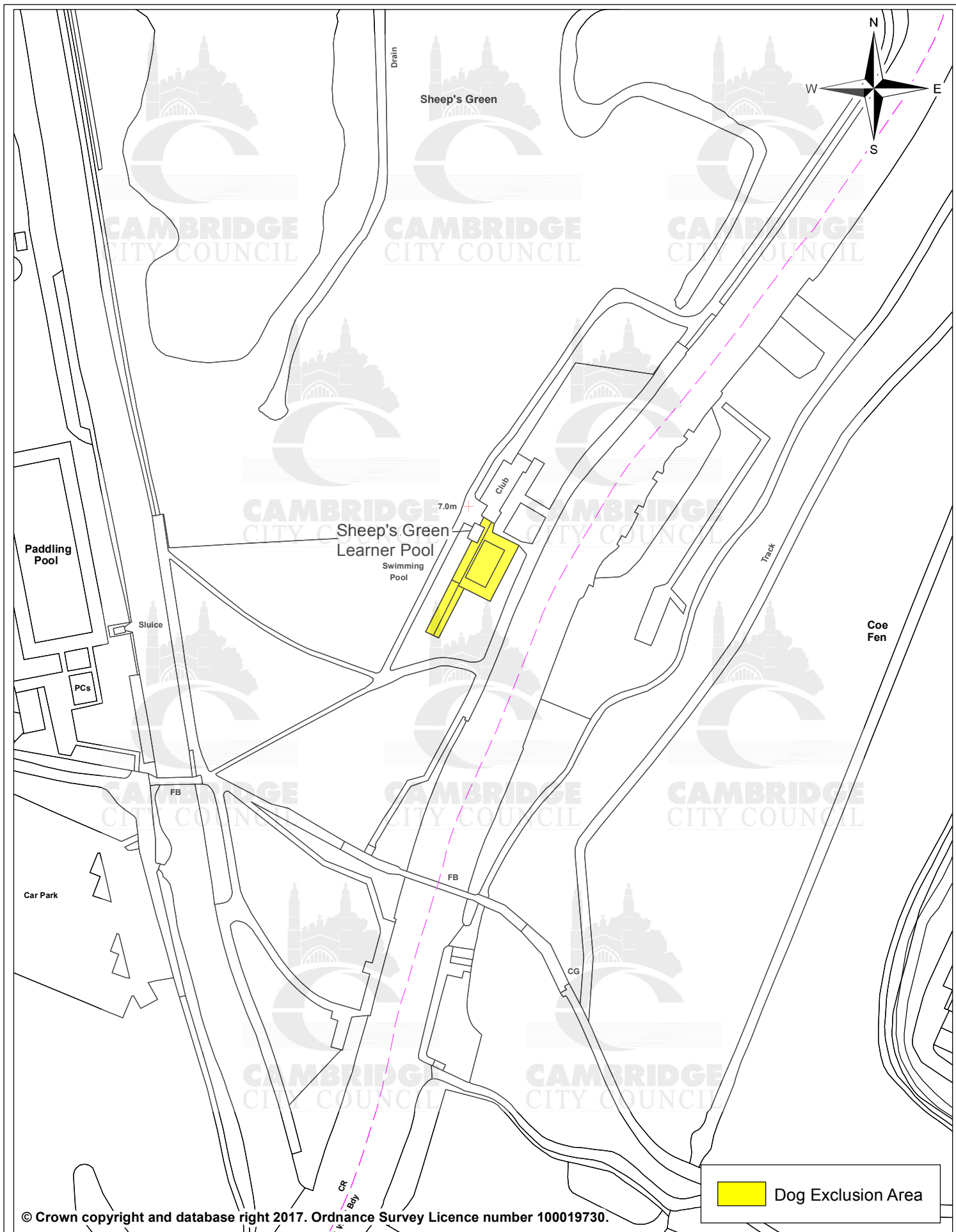
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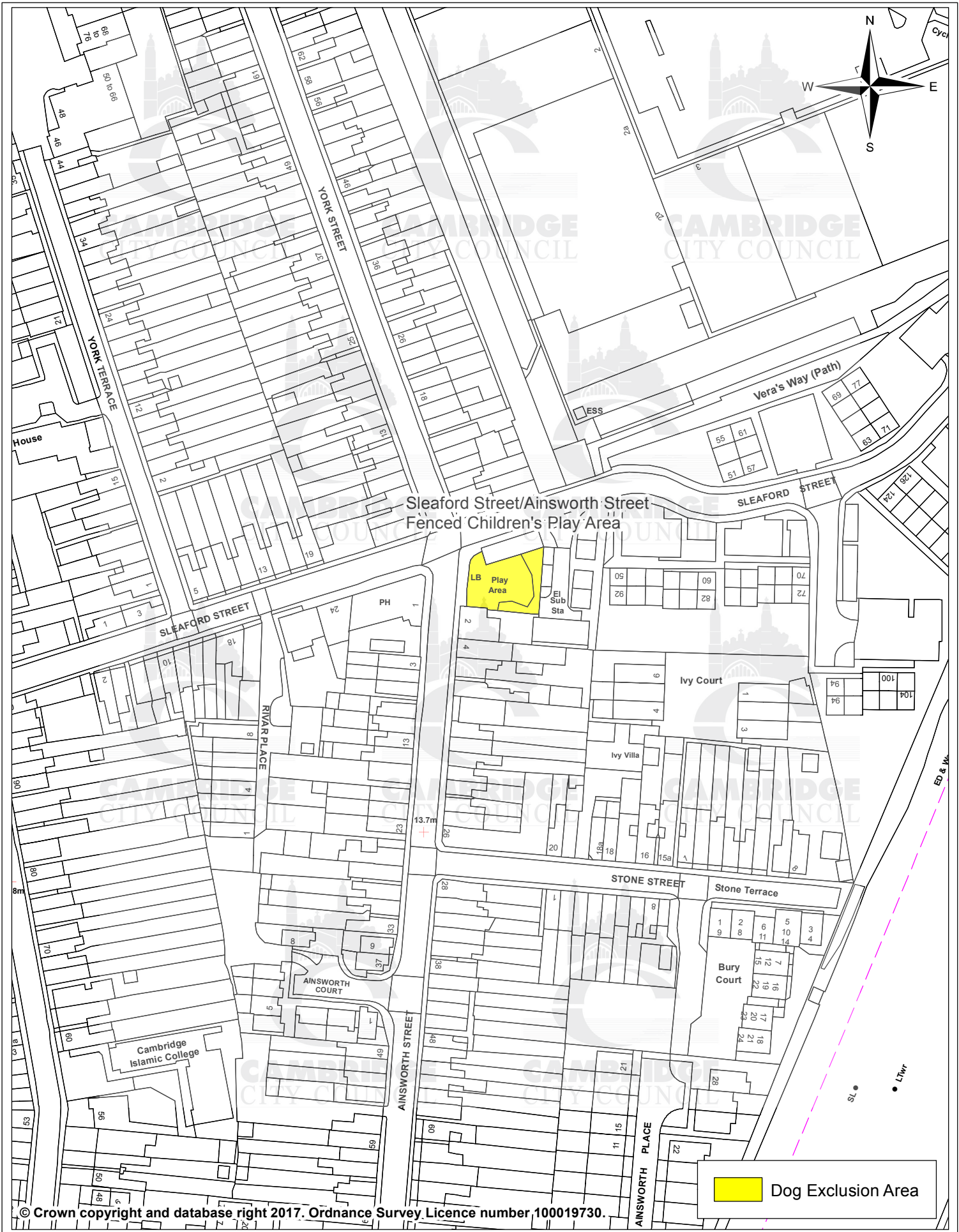
 Dog Exclusion Area



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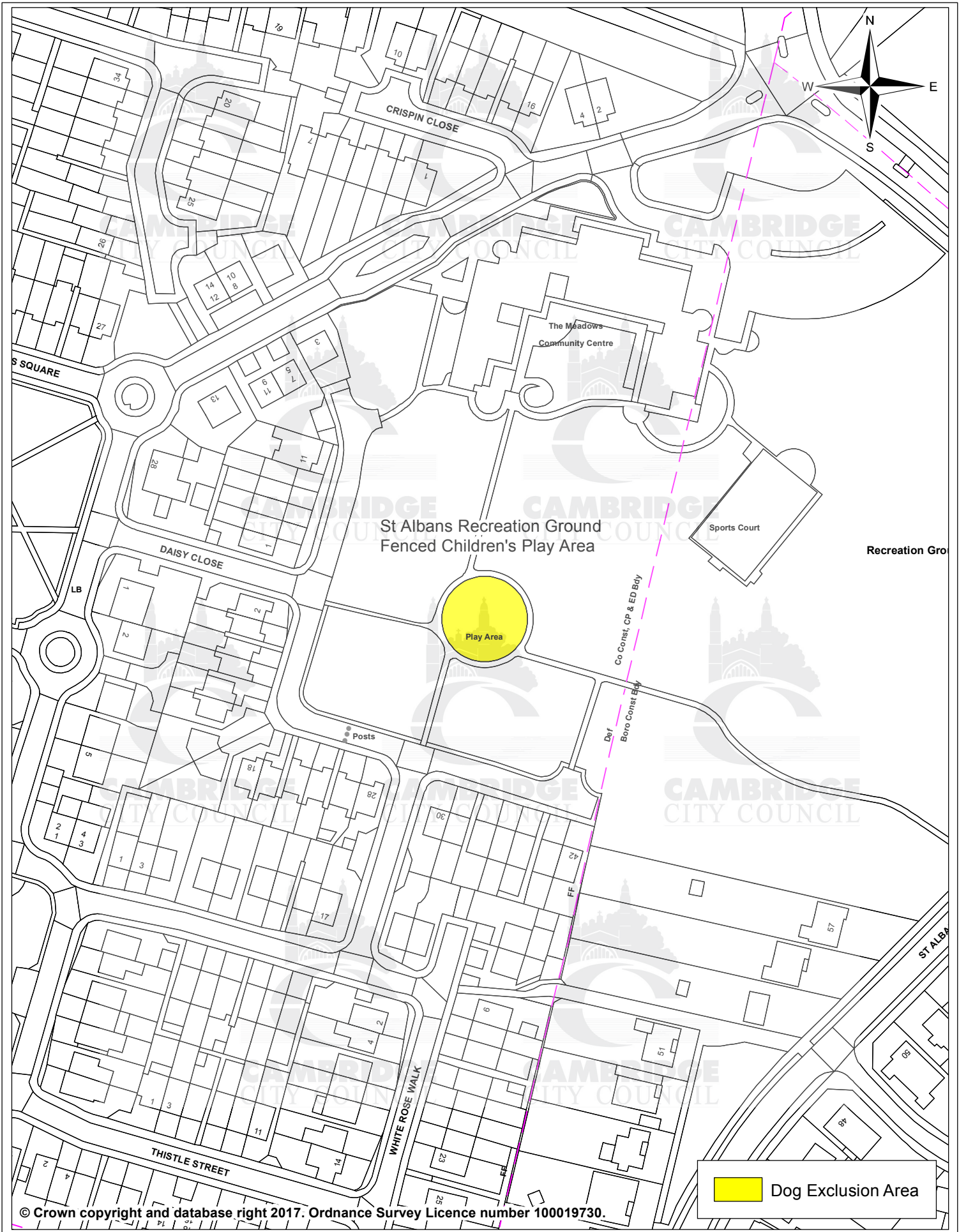
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 Dog Exclusion Area



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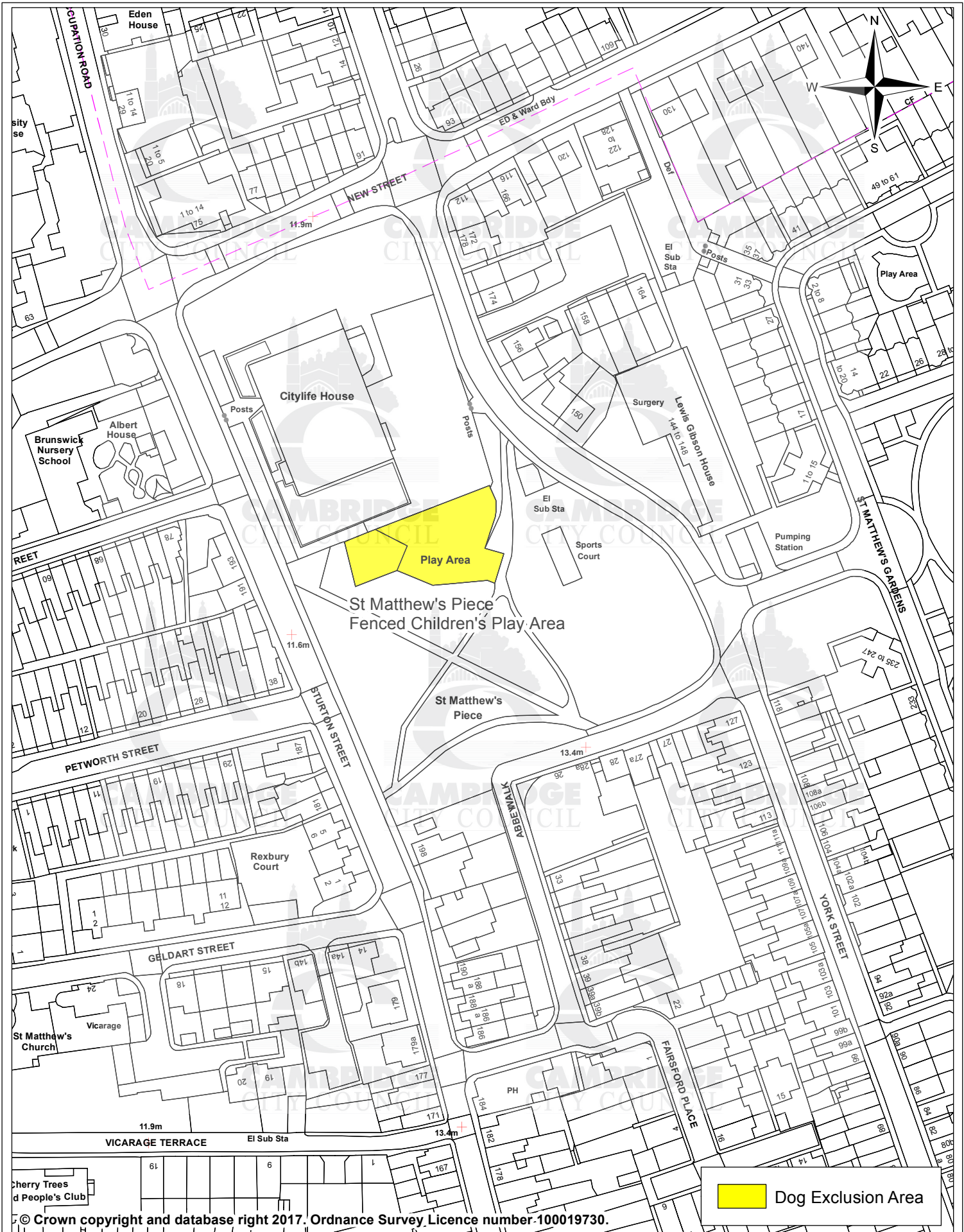
 Dog Exclusion Area



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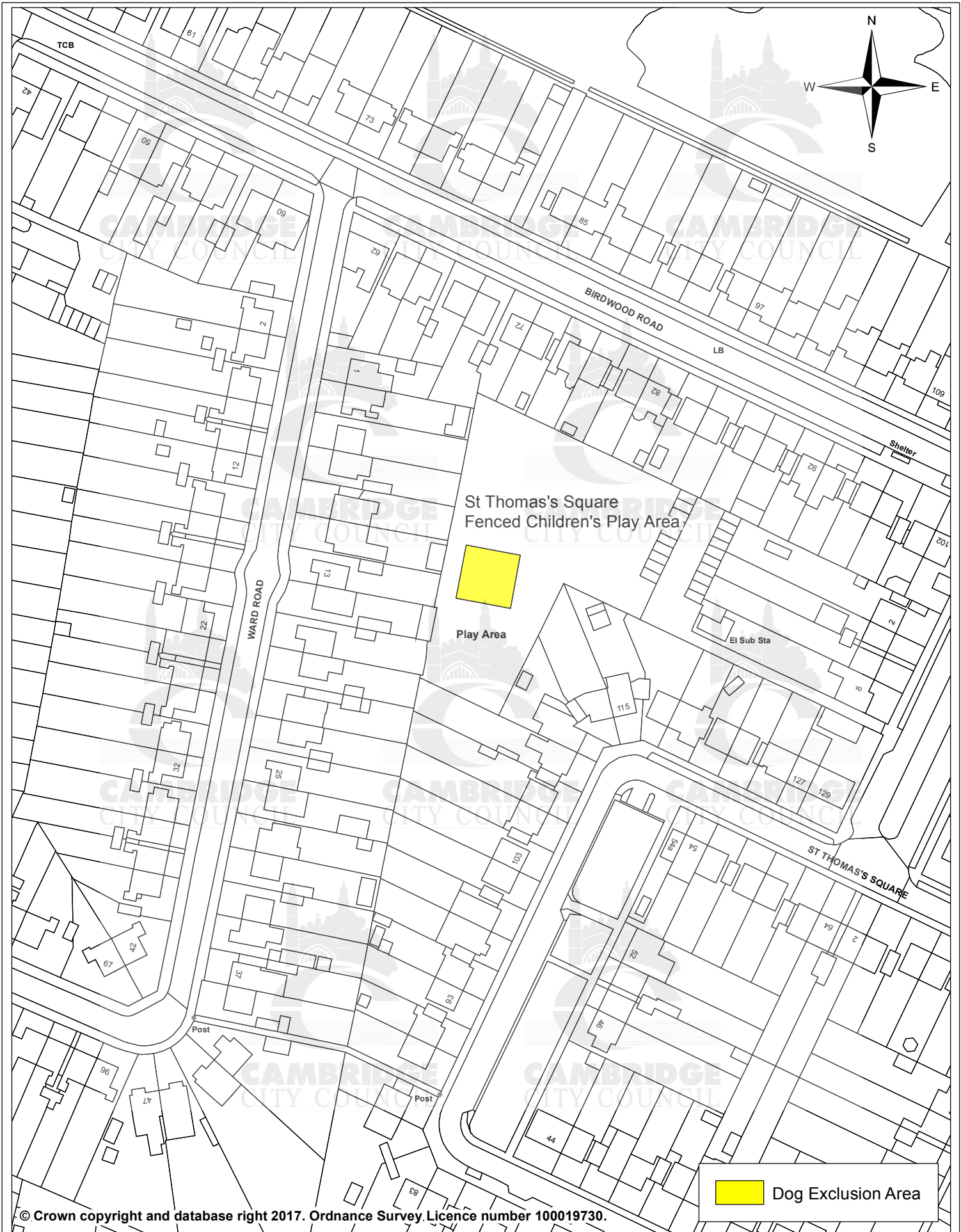
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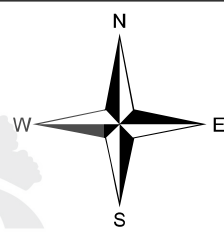
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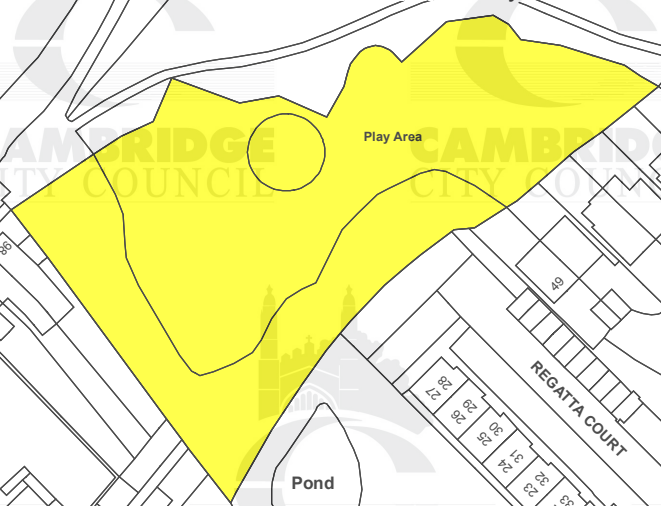
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Scale:	1:1,250 @ A4



Stourbridge Common Fenced Children's Play Area




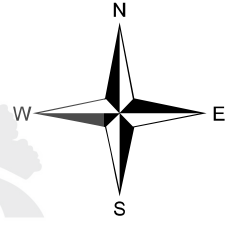
 Dog Exclusion Area

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Public Space Protection Order (Dog Control) Page 209

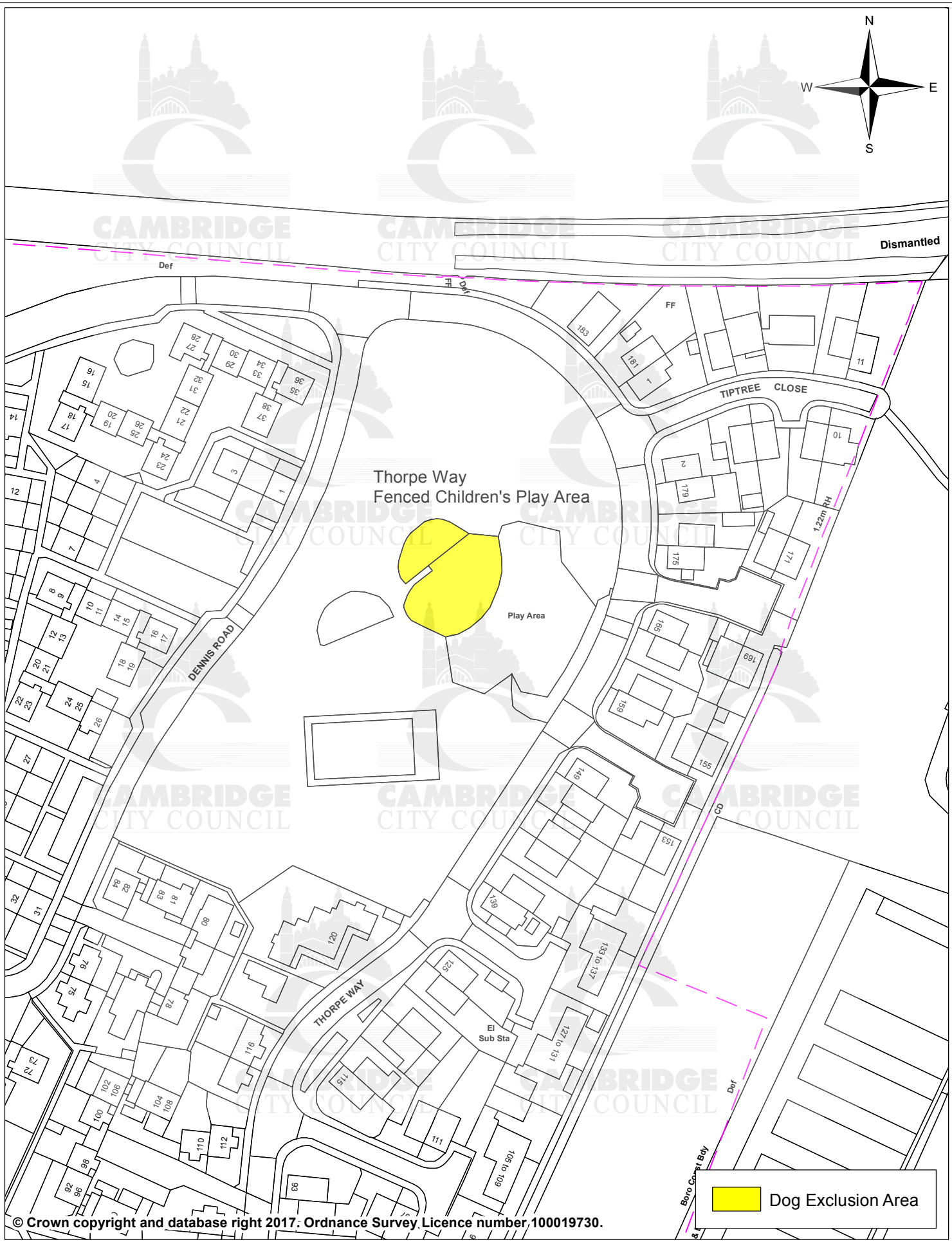
Date:	26 May 2017
Produced by:	
Section/Department:	Spatial Team
Scale:	1:1,250 @ A4



CAMBRIDGE CITY COUNCIL


CAMBRIDGE CITY COUNCIL

CAMBRIDGE CITY COUNCIL



Thorpe Way Fenced Children's Play Area

Play Area


 Dog Exclusion Area

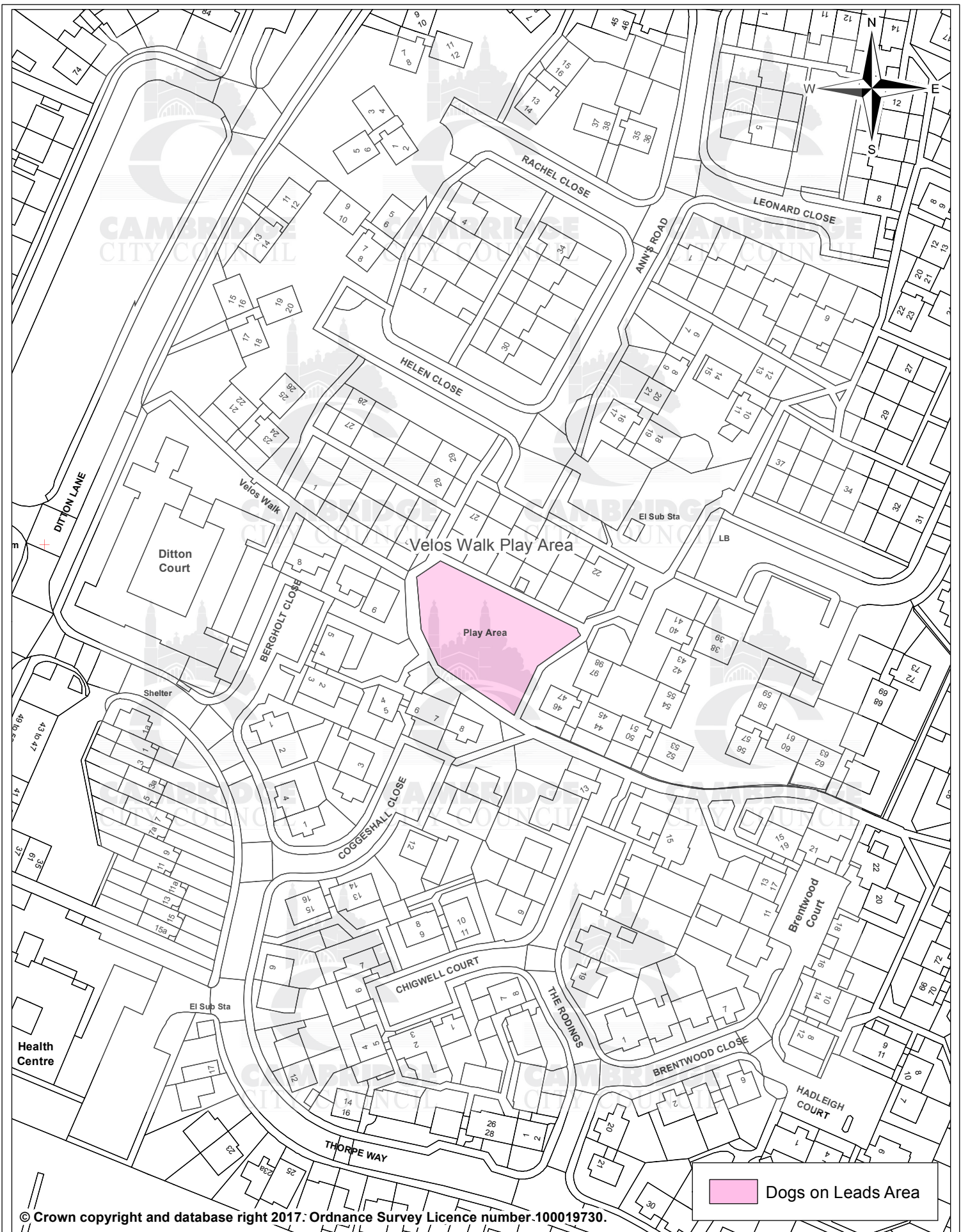
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Public Space Protection Order (Dog Control)

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Date:	26 May 2017
Produced by:	 3C Shared Services
Section/Department:	Spatial Team
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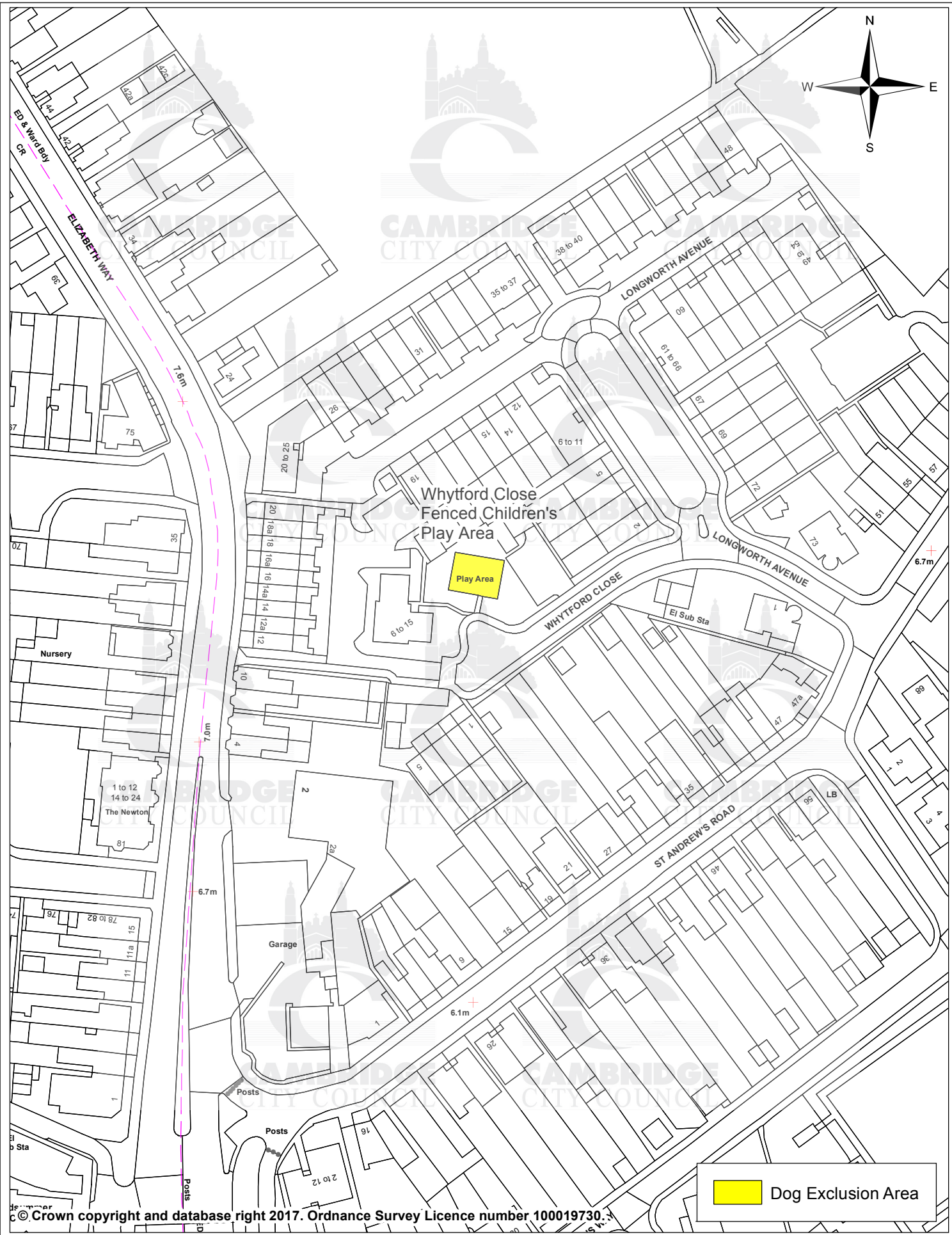
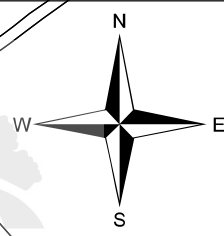
 Dogs on Leads Area



Public Space Protection Order (Dog Control)

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Date: 26 May 2017
 Produced by: 
 Section/Department: Spatial Team
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 Dog Exclusion Area

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Public Space Protection Order (Dog Control)

Page 212

Date:	26 May 2017
Produced by:	
Section/Department:	Spatial Team
Scale:	1:1,250 @ A4



Cambridge City Council Equality Impact Assessment

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

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

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

Public Spaces Protection Order for Dog Control in Cambridge

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

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

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

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

Where a Dog Control Order is in force, it would continue to be valid for a period of three years following commencement of the Anti-social, Crime and Policing Act 2014. At this point it is then to be treated as a PSPO (with effect from October 2017). The council opted to review current areas of dog control ahead of October 2017, as an early review would allow for new areas of dog control to be considered and consulted on, for public spaces protection order signage requirements to be reviewed and for a smooth transition that allows fixed penalties to continue to be issued to those that breach either orders.

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

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

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

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

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

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

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

The PSPO proposed is not put forward as a means of unduly restricting the exercising or recreation of dogs across the city. The reason for putting forward the PSPO is to address the detrimental effect on the quality of life of those in the locality caused by the irresponsible behaviour of a small minority of dog owners; and to set out a clear standard to which all dog owners are required to adhere

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

- Residents
 Visitors
 Staff

A specific client group or groups (please state): N/A

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

- New
 Revised
 Existing

5. Responsible directorate and service

Directorate: Environment

Service: Streets and Open Spaces Operations

6. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service?

No

Yes (please give details):

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

7. Potential impact

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

When answering this question, please think about:

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

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

Data for this characteristic is not held.

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

Currently the dog control orders for clearing up dog faeces and dog exclusion areas do not apply to all people. The legislation sets out some exemptions (which are not open to adaption).

The PSPO for dog control would create exceptions for those using assistance dogs, as per the meaning of an “assistance dog” given by section 173(1) of the Equality Act 2010

This would ensure that the restrictions placed on dog owners / handlers are reasonable and take into account conditions where it is not possible to comply with certain requirements.

(c) Gender

Data for this characteristic is not held.

(d) Pregnancy and maternity

Data for this characteristic is not held.

(e) Transgender (including gender re-assignment)

Data for this characteristic is not held.

(f) Marriage and Civil Partnership

Data for this characteristic is not held.

(g) Race or Ethnicity

Data for this characteristic is not held.

(h) Religion or Belief

Data for this characteristic is not held.

(i) Sexual Orientation

Data for this characteristic is not held.

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

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

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

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

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

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

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

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

9. Conclusions and Next Steps

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

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

10. Sign off

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

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

Date of completion: 25 May 2017

Date of next review of the assessment:

Action Plan

Equality Impact Assessment title:

Date of completion:

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

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

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

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

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

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

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

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

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

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

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

Report by: Andrew Limb

Relevant scrutiny committee: Strategy & Resources Scrutiny Committee 3/7/2017

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

ANNUAL REPORT 2016/17 ON THE CORPORATE PLAN 2016-19
Not a Key Decision

1. Executive summary

1.1 The report attached at appendix A provides an annual report on progress made implementing the objectives set out in the Corporate Plan 2016-19.

2. Recommendations

2.1 The Executive Councillor is recommended:
 a) To note the annual report and agree to its publication on the City Council website.

3. Background

3.1 Prior to 2016, the Council published portfolio plans setting out the key objectives for the year ahead for each portfolio. These were pre-scrutinised by the relevant committee, and achievement has been included in the Annual Report published alongside the statement of accounts each year.

3.2 But Executive Councillors and officers came to the view that the portfolio plan process was too disjointed and cumbersome to achieve the levels of coherence, succinctness, transparency and accountability that were desired.

3.3 In 2016 the Council introduced its first Corporate Plan, covering the priority objectives that the Council was aiming to achieve over the period 2016-19. The plan was modelled on that used by our partners in South Cambridgeshire District Council, and covered a multi-year period to align more closely with the Medium Term Financial Strategy. It was appended to the Budget Setting Report adopted by Council in February 2016.

3.4 At the time the Corporate Plan was introduced, it was envisaged as “simpler for councillors, residents and other stakeholders, and staff, to refer to. It translates the vision into strategic objectives, from which operational plans and personal objectives are derived.”

3.5 The Corporate Plan does not seek to cover all areas of activity, or go into excessive detail. It sets out to capture the higher level, strategic objectives, and the priority activities associated with those.

3.6 The annual report has been compiled by officers, and sets out what has been achieved against each area of activity (appendix A), as well as reporting on the key performance indicators in the Corporate Plan (appendix B). For the performance indicators officers have indicated with an arrow whether performance has improved or deteriorated during 2016/17 against the 2015/16 baseline (or most recent figures available).

4. Implications

(a) **Financial Implications**

n/a

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

n/a

(c) **Equality and Poverty Implications**

n/a

(d) **Environmental Implications**

n/a

(e) **Procurement**

n/a

(f) **Consultation and communication**

A version of the report has been produced using the exact same text contained at appendix A, but set out in a more engaging format. This will be published on the Council’s website, and promoted through our social media channels, with the intention of aiding transparency and accountability over the Council’s delivery against its priority objectives.

(g) **Community Safety**

n/a

5. Background papers

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

[Corporate Plan 2016-19](#)

[Report to Strategy & Resource Scrutiny Committee January 2016](#)

6. Appendices

Appendix A Annual Report 2016/17

Appendix B Corporate Plan Performance Indicators 2016/17

7. Inspection of papers

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

Author's Name: Andrew Limb

Author's Phone Number: 01223 - 457004

Author's Email: andrew.limb@cambridge.gov.uk

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Cambridge City Council

Corporate Plan Annual Report 2016/17

The Council's Corporate Plan for 2016/19 sets out the key activities Cambridge City Council will undertake over a three year period in order to achieve its strategic objectives and vision.

This annual report shows what has been achieved over the first year under the following priority headings:

- 1. Deliver sustainable prosperity for Cambridge and fair shares for all**
- 2. Tackle the city's housing crisis and delivering our planning objectives**
- 3. Make Cambridge safer and more inclusive**
- 4. Invest in improving transport**
- 5. Protect our City's unique quality of life**
- 6. Protect essential services and transforming council delivery**
- 7. Tackle climate change, and making Cambridge cleaner and greener**

1. Deliver sustainable prosperity for Cambridge and fair shares for all

We said that we would carry out the actions in our Anti-Poverty Strategy (APS) action plan including supporting and promoting the services offered by credit unions in Cambridge; and promoting the living wage to help people on low incomes maximise their income and minimise their costs.

During the year we spent just over £350,000 on 15 projects to help deliver the 70 actions in our Anti-Poverty Strategy. These projects included: running a Living Wage campaign, which raised the number of Cambridge employers accredited by the Living Wage Foundation to 50; helping to increase local membership of Credit Unions by 240 people (since October 2015) by creating an Advice Hub in the Council's Customer Service Centre and expanding local access points, and supporting an outreach advice service based in local GP practices that increased the incomes of 200 vulnerable people, entitled to claim benefits, by £486,000 so far.

We said that we would support children and families who face greatest need in the city by providing opportunities to be included and engaged in the life of the city.

During the year we provided just over 3,000 free community lunches for families in the school holidays; ran a Summer Daze free programme of events involving 2,000 children and their families; targeted programmes for young people less likely to get involved in activities; improved our offer at Brown's Field Community Centre for families; promoted a Junior Savers project that has encouraged young people to open savings accounts with a Credit Union, and; funded cookery skills courses for 250 adults and children.

We said that we would ensure the impacts of welfare reform are managed smoothly and effectively to include the Council's local council tax reduction scheme; and work with the DWP to support residents with the implementation of Universal Credit.

During the year we continued to support our customers affected by national welfare reforms and built strong external relationships to enable changes brought about by the reforms to be rolled out as smoothly as possible. We entered into a delivery partnership agreement with the DWP to triage and help local people affected by Universal Credit. We continued our Council Tax Reduction Scheme, giving a reduction to 6,500 people, and used Discretionary Housing Payments to provide support to 300 of the most vulnerable people. We contacted and assisted all of our tenants, monitoring any direct rent payments, and reduced evictions for rent arrears by nearly a third compared to the previous year. The Council was in the top 20 in terms of speed of processing in DWP's official statistics in the first part of the year.

We said we would review community-based activity and facilities, and work in partnership, to ensure that services support those in greatest need.

During the year we continued to offer activity programs, places to meet and a range of spaces for hire in our community centres. We began a review of

During the year:

£350,000 was spent on anti-poverty projects to help people living on low incomes

50 local employers continued to be accredited with the Living Wage Foundation

3,000 free community lunches were provided to low income families in school holidays

12,000 children and young people attended ChYpPS sessions

300 of the most vulnerable people received Discretionary Housing payments to help them stay in their homes

6,500 people were awarded a Council Tax reduction by the Council

community-based activities and facilities to ensure that they can support residents in the greatest need and reflect the growth of the city. An audit of citywide community facilities was completed and an assessment made of where there are gaps in provision and any duplication. A Community Centres Strategy has been drafted, which includes proposals that could see changes to seven of our eight community centres, and this is being consulted on with local communities and stakeholders.

We said we would ensure through the planning process that new developments include community and other facilities that make them high quality places to live.

During the year we continued to apply the Council's policies in respect of community facilities to ensure new provision and existing facilities meet community need. The Council is contributing towards the delivery of the North West Cambridge and Clay Farm community buildings.

We said we would work with partners to secure devolution of powers and funding from central Government, and expand joint delivery of public services.

During the year we came together with other councils in Cambridgeshire and Peterborough and other major public services in the area to develop a scheme with central government that devolved powers and functions to a new Combined Authority with a directly elected Mayor. The Cambridgeshire and Peterborough Devolution Deal will deliver substantial investment for the Combined Authority area of around £700m.

We said we would work in partnership with the new destination management organisation for Cambridge and the surrounding area to maximise the economic benefits from tourism to the city.

During the year we played an active part in the establishment of Visit Cambridge and Beyond, supporting the new destination management organisation in its work to attract visitors to the city and maximise the economic benefits to the city that they can bring within a sustainable model of tourism.

We said we would work with digitally excluded tenants and residents to enable them to access online services that improve their life chances.

During the year we continued to fund and sign-post social tenants to digital inclusion training being run by Cambridge Housing Society, Camsight and Cambridge Online. These organisations provided a total of just over 1,500 hours of direct support to 240 people interested in being online. 44 people expressed an interest in becoming Digital Champions in the city and helping other people access online services.

We said we would continue to support vital citywide and local advice and support services for those most in need, provided by the Citizens Advice Bureau (CAB), our skilled council advisers and others. We will carefully target investments from our Sharing Prosperity Fund, and investigate expanding CAB outreach workers to other surgeries in communities of high need.

During the year:

137,000 visits to our community centres

£900,000 was paid in community grants to help voluntary and community groups deliver services to those most in need

During the year we provided a £900,000 community grants programme to support voluntary and community groups engaged in reducing social and economic disadvantage for city residents with the highest needs. This included providing £200,000 of funding for the mainstream work of the Cambridge Citizens' Advice Bureau and other specialist advice providers.

2. Tackle the city's housing crisis and delivering our planning objectives

We said we would work with partner local authorities, Registered Providers and developers to build new homes across all tenures in accordance with the local plan, with a particular focus on maximising delivery of social rent housing.

During the year 415 affordable housing completions, including growth sites, council land and other sites were delivered. Of these, 75 were provided by the Council for rent and shared ownership.

We said we would develop a "General Fund Development Programme" to make the most of the Council's land to provide new market, social rented and – potentially - intermediate housing, at a range of sites including, for example: Mill Road Depot; and Park Street Car Park.

During the year a Supplementary Planning Document (SPD) was developed for the Mill Road Depot site following thorough community engagement. Proposals for this site and Park Street Car Park are being worked up and are being taken forward through the Council's new investment partnership with Hill – Cambridge Investment Partnership. The Council continued to work on preparing a General Fund Development Programme to bring forward affordable housing.

We said we would continue to provide council housing, focusing on those most in housing need.

During the year we continued to manage and maintain over 7,000 homes in the city. Changes to social housing and welfare policy have had a significant impact on how we do this and caused us to review this service and change the way it is managed, minimising as much as possible the impact on our tenants. Many of our tenants are vulnerable and our Tenancy Sustainment Service supported 71 clients in keeping their tenancies in the year, many of whose primary need was for mental ill health support.

We said we would provide housing advice to reduce, and help prevent, homelessness by offering early advice on alternative housing options.

In conjunction with partner agencies, the Council worked hard to prevent homelessness in a record number of cases in the year. Advice or alternative accommodation was offered to nearly 1,000 households facing this threat.

During the year:

415 affordable Housing completions

9 national awards for the quality of new developments

7,000 homes continued in Council management

71 tenancies were sustained that otherwise may have been lost

72 empty homes were brought back into use

During the year:

75 new homes for rent and shared ownership were provided by the Council

£70,000,000 was allocated for affordable housing in Cambridge as part of the "Devolution Deal"

We said we would encourage private landlords to deliver good standard, energy-efficient housing and tackle those who do not.

During the year we investigated 340 complaints about housing standards and empty properties and served 29 enforcement notices. Four landlords were successfully prosecuted for fines and costs amounting to just under £34,000 and we administered one formal caution in relation to Housing Act offences. We also helped bring back into use 72 empty homes and trained 50 landlords in good housing management practice. Through the Green Deal for Communities we carried out £500,000 of work installing 106 measures in 75 private rented sector properties.

We said we would support health and social care partners to deliver effective community and home based support.

During the year we continued to provide care and support for people living in our sheltered housing scheme at Ditchburn Place. We also made a number of intermediate care flats available in the year to the County Council for use by Addenbrookes Hospital to help relieve pressure on their bed spaces, while individuals wait for community based care and support.

We said we would seek to secure target of 40% affordable housing in new developments through the planning application process.

During the year we continued to secure the Council's adopted policy of 40% affordable housing on sites of 15 or more dwellings in the majority of instances, with 415 affordable housing completions.

We said we would support the local plans through the examination process to adoption and then joint implementation with partners, particularly in partnership with South Cambridgeshire District Council.

During the year we continued to defend the Council's Local Plan at Examination in public hearings, working closely with South Cambridgeshire District Council.

We said we would ensure planning applications are dealt with within target timescales and resources.

During the year we met the Government's target timescales for all planning application types and dealt with nearly 1,500 planning applications.

We said we would develop further the Cambridge City Housing Company.

During the year we transferred 23 properties from a developer into a Housing Company we set up to purchase and market properties to enable them to be let as intermediate housing at sub-market rents.

We said we would work with our partners in the City Deal through the shared Housing Development Agency to deliver additional affordable homes for market sale and rent on sites in and close to Cambridge.

During the year the Greater Cambridge Housing Development Agency (HDA) completed schemes in both the city and across South Cambridgeshire totalling 274. 143 of these were Affordable Housing (social rent, Affordable Rent, shared ownership) and a further 29 let at rents at 80% of market value. The rest of the housing was for market sale.

We said we would seek ways to continue building new City Council homes.

During the year we secured £70m of housing grant for Cambridge, as a part of the the Devolution Agreement, to start to build at least 500 new Council homes over the next five years. This will be topped-up by Right to Buy receipts and will enable the Council's new house building programme to continue. The Cambridge Investment Partnership will be the main delivery vehicle for this programme.

We said we would work with our statutory and voluntary sector partners to reduce street-based homelessness.

£390,000 was won to deliver the Homelessness Prevention Trailblazer project

£6,000 was raised by the public to support Cambridge Street Aid

During the year we put in place a new Homelessness Strategy and action plan to show what the Council and its partners want to achieve in tackling rough sleeping. A "Homelessness Summit" was convened where partners agreed a joint "Rough Sleeping Statement" to better work together. We also secured funding through the government's Homelessness Prevention Trailblazer Fund to build on and develop a co-ordinated multi-agency approach and helped launch Cambridge Street Aid, a fund administered Cambridgeshire Community Foundation to support homelessness charities and other community groups to get a person off, or stay off, the streets.

3. Make Cambridge safer and more inclusive

We said we would work to make the city a safer, more inclusive and welcoming place by promoting equality and diversity advice and events.

During the year we continued to fund and support free community events that promoted community pride and cohesion in the City, such as the Big Weekend (which had an estimated attendance of 30,000 people), Cherry Hinton Festival, Strawberry Fair and Mill Road Winter Fair. We also worked in partnership to deliver a programme of free events to celebrate diversity.

We said we would work with County Council, Police and local residents and businesses to tackle anti-social behaviour issues, including littering, alcohol-related incidents, fly tipping and nuisance punt touts.

During the year we dealt with 300 cases of anti-social behaviour, 154 of which involved intensive casework. Our Environmental Health team received 1,856 complaints relating to noise nuisance and served a total of 35 abatement notices, with six successful prosecutions where notices had not been complied with. We also extended the Public Spaces Protection order prohibiting the consumption or possession of an open container of alcohol on Mill Road cemetery, Petersfield Green and the front garden of Ditchburn Place.

We said we would ensure that Council departments, and the partners who deliver services on our behalf, meet high standards in protecting children and adults through our safeguarding activity.

Council officers submitted over 60 referrals to the Multi-agency Safeguarding Hub (MASH) to look at safeguarding issues. Safer recruitment and safer procurement/contract management has become embedded in our organisation and staff have been briefed on the requirements of Care Act. We also updated our safeguarding policy for protecting children to reflect legislative, agency and procedural changes and tailored our training offer to our different staff groupings and outside bodies to make it more relevant to them.

We said we would fund overnight street lighting across Cambridge that would otherwise have been lost, to reduce the risk of crime, reduce the fear of crime, and contribute to the wider safety of people travelling during the night or starting their journeys early morning.

The Council provided a grant to the county council to increase the brightness of street lighting in Cambridge between 10 pm and 2 am, in response to concerns about the safety of residents.

During the year:

30,000 people attended the Big Weekend event

300 cases of anti-social behaviour were dealt with

4 hours of brighter street lighting every evening was funded between 10 pm to 2 am

27 fixed penalty notices issued to "Punt Touts"

49 refugees were settled under the Syrian Vulnerable Person scheme

We said we would upgrade CCTV, including relocatable CCTV, to continue its vital contribution to making Cambridge safer. We will target areas of the city which experience most crime or anti-social behaviour.

We committed to purchase six new mobile CCTV units for use in Cambridge. The new cameras are lighter, easier to maintain, have better transmission and picture quality and can be quickly deployed to “hotspots” in the City. The Council’s Safer Communities team will handle requests for use of these cameras.

We said we would follow up the consultation on the proposed Public Spaces Protection Order to achieve effective measures to tackle anti-social behaviour from punt touts.

During the year we put in place a Public Spaces Protection Order (Touting) 2016 that prohibits verbally advertising or soliciting for custom or otherwise touting for a punt tour or the hire or use of punt boats or similar craft on the River Cam. Since then, 27 fixed penalty notices have been issued for breach of the order and one person has been prosecuted for non-payment. We continued to review the effectiveness of these measures.

We said we would implement the Mental Health Concordat in partnership with other organisations, refocusing council service delivery on the needs of residents experiencing mental health issues.

During the year we continued to work with the Mental Health Concordat’s delivery team to help create a seamless pathway for local people in mental health crisis, with specific emphasis on prevention and intervention. We developed stronger joint working between our housing and homelessness services and partners with the introduction of a Dual Diagnosis Street Team in the City and the Trailblazer project to help support local people in mental health crisis.

We said we would continue to prioritise the prevention of domestic violence and sexual exploitation, in line with the city’s White Ribbon status. We will work with partner organisations to achieve this.

During the year we were re-accredited by the White Ribbon Campaign for another two years. Our joint work with partners has included organising local events for the Cambridge Community Forum on Domestic and Sexual Violence/Abuse and supporting local “Tough Love” performances to raise awareness about coercive control and domestic abuse in the intimate relationships of teenagers. Cambridge Community Safety Partnership has commissioned research into this area.

We said we would continue to re-home homeless Syrian refugees, working with the Home Office and the network of East region councils. Work with Cambridge partner organisations, including the Cambridge Ethnic Community Forum and Cambridge Refugee Resettlement Campaign, and complete a survey of refugee and asylum seeker numbers and needs in Cambridge.

During the year we continued to play a role in the settlement of Syrian refugees in Cambridge and the surrounding districts as a part of the implementation of the Syrian Vulnerable Person Resettlement Scheme. Since 2015 the Council has helped settle 49 people.

During the year:

30 young people took over the Guildhall as part of “National Take-Over Day”

1,200 people attended Council decision-making meetings

425 questions were asked by the public at Council decision-making meetings

We said we would review the Council's approach to public engagement in formal council meetings and decision-making.

During the year we looked at our various methods of involving local people in our formal decision-making meetings and concluded that whilst we were doing well in terms of the variety of methods used and the numbers of people participating we could do more to raise awareness of the opportunities we offer for local people to get involved. We are putting in place the actions agreed in the review to improve public awareness of our decision-making and ways to participate.

We said we would review the role of people under eighteen in decision making and having a say on the delivery of council services that affect them.

During the year we put in place a specialist project worker to talk to young people about how they wanted to engage with the Council and the issues that they wanted addressed. After four "Agenda Days" plus additional summer activities the children and young people involved presented their findings to each of our area committees. We also supported 30 children in an event in the Guildhall as part of national "Take-Over-Day".

4. Invest in improving transport

We said we would work in partnership to deliver the City Deal infrastructure schemes and other transport measures that support the sustainable growth of Cambridge by reducing traffic congestion and increasing pedestrian, cycle and public transport use; and by securing additional investment from Government, transport operating companies and others.

During the year we worked with our City Deal partners towards the delivery of a programme of transport infrastructure improvements to support the sustainable growth of Greater Cambridge. A number of priority schemes were identified to provide early benefits to residents and commuters in Greater Cambridge and consultations began on these, which included: Cambourne to Cambridge - better bus journeys; The Chisholm Trail; Cross City Cycling; Milton Road; Histon Road; City Access - Call for Evidence; Western Orbital; A1307, Three Campuses to Cambridge, and; other key transport projects.

We said we would manage off-street parking that supports business and residents' needs, investing in modernised payment systems and improved energy efficiency and developing a partnership with the County Council's parking and enforcement roles.

During the year parking enforcement continued under the agency agreement between the Council and Cambridgeshire County Council. A new Resident Parking Policy was approved and the County Council is currently preparing consultations on its first six zones. The roll-out of parking payment equipment across all Council run car parks, excluding Park Street, to offer contactless payment options to our customers was delayed in the year and will now occur in October 2017.

We said we would work with Cambridge Business Improvement District, local retailers and businesses and City Deal partners to develop a plan to reduce delivery vehicle movements in the city centre.

During the year:

2,569,197 cars used the Council's car parks

3,140,000 uses of Park & Ride

13,000 people cycled to work

4,100 people walked to work

During the year as partners in City Deal, we continued to make progress with the City Access project, which is looking at ways to improve traffic movements within Cambridge and encourage a shift away from private cars, to realise benefits such as reduced congestion and delays, improved air quality, and an improved environment for walking and cycling.

We said we would continue to deliver improved cycle routes, including the Chisholm Trail, other cross-city cycling initiatives and related cycling improvements.

During the year we continued to work with the County Council and other stakeholders to deliver and improve cycling routes, including the Chisholm Trail project and other inter-related work on the Chesterton bridge project. The City Deal Cross-City Cycling project, consisting of five schemes, started to be delivered in the year and approval was given to the development of up to 12 cycling 'greenways' in Cambridge and South Cambridgeshire.

We said we would work with the County Council, Network Rail and private sector partners on proposals for an Addenbrookes' Rail Station and for the May 2017 opening of Cambridge North station - projects requiring integration with improved bus and cycle options. We said we would also work to improve Cambridge rail station and to secure wider additional investments in the rail network benefitting Cambridge and Cambridgeshire.

During the year we worked in partnership with Network Rail and other stakeholders to ensure the timely opening of Cambridge North Station, including improved bus and cycle options. We engaged with Network Rail and other stakeholders on both Cambridge North and Cambridge railway stations to ensure a joint approach to travel planning. Local partners have also been working with the rail industry to consider potential plans for a station by Cambridge Biomedical Campus, which is contained within the Transport Strategy for Cambridge & South Cambridgeshire.

5. Protect our City's unique quality of life

We said we would provide swimming, sport facilities and leisure services that are accessible to everyone, targeting our resources on promoting healthy lifestyles to address health inequalities.

During the year we invested in Christ's Pieces Tennis courts and worked with Park Tennis to provide free tennis courses. New run routes around Cherry Hinton Hall, Coldhams Common and Jesus Green were launched. Swimming at all the pools remained busy with numbers increasing at Jesus Green Lido. Summer saw record attendances at the Sports Zone in the Big Weekend and the Street Games programme ran over 300 sessions with more than 5,000 attendances throughout the year. Free exercise referral courses, which just over a 100 people completed, in particular helped promote healthy lifestyles.

We said we would engage a greater proportion and diversity of residents in the arts and cultural life of Cambridge.

During the year we developed, with partners, the "My Cambridge" cultural education partnership. This focused on increasing cultural engagement for children and young people through targeted work, especially with those less likely to engage. We also delivered the "The Cambridge Case for Diversity" event bringing together arts, cultural and equalities groups to explore how to increase

During the year:

790,000 visits to our sports facilities

5,000 people attended our Street Games programme

3,000 children from low income families attended Learn to Swim, our free swimming programme

During the year:

the diversity of our work. We also worked with Cambridge Live and through our community grants programme to increase participation in the cultural life of the City.

We said we would provide funding and targeted advice to voluntary organisations, prioritising projects that tackle inequality.

During the year we funded 118 voluntary and community sector groups who delivered 171 services and activities to support vulnerable people. In particular Cambridge & District Citizens Advice Bureau was allocated £200,000 for the provision of free generalist legal and specialist debt/money advice. An additional £50,000 was given for a specialist welfare rights casework service.

We said we would deliver capital projects that will enhance community infrastructure and quality of life for city residents in new and existing communities.

During the year we invested in improving the quality of our public open spaces across the city to enhance community cohesion and quality of life for residents, and visitors. Projects completed in the year included: implementation of city-wide 20mph speed controls; cycling and traffic calming improvements in Water Street and Fen Road, and; wildlife and biodiversity improvements at Nightingale Rec, Cherry Hinton Hall and Sheep's Green.

We said we would involve communities in the planning, development and management of community assets, including public land and buildings.

During the year we continued to ask local people what they thought about changes and improvements to our services, including the way we develop and manage community assets. The Council applied its Consultation Code of Best Practice to help ensure that our consultations focus on openness; accessibility and inclusiveness; and transparency and accountability. We ran 40 consultations in the year.

We said we would maintain a high quality and accessible city centre environment by working with the County Council, Cambridge Business Improvement District and local retailers and businesses.

During the year we continued to work closely with local retailers and businesses involved within the Cambridge Business Improvement District and other stakeholders with an interest in the City Centre to maintain a high quality and accessible City Centre environment. One initiative was the development of a policy to manage the use of "A-boards" in the City Centre.

We said that we would ensure that valuable green, natural and historic assets well-used by visitors and residents are protected and improved through the planning process.

During the year we continued to apply the Council's policies on protection and enhancement of the historic and natural environment. Joint working took place on: redevelopment of the galleries and improving facilities at Kettles Yard Museum; remodelling of the University Arms hotel at Parker's Piece, and; adaptations to the Listed Cambridge Railway Station building as centre piece of CB1.

We said we would ensure that growth that balances economic success with quality of life and place (including in the design of new buildings) is supported, as set out in the current and emerging local plan strategy

During the year we participated in Examination in Public Hearing Sessions on the emerging Local Plan, policies on design, open space and the historic and natural environment, to defend the Council's position on the quality of life and place in the City. We encouraged the quality of the design of new buildings through the co-organising and sponsoring the Cambridge Design & Construction Awards.

We said we would work with Cambridge Live, Cambridge BID and Visit Cambridge & Beyond to develop and deliver a programme of outdoor public

118 voluntary and community groups funded

1,000,000 m² of grass on parks and open spaces regularly maintained

30,200 trees managed by tree team

220 new trees were planted

98% of relevant land and highways assessed as being cleaned to an acceptable level

7.4m visitors came to Cambridge

events and activities and to maximise the economic benefits from visits and tourism.

During the year we supported Cambridge Live, Cambridge BID and Visit Cambridge & Beyond in the development and delivery of a number of public outdoor events and activities, including Mill Road Winter Fair, North Pole area and additional Market events.

We said we would implement the Council's new tree strategy and existing Council initiatives for improving tree numbers and quality, including increased promotion of the council's Trees for Babies scheme. We also said we would seek clarity and partnership working from the County Council in order to retain and improve roadside tree provision.

During the year we put in place our new tree strategy that showed how we will protect and manage our trees. We planted 220 new trees on our land and our "Free Trees for Babies" scheme provided 230 trees in the year to parents. We continued to work in partnership with the County Council in managing its 10,000 street trees, which grow in pavements or road verges along the city's roads and streets, undertaking inspections, commissioning works and planting replacements. We did not achieve a formalised arrangement in the year that clearly sets out levels of funding, responsibilities and liabilities.

6. Protect essential services and transforming council delivery

We said we would develop, and start implementing, our Office Accommodation Strategy, working with shared service partners to achieve cost and carbon savings.

During the year we started to consolidate our office accommodation at The Guildhall, Mandela House and 171 Arbury Road and began to relocate services previously based at Hobson House and Mill Road Depot to reduce our costs and to free up our Mill Road site for future redevelopment.

We said we would generate more income from the commercial property portfolio through investment in new and existing property.

During the year we agreed terms to acquire two new commercial properties that will generate an additional income for the Council of nearly £475,000 a year.

We said we would implement, monitor and review shared ICT, Building Control and Legal Services.

During the year the 3C Shared Services partnership between Cambridge City Council, South Cambridgeshire Council, Huntingdonshire continued to embed and develop the services to meet the needs of its customers. Permanent Heads of Service were put in place to provide leadership and work was carried out to meet savings targets, although a shortfall in staffing meant that these were not achieved in the year.

We said we would review existing, and explore new, opportunities for shared services.

During the year we established a shared Internal Audit Service with South Cambridgeshire Council and sought to appoint a single Head of Service. The recruitment in the year failed to find a suitable appointment to the post. A Joint Director of Planning and Economic Development for Cambridge City and South Cambridgeshire Councils was appointed. The shared Waste Service was put in place.

During the year:

270,000 contacts made with our Customer Service Centre

85% of calls to our Customer Service Centre were resolved at first point of contact

98% of Council Tax collected

99% Business Rates collected

We said we would review current commercial activities and skills and invest in further developing them.

During the year we carried out a review of our procurement activity and this identified a number of areas where there were potential saving opportunities through the re-procurement of our contracts. The re-tendering of the Council's heating and maintenance contract delivered savings of around 25%. Refresher training was delivered on procurement and commercial training courses to our staff to develop and increase the level of skill and expertise in this area.

We said we would develop new business models to deliver sustainable commercial revenue streams to support essential council services, using the Council's "invest for income" fund where appropriate.

During the year we created a new post of Head of Commercial Services to develop sustainable commercial revenue streams to support essential council services, using the Council's "invest for income" fund where appropriate. A restructure of our Bereavement Services was completed and a review of our Fleet Service carried out, which relocated from our Mill Road depot to new facilities at Dickerson Industrial Estate, Waterbeach, with the aim of increasing its income from commercial fleet maintenance contracts.

We said we would establish a new operational depot for our Streets & Open Spaces and Estates & Facilities.

During the year we developed proposals to relocate our present operational depot for Streets & Open Spaces services and Estates and Facilities services to the former Park and Ride site at Cowley Road. Relocation did not happen in the year as planned.

We said we would achieve service improvements and efficiencies by carrying out a comprehensive service review of Streets and Open Spaces.

During the year we undertook a review of our Streets and Open Spaces service. The findings of the review will be discussed by a Council scrutiny committee in early 2017/18 and a decision taken about the way forward.

We said we would ensure customer contacts and queries are managed in a prompt, efficient and responsive way, adopting new self-service technologies to enable customers to access services 24/7.

During the year we received just over 270,000 contacts at our Council's Customer Services Centre. The adoption of new self-serve technologies improved our performance with a better call answer rate of 86.3% of calls answered and lower customer waiting times.

We said we would explore joined up working with neighbouring councils to deliver better services and results for Cambridge residents and businesses and deliver greater efficiencies.

During the year we prepared to put in place a new financial management system that will reduce our operational costs by replacing the three separate finance systems used by Cambridge City, South Cambridgeshire and Huntingdon District Councils. We also agreed an interim arrangement for a shared Head of Housing Management with South Cambridgeshire Council.

We said we would seek to protect residents' services despite the expected loss of 100% of the Council's core grant by 2020. We will develop and implement our 'Plan for 2020', a four year plan linked to obtaining funding certainty from the Government.

During the year we produced an efficiency plan covering four financial years to 2020/21 that led the Government agreeing to provide the Council with certainty about the minimum grant and other support to be received over the next years to 2020. We plan to save £1.7m by 2022.

600 households took up energy efficiency measures through Action on Energy scheme

We said we would support the case for Cambridgeshire and Peterborough to jointly manage all the business rates generated in the county to tackle inequality across the county, and address the infrastructure and affordable housing deficit which is a risk to sustainable growth.

During the year uncertainty remained around business rates as the Government continued to develop the 100% business rates retention scheme. As a part of discussions with the Government about the powers and functions that could be devolved to a Combined Authority, the case for jointly managing all the business rates generated in the county was raised. This has not yet been agreed by the Government.

We said we would press Government to retain the New Homes Bonus because providing additional new housing depletes council finances and the New Homes Bonus offers some compensation for these extra costs, ensuring that future growth is sustainable.

During the year we received £6.3m in New Homes Bonus from the Government. We responded to the Government's consultation on proposed reforms to the New Homes Bonus scheme asking that the scheme remain unchanged, to help the Council recover the extra costs in providing services to new communities, ensuring future growth is sustainable. The Government decided in December 2016 to reduce the value of New Homes Bonus funding.

We said we would seek the best devolution settlement with Government, in partnership with other Cambridgeshire councils, the Greater Cambridge Greater Peterborough Enterprise Partnership and others.

During the year we worked in partnership to achieve the best possible devolution settlement for Cambridge and Cambridgeshire, with the Government. The Council and its partners agreed to the establishment of a Combined Authority and work continued in the year to finalise arrangements and implement this decision. Mayoral elections took place in May 2017.

We said we would explore opportunities to develop further the Council's investment strategy in property, housing, energy efficiency and renewable energy projects.

During the year we continued to deliver, as part of our Carbon Management Plan, an on-going programme to improve energy efficiency and reduce carbon emissions in our estate. We carried out a comprehensive Private Sector House Condition Survey and will continue to support private landlords to deliver good standard, energy efficient housing, and to use enforcement to tackle those who do not.

7. Tackle climate change, and making Cambridge cleaner and greener

We said we would implement the actions in our Climate Change Strategy, reducing emissions from our own estate and our property portfolio.

During the year we replaced lighting at the Grand Arcade and Grafton East car parks with low energy LED lighting and motion controls. This is expected to

During the year:

280 tonnes of carbon a year was saved when we installed efficient lighting at two of our car parks

reduce electricity consumption by over 40%, reducing the council's carbon emissions by approximately 280 tonnes of carbon every year. We also purchased electricity for our buildings through a green energy tariff which comes from 100% renewable sources, developed a Sustainable Housing Guide and worked with partners in the Cambridge Sustainable Food network to achieve Sustainable Food City status for Cambridge.

We said we would work with residents, businesses and other organisations to reduce emissions in the city; including working with coach, bus and taxi operators to reduce vehicle emissions harmful to public health.

During the year we prepared for a transition to a low-emission taxi fleet to ensure that over the next 10 years all Cambridge licenced taxis and private hire vehicles will become either Electric or Hybrid powered when their licenses are renewed. Alongside this a successful bid was made to central government for £426,000 to provide an electric vehicle charging infrastructure for taxis.

We said we would adapt further to the impacts of climate change to increase the city's ability to cope with extreme weather, particularly for the most vulnerable.

During the year we worked with other local authorities to inform the next National Adaptation Programme (NAP), with a particular focus on the built environment. The Council's new tree strategy was completed and we started to gather information for residents on how to reduce health risks during heat waves to prevent over-heating.

We said we would work with local residents and businesses with the aim of increasing waste recycling rates and reduce total waste generated per capita.

During the year we collected just over 20,000 tonnes of materials for recycling from the blue and green bins and recycling points across the city. Some 55 tonnes of bulky rubbish was also collected at community clear-up days and we continued to promote recycling for local people through campaigns such as "Love Food – Hate Waste".

We said we would provide high quality Green Infrastructure (GI) that enhances residents' quality of life.

During the year we continued to apply the Council's policies in respect of open space and recreation facilities to ensure new provision and the protection of existing green infrastructure. Large scale open spaces are currently being delivered on urban extensions.

We said we would ensure that new developments meet the council's policies for sustainable construction and energy and water efficiency.

During the year we continued to apply the Council's policies and supplementary planning document on sustainable construction and energy and water efficiency. Developments have been built to Code for Sustainable Homes Levels 4 – 5 and BREEAM. Bespoke sustainability frameworks have also been developed for University of Cambridge sites and Phase 2 of the Cambridge Biomedical Campus.

100% of the electricity used in our buildings was from renewable sources

£426,000 of funding won for providing electric vehicle charging points for taxis

20,000 tonnes of recycling materials collected

44 abandoned cars were removed

900 litter bins were emptied by us in our parks and open spaces

900 incidents of graffiti were responded to

2,130 incidents of fly-tipping were responded to

We said we would ensure that new developments provide the open space and recreational facilities that residents need.

During the year the Trumpington Meadows country park opened and other open space areas within Trumpington Meadows and Clay Farm were set out. At the North West Cambridge (University) development substantial progress was made on the western edge with the strategic open space area. A range of open space areas and allotments were also laid out on the Bell School (Nine Wells) development, which will be transferred to the Council in due course.

We said we would implement and develop the shared waste service with South Cambridgeshire DC.

During the year, as the shared waste service was put in place, bin rounds changed for 80% of residents to take into account the removal of demarcation boundaries restricting refuse vehicle movements between the local authorities. As a result refuse vehicles started to drive fewer miles on collection rounds, which may result in substantial savings in the future.

We said we would improve the general cleanliness of streets and open spaces, with greater public input on cleaning and enforcement decisions to target Cambridge's most challenging locations.

During the year we committed to purchase six new mobile CCTV units for use in Cambridge. The new cameras are lighter, easier to maintain, have better transmission and picture quality and can be quickly deployed to "hotspots" in the City. The Council's Safer Communities team will handle requests for use of these cameras. We also undertook an audit of our public space CCTV, which will be used to secure capital investment to upgrade the existing camera stock and associated network connectivity.

We said we would review and improve cleanliness of streets and public open spaces and provide greater opportunities for the public to influence decisions on cleansing and enforcement in order to target Cambridge's most challenging locations.

During the year we continued to present Environmental Reports to our area committees to allow residents to tell us about their priorities for improving the cleanliness of their streets and open spaces and for us to act on these. We also completed a review of this service and will be proposing further actions to improve cleanliness. In the year we removed 44 abandoned cars and 30 untaxed vehicles from the 459 cases that we investigated. Waste was collected from over 900 litter bins and more than 200 dog fouling bins across the city. We routinely maintained over 1million square meters of grass on parks and open spaces.

We said we would work with the police to identify the small number of people responsible for repeat graffiti around the city, and tackle this costly anti-social behaviour.

During the year we investigated and responded to 900 incidents of graffiti and 2130 incidents of fly-tipping. We helped to identify hot spots and gave "profiles" of regular graffiti artists to the Police to help identify the small number of people responsible for repeat graffiti around the City. We also arranged remedial work for offenders to help reinstate the environment to its previous condition.

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Cambridge City Council Corporate Plan 2016/19

Key Performance Indicator performance 2016/17

Legend



An improvement in performance has been seen compared to baseline















Performance has stayed about the same



A drop in performance has been seen compared to baseline










Key Performance Indicator	Lead officer	Baseline 2015/16 figure	2016/17 figure
The basket of indicators in our Anti-poverty Strategy, including Number of Housing Benefit and Council Tax Reduction claimants and their dependents	David Kidston + Naomi Armstrong	2,447 claims with dependent children	2,379 ¹ claims with dependent children
Council Tax in-year collection rates	Kevin Jay	97.6%	97.4%
Benefit speed of processing (target 16 days)	Naomi Armstrong	15 days	13 days
Housing rent collection rates (target 98%)	Andrew Latchem	98.5%	98.75%
Numbers of people who meet one or more of the Digital Inclusion Outcomes Framework indicators as a result of the City Council's Digital Inclusion Strategy interventions	Suzanne Goff	79	240
Number of visits to community centres from priority groups	Debbie Kaye	114,960	122,485
Percentage of households in Cambridge experiencing fuel poverty	Jo Dicks	12.1% (2013)	11.3% (2014)
Total number of housing completions	Sara Saunders	715	884

¹ Extract from Mapping Poverty 2017 report (February 2017)

Key Performance Indicator	Lead officer	Baseline 2015/16 figure	2016/17 figure
		(2014/15 AMR)	(2015/16 AMR) 
Awards for the quality of new developments	Jonathan Brookes	3 in 2014/15 0 in 2015/16	9 in 2016/17 
Number of Affordable Housing completions	Helen Reed	199	415, including growth sites, council land and other sites 
Number of new homes completed on City Council land	Helen Reed	62	75 for rent and shared ownership 
Planning application performance targets	Sarah Dyer	(major) 97%	95% 
		(minor) 74%	86% 
		(other) 79%	91% 
Local Plan delivery timetable	Sara Saunders	Responding to Inspectors' letter, on track	In examination, on track
Number of families helped to prevent homelessness	David Greening	787 ²	1,112 
Numbers of Fixed Penalty Notices issued	Wendy Young	193 (litter) 289 (total)	374, 551 
Numbers of Anti-Social Behaviour incidents	Lynda Kilkelly	1,504 (279 featuring begging / homelessness)	1215 ³ (223 featuring begging/ homelessness) 
Numbers walking, cycling or using public transport to get to work	Louisa Gostling, County Council	173,895 Vehicles 10,978 Cycles 3,764 Pedestrians 3.52m P&R 3.65m Busway	174,473 Vehicles 13,023 Cycles 4,169 Pedestrians 3.14m P&R 3.76m Busway 
Numbers using Council car parks (MSCPs)	Sean Cleary	2,438,741	2,412,751 






² All households counted (not just families)

³ Total up to Q3 – full year data not available as of June 2017

Key Performance Indicator	Lead officer	Baseline 2015/16 figure	2016/17 figure
Average journey & commute times	Louisa Gostling, County Council	5 minutes 51 seconds per mile i.e. an average speed of 10.3 mph	5 minutes 44 seconds per mile i.e. an average speed of 10.5 mph 
City Deal projects delivery programme – “on-track and on-budget”	Tanya Sheridan	On target	On target 
Total number of swimming and non-swimming visits to Council sports facilities	Ian Ross	532,892 222,869	595,306 194,839 
Numbers of entries to Council-owned leisure facilities by people holding concession membership	Ian Ross	29,531	48,994 
Number of children attending free swimming lessons	Ian Ross	290	3,030 
Operational property costs [OAS]	Frances Barratt	£1,439,140	£1,590,410 
Space per capita	Frances Barratt	16.43m ²	16.43m ² 
Staff satisfaction with tools they need (accommodation, ICT and other support) to do their jobs efficiently, achieve better work/life balance	Deborah Simpson	48% (flexible working, from staff survey)	48% (flexible working, from staff survey ⁴) 
Total income from commercial property	Dave Prinsep	£7.871m	£8.946m 
Net revenue savings [as per transformation business cases] ⁵	Paul Boucher	£155,984	There are no net revenue savings this year from transformation business cases and one-off costs amount to £216,000

⁴ Staff Attitude Survey is a biannual survey, so not carried out last year

⁵ From 2016/17 the KPI net revenue savings delivered from transformation business cases will be reported as two items (a) the on-going net revenue savings achieved when implementation is substantially complete and (b) the one-off costs associated with the delivering the transformation business cases.

Key Performance Indicator	Lead officer	Baseline 2015/16 figure	2016/17 figure
			
Council's own emissions	David Kidston	7,584 tCO ₂ e ⁶	To be calculated for BEIS in July.
Per capita emissions in city	David Kidston	4.7 tonnes CO ₂ per capita (2014)	Data for 2015 not published as yet
Number of low emission vehicle	Dave Cox [fleet]	1	9 
	Jo Dicks [citywide]	32	49 
Waste volumes & recycling rates	Jane Hunt	43.3% ⁷	Revised data not published as yet.
Hectares of green space/ numbers of trees/ metres of sustainable drainage	Joel Carre	Approx. 325 Ha parks & open spaces managed by city out of approx. 750 total in city and approx. 30,000 trees on land managed by Council tree team 100% planning apps have sustainable drainage ⁸	Approx. 325 Ha parks & open spaces managed by city out of approx. 750 total in city and approx. 30,200 trees on land managed by Council tree team 100% planning apps have sustainable drainage 
Air quality at the city's main monitoring points (no of non-compliant monitoring locations NO2)	Jo Dicks	7/61	5/63 

⁶ Figure reported for 2015/16 was 7,371 tCO₂e, which was an estimate.

⁷ No longer collected for City – will be collected for new waste area covering Cambridge City and South Cambs.

⁸ Metres not recorded; all planning apps have to have sustainable drainage scheme



To Executive Councillor for Strategy & Transformation
Report by Chief Executive, Strategic Directors and Head of Finance
Relevant Scrutiny Committee Strategy & Resources 3 July 2017

2016/17 Revenue and Capital Outturn, Carry Forwards and Significant Variances – Strategy & Transformation Portfolio

Key Decision

1. Executive summary

1.1 This report presents, for the Strategy & Transformation Portfolio :

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

2. Recommendations

The Executive Councillor is recommended to request that the Executive Councillor for Finance and Resources approves the following:

- a) Carry forward requests totalling £561,600 revenue funding from 2016/17 to 2017/18, as detailed in **Appendix C**
- b) Carry forward requests of £60k capital resources from 2016/17 to 2017/18 to fund rephased net capital spending, as detailed in **Appendix D**.

3. Background

Revenue Outturn

3.1 The overall revenue budget outturn position for the Strategy & Transformation Portfolio is given in the table below. Detail, by service grouping, is presented in **Appendix A**.

2015/16 £'000	Strategy & Transformation Portfolio Revenue Summary	2016/17 £'000	% Final Budget
2,792	Original Budget	3,938	83.6
19	Adjustment – Prior Year Carry Forwards	158	3.4
408	Adjustment – BSR Feb approvals	0	-
(7)	Adjustment – Service Restructure Costs	257	5.5
(39)	Adjustment – Earmarked Reserves	90	1.9
45	Adjustment – Capital Charges	263	5.6
624	Adjustment – Central & Support reallocations	0	-
(51)	Other Adjustments	0	12.9
3,791	Final Budget	4,706	100.0
3,178	Outturn	3,800	80.7
(613)	(Under) / Overspend for the year	(906)	(19.3)
123	Carry Forward Requests	562	11.9
(490)	Resulting Variance	(344)	(7.3)

3.2 **Appendix A** shows original and final budgets for the year (with the movements summarised in the above table) and compares the final budget with the outturn position for this Portfolio for 2016/17. The original revenue budget for 2016/17 was approved by the Executive Councillor for Strategy & Transformation on 18 January 2016.

3.3 **Appendix B** provides explanations of the main variances.

3.4 **Appendix C** lists revenue carry forward requests.

Capital Outturn

3.5 The overall capital budget outturn position for the Strategy & Transformation Portfolio is given in the table below. **Appendix D** shows the outturn position by scheme and programme with explanations of variances.

2015/16 £'000	Strategy & Transformation Portfolio Capital Summary	2016/17 £'000	% Final Budget
407	Final Budget	85	100.0
82	Outturn	25	29.4
(325)	Variation - (Under)/Overspend for the year	(60)	(70.6)
325	Rephasing Requests	60	70.6
0	Variance	0	0.0

4. Implications

- 4.1 The net variance from the final budget (see above), would result in no change to the use of General Fund reserves.
- 4.2 A decision not to approve a carry forward request may impact on officers' ability to deliver the service or scheme in question and this could have staffing, equality and poverty, environmental, procurement, consultation and communication and/or community safety implications.

5. Background papers

- Closedown Working Files 2016/17
- Directors' Variance Explanations – March 2017
- Capital Monitoring Reports – March 2017
- Budgetary Control Reports to 31 March 2017

6. Inspection of papers

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

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Strategy & Transformation Portfolio / Strategy & Resources Scrutiny Committee

Revenue Budget 2016/17 - Outturn

Service Grouping	Original Budget £	Final Budget £	Outturn £	Variation Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
Corporate Strategy	379,970	416,080	382,233	(33,847)	12,000	(21,847)
Democratic Services	310,970	310,970	259,748	(51,222)		(51,222)
CCTV	(40,110)	(52,020)	(119,283)	(67,263)		(67,263)
Community Safety	214,010	214,010	188,598	(25,412)		(25,412)
Corporate & Democratic Services	1,932,060	1,953,180	1,932,758	(20,422)		(20,422)
Central Provisions and Centrally allocated costs	(455,880)	34,960	(389,636)	(424,596)	267,000	(157,596)
Pensions - Early Retirements and Past Deficit	1,343,200	1,343,200	1,343,202	2		2
Programme Office	254,000	485,220	202,613	(282,607)	282,600	(7)
Total Net Budget	3,938,220	4,705,600	3,800,233	(905,367)	561,600	(343,767)

Changes between original and final budgets may be made to reflect:

- portfolio and departmental restructuring
- approved budget carry forwards from the previous financial year
- technical adjustments, including changes to the capital accounting regime
- virements approved under the Council's constitution
- additional external revenue funding not originally budgeted

and are detailed and approved:

- in the January committee cycle (as part of the Budget-Setting Report, BSR)
- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Medium-Term Financial Strategy, MTFS)
- via technical adjustments/virements throughout the year

Strategy & Transformation Portfolio / Strategy & Resources Scrutiny Committee

Revenue Budget 2016/17 - Major Variances
from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount £	Contact
Corporate Strategy	Corporate Marketing: Digital and Web Manager vacancy and Digital Communications Officer vacancy plus underspend in web development budget - request carry forward of £12k towards the cost of Digital Programme Adviser who is working to develop the Digital Strategy.	(33,847)	Andrew Limb
Democratic Services	Elections: this underspend is due to the combined poll in May 2016, where costs were shared with the PCC election.	(22,275)	Vicky Breading
	Committee Management: Mainly due to the reduced cost of Area Committees (£6k) and reduced printing costs £8k	(20,545)	Gary Clift
	Civic Affairs and Twinning: Changes to staffing structure and staffing vacancy and less spending on twinning function	(40,465)	Lucy Milazzo
	Members Support: unbudgeted increase in Members' Allowances. BSR has provided budget for this for future years.	33,837	Gary Clift
CCTV	The year end estimate for the CCTV Shared Service was considerably lower than anticipated. Much of this related to vacancies within the service including the CCTV Manager post. Budgets to be reviewed in 2017/18	(67,263)	Joel Carre
Community Safety	This includes an unanticipated refund of street lighting costs from Cambridgeshire County Council of £16,221.	(25,412)	Lynda Kilkelly
Corporate & Democratic Services	Emergency Planning: Variance is primarily due to an underspend on consultants with minor underspends on staffing and supplies and services costs and receipt of fee income in respect of health and safety and emergency planning services provided to South Cambs DC - £11,585.	(20,265)	Trevor Burdon
Central Provisions and Centrally allocated costs	There is an underspend of £267k on Programme Office and Support Services redundancy costs which is the estimated remaining cost for transformation programmes currently identified so there is a request to carry this forward.	(266,740)	Paul Boucher
	Potential Capital Schemes Feasibilities provision	(66,000)	Joanna Darul
	Some budget provisions are held centrally but the actual spend mainly occurs in departments which offsets this (an example being £92k Youth Apprenticeship Scheme) so the position overall is net nil for the authority.	(91,856)	John Harvey
Programme Office	Underspends based on profiling of transformation fund and alignment to projects. Balance to be carried forward at year end.	(282,607)	Paul Boucher
Other		(1,929)	-
Total		(905,367)	

Strategy & Transformation Portfolio / Strategy & Resources Scrutiny Committee

Revenue Budget 2016/17 - Carry Forward Requests

Request to Carry Forward Budgets from 2016/17 into 2017/18

Item	Reason for Carry Forward Request	Amount £	Contact
1	<p>Corporate Strategy</p> <p>Corporate Marketing: request carry forward of £12k towards the cost of Digital Programme Adviser who is working to develop the Digital Strategy.</p>	12,000	Ashley Perry
2	<p>Programme Office</p> <p>Underspends based on profiling of transformation fund and alignment to projects. Balance to be carried forward at year end.</p>	282,600	Paul Boucher
3	<p>Central Provisions</p> <p>There is an underspend of £267k on Programme Office and Support Services redundancy costs which is the estimated remaining cost for transformation programmes currently identified so there is a request to carry this forward.</p>	267,000	Paul Boucher
<p>Total Carry Forward Requests for Strategy & Transformation Portfolio / Strategy & Resources Scrutiny Committee</p>		561,600	

Strategy & Transformation Portfolio / Strategy & Resources Scrutiny Committee

Capital Budget 2016/17 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2016/17 £000	Final Budget 2016/17 £000	Outturn £000	Variance - Outturn compared to Final Budget £000	Rephase Spend £000	Over / (Under) Spend £000	Variance Explanation / Comments
SC613 - 38320	Dedicated wi-fi frequency for Cambridge CCTV cameras	L Kilkelly	0	25	25	(0)	0	(0)	Project complete
SC614 - 38321	Redeployable CCTV camera stock	L Kilkelly	0	60	0	(60)	60	0	New cameras on order March 17 and delivered April 2017. Will be fully operational by Sep 17
Total Projects			0	85	25	(60)	60	(0)	
Total for Strategy & Transformation Portfolio			0	85	25	(60)	60	(0)	

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Changes between original and final budgets may be made to reflect:

- rephased capital spend from the previous financial year
- rephased capital spend into future financial periods
- approval of new capital programmes and projects

and are detailed and approved:

- in the June/July committee cycle (outturn reporting and carry forward requests)
- in September (as part of the Medium-Term Financial Strategy, MTFS)
- in the January committee cycle (as part of the Budget-Setting Report, BSR)
- via technical adjustments/virements throughout the year

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

Report by: Stephen Kelly – Director of Planning and Economic Development

Relevant scrutiny committee: Strategy & Resources 03/07/2017
Scrutiny Committee

Wards affected: All Wards

FORMATION OF A NEW PLANNING SERVICE FOR CAMBRIDGE CITY COUNCIL AND SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Key Decision

1. Executive summary

This report provides information regarding proposals for a new, transformed Planning Service between Cambridge City Council and South Cambridgeshire District Council. Approval of the Business Case is sought in line with the principles which were approved by this Council in March 2017.

2. Recommendations

The Executive Councillor is recommended to approve:

1. The Business Case for the new Planning Service attached is approved (see Appendix 1)
2. That South Cambridgeshire District Council is agreed to be the Employing Authority for this shared service.
3. That Delegated authority is given to the Director of Planning and Economic Development to deliver the phases of the proposal as set out in the Business Case.

3. Background

- 3.1. Cambridge City Council ('CCC') and South Cambridgeshire District Council ('SCDC') have agreed the principle of working in partnership to deliver a range of shared services. They have also agreed to the principle of moving to a fully integrated Shared Planning Service across CCC and SCDC Councils to deliver the suite of services consistent with their obligations as the Local Planning Authority for the two areas. In Spring 2017, it was agreed that the project would proceed on the basis of a multi-phased programme in line with a broad set of principles and an outline of the proposed management structure.
- 3.2. The Greater Cambridge economy is one of the country's most successful clusters and extremely important to the UK economy as a whole.

This economic growth has been facilitated by partnership working across the two local authorities over a long period time, enabling significant housing growth extending across the boundaries of the two council areas. This close working was consolidated in a single spatial strategy, reflected in the two Local Plans which were developed in tandem.

The Greater Cambridge area continues to be the subject of unprecedented growth pressures and economic interest and the two councils need to play effectively into national, sub national and sub-regional initiatives. This means that CCC and SCDC increasingly need to work together (and with others) to deploy scarce specialist resources on a range of planning and related strategy outcomes

The two councils currently manage a significant number of planning applications and related activities from discrete services, using two separate processes and systems.

In addition local communities and partner agencies are also seeking increased engagement with the Councils and their planning services on initiatives as diverse as Neighbourhood Planning Strategic Planning and Health. The creation of new communities/neighbourhoods of businesses and residents requires long term, cross boundary and multi-agency working joining up approaches at both the strategic and operational level.

With the expected growth of strategic planning, economic development and infrastructure initiatives (including City Deal) raising a need for continued cross boundary planning activities, the creation of a new joint planning service therefore provides a range of opportunities for both Council's It is the next logical step to build on the successful

partnership working of the past and make the most of the two council's combined resources and specialist skills and to ensure we continue to deliver good outcomes for both council areas.

A Greater Cambridge planning service also provides unprecedented opportunities to attract talent and to grow and nurture skills amongst the existing teams.

In recent years, both services have experienced movement of staff from one organisation to another by those seeking progression and career development. Ensuring efficient and consistent approaches to cross boundary growth has also led to duplication of staffing commitments to avoid/manage potential differences of approach between the organisations. The planning service for SCDC and CCC deals with over 7000 applications, employs some 142 (FTE) either directly or indirectly and has a combined budget of £8.533 million for 2016/17. A significant contribution to that cost (£3.973m) is made by both regulated (nationally set fees) and locally derived (via charges for services) income. The current combined cost amounts to, £4,399 million. In 2017/18, the services expect to determine proposals for development with an estimated value in excess of £2bn and to secure development contributions in cash and in kind (notably Affordable Housing) worth over £100m.

Currently the two authorities deal with:

- Planning policy and strategy
- Neighbourhood Planning
- Consultancy/specialist services relating to development activity
- Planning and related Application Processing (including trees and Listed Building Consent) and decision making
- Planning Enforcement
- Support for corporate and sub-regional projects (City Deal/Duty to Co-operate/Local Enterprise Partnership/Combined Authority support etc.)
- Consultation and related responses on behalf of the local planning authorities
- Economic Development (as defined by Corporate Plan)
- Local Land Charges

3.3 In Spring 2015 the following principles were agreed by members for the service:

- Remaining close to customers in localities whilst considering a co-located strategy function.
- A single portal for customers to support a streamlined service and deliver efficiencies for the more transactional services.

- A single leadership post would be key to ensuring a strong link between strategy, policy and delivery and to manage the capacity of the workforce (Director appointed 2016).
- Transport and the role of the County will need to be an integral and integrated part of the new approach.

The City Council's Strategy and Resources Scrutiny Committee in March 2017 added the following high level objectives:

- To note the high-level objectives identified by the project team and invite them to consider adding to them the need to retain and support an understanding of Place in the way the Shared Service was structured, delivered and managed.
- Noting the competitive market for planning staff, officers are asked to explore measures that would strengthen the retention and recruitment of planning staff.

These points were then agreed by the SCDC Cabinet on 20 April 2017.

3.4 The benefits of the proposed new planning service are set out in the Business Case. These benefits include:

- The creation of the capacity required to meet growing strategic planning and development enabling requirements without adversely impacting quality or community participation.
- The scale and range of the service would be of regional/national significance and scale, capable of retaining, developing and recruiting talent.
- Improved resilience provided through the scale and investment in the operational architecture of the service and the capacity to sustain and develop/market specialist roles which individually are not viable in the long term.
- A single "way of working" for Greater Cambridge, benefiting customers and communities including cross boundary projects delivered efficiently by a single leadership team.
- There are procurement and purchasing efficiencies to be realised for example through operating one ICT system in the medium term. The new planning service would offer greater capacity to engage with developers and the community on strategic (long term) site development through more effective deployment of staff (senior and juniors), and support for a common system of programme management.
- There would be improved capacity and flexibilities through a joint team which would enable it to represent Greater Cambridge's interests in a wide range of national and sub national initiatives

3.5 The potential dis-benefits that have been identified relate primarily to the potential disruption that can occur when new processes and procedures are introduced, particularly in relation to the impact on staff where uncertainty could lead to the loss of key staff. These potential dis-benefits are recognised as risks, and mitigation measures are being put in place to ensure that delivery is carefully planned and managed. The attached business case therefore proposes the appointment for the duration of the project of an additional senior manager to support the joint Director in the delivery of this significant change programme. Alongside a phased approach to change, additional resources in project management and ongoing and continued engagement with staff, members and partners, the business case is aiming for full integration of the services to be achieved in line with a new ICT rollout - currently projected to be complete by December 2018.

4. Proposed Joint Planning Service Arrangements

4.0 The proposed joint planning service is being progressed on a phased basis in line with the earlier operational models for shared services which was presented as a Lead Authority model in the original report of July 2015. However, the term caused some confusion due to different interpretations of the term "Lead" and so was changed to the Employing Authority model. All other aspects of the model previously endorsed remain the same. Taking account of the key risks (notably surrounding staffing) and given the aspiration to minimise disruption during implementation arising from lower staff numbers involved it is proposed that SCDC becomes the Employing Authority for the new service. This would be subject to the Transfer of Undertakings (Protection of Employment) Regulations (TUPE).

4.1 The recently appointed (2016) Joint Director of Planning and Economic Development will retain overall responsibility for the phased implementation of the new joint planning service, the overall operation of that service, the delivery of the business plan and achievement of performance and financial targets.

4.2 In Phase 1 the new senior management team will be appointed, and the new planning service will be created by the TUPE transfer of staff from CCC to SCDC, following the appropriate consultation process with staff for each authority. This is proposed to be implemented on 1 February 2018. In addition, there will be an evaluation and identification of a new ICT platform and process alignment will be undertaken which includes a number of elements.

4.3 Phase 2 will require the detailed design, implementation and integration of the remaining staff structure into the new shared service. This will

include a review of the activities which are undertaken outside the current services at the moment, for example trees and landscaping services in the City Council, and an assessment of the impact of the new shared service on wider council's service areas that are not in scope, for example customer contact. The ICT solution will also be specified, procured and implemented and any implications for office accommodation evaluated, although the need to retain visibility and access through offices in both authority's areas is recognised. The Building Control Service is not included within the scope of the proposed new Planning Service and will continue to be managed by the Joint Director.

The project is not currently proposing to review Committee arrangements for decision making (where appropriate) other than to explore areas to capitalise from best practice in both Councils. Equally, significant changes to the front-line services in Development Management are not anticipated to be made until Phase 2, alongside the roll out of the new ICT provisions in mid/late 2018.

5. Implications

(a) Financial Implications

The business case attached to this report includes a broad financial strategy identifying areas where in future, the 15% reduction in net cost of the service – consistent for all joint services - might be derived. Given the broad range of objectives for the new joint service, these reductions in net cost are not expected to be explored at the expense of the increased capabilities, and quality of outcome that form equally important objectives for the service.

The scale of the service and its critical role in leveraging investment and delivering corporate priorities around quality affordable homes, and sustainable economic growth justifies some initial investment in the implementation phase. This is consistent with reducing risks to existing projects and maintaining services to exiting communities throughout the phased implementation process. Whilst therefore the financial strategy, targeting the reduction in duplication, improved productivity and exploring opportunities for improved cost recovery mean that there is confidence that net cost can be reduced in the medium term, this is not expected to be realised in year 1 of the project.

The earlier report in Spring 2017, noted that additional investment in the resources to deliver the new service would be generated from within the service by a proposed national 20% increase in planning fees. The additional costs primarily associated with additional dedicated staffing detailed in the business case can still be contained within this

projected envelope subject to government continued commitment to a change in planning fees post general election. If this funding (scheduled originally in July 2017) is not now available, a further bid to respective transformation funding will be required, or alternatively the project will need to be re-scoped to extend the implementation timetable.

The existing separate budgets for planning services are complicated by the variations in structure, income and the significant fixed costs associated with staff. Initially therefore it is proposed to simply and combine the budgets. Officers will nevertheless be exploring the opportunities for 2018/19 as to how the cost risks are to be managed in the future with the finance teams and how future costs and income derived from the service are to be disbursed between the two Councils.

(b) Staffing Implications

It is proposed that SCDC will become the Employing Authority for the new planning service. The staff survey undertaken during Spring 2017 has identified a range of priorities for all employees as well as providing insight into the benefits and dis-benefits of working for the two employers. Providing certainty for all staff, including managers nevertheless means that a priority for the service now is to fill the management tiers within the service later in the year. In addition to providing additional capacity to engage with staff on the design of the new service, this will also enable the design of new role profiles to begin, in time for implementation of the phase 2 re-structure proposals. The transfer of all affected staff to a single employer by February 2018 is also proposed to facilitate effective engagement around the review of role profiles in phase 2. Whilst it is anticipated that all affected staff will transfer to the Employing Authority by February 2018, it is not expected at this stage that wholesale re-structures will take place at the same time and will be staged accordance with service need. Formal consultation with Unions and Staff is therefore proposed to take place from August through September 2017 in accordance with each Councils policy on consultation. The consultation will be in respect of the proposed TUPE arrangements and the new management structure.

(c) Equality and Poverty Implications

An EqIA has been carried out for this project and submitted in July report to Strategy and Resources Committee and has been updated to reflect this proposal. The proposed joint planning service detailed in the business case is not expected to result in any different impacts.

(d) Environmental Implications

Low Positive Impact.

A potential reduction in accommodation and energy use associated with greater mobility amongst the service may have a positive impact

alongside reduced staffing duplication at meetings on cross boundary projects. The implementation of a new workflow system at scale, and deployment of digital ways of working through the procurement of a new ICT solution will have potential benefits on significant paper consumption within the service. Potential negative impact from initial increases in travel by managers and staff between offices will be offset by gains through more agile and flexible working.

(e) **Procurement**

Part of this project will be the procurement of a new common ICT solution.

(f) **Consultation and communication**

This will be conducted in accordance with the respective Councils' agreed policies.

(g) **Community Safety**

This will be conducted in accordance with the Councils agreed policy.

6. Background papers

These background papers were used in the preparation of this report:
Shared Services Report – Strategy and Resources – 13 July 2015
Report to Strategy and Resources - March 2017
Report to SCDC Cabinet - April 2017

7. Appendices

1. Business Case for the proposed new Planning Service
2. EqlA

8. Inspection of papers

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

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BUSINESS CASE FOR THE
PROPOSED
FORMATION OF A NEW PLANNING
SERVICE FOR GREATER CAMBRIDGE

Distribution & Approval:

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ClIr Peter Topping	Leader SCDC	16/06/2017
ClIr Lewis Herbert	Leader CCC	16/06/2017
Antoinette Jackson	CCC Chief Executive	16/06/2017
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Mike Hill	SCDC/CCC Management Board	16/05/2017
David Edwards	SCDC/CCC Management Board	13/05/2017
Stephen Kelly	SCDC/CCC Project Sponsor	16/05/2017
Mike Holmes	Project Manager	15/06/2017
Strategic Leadership Team	CCC	30/05/2017
Executive Management Team	SCDC	31/05/2017

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Version	Description	Release date	Reason for change
FINAL	BOS	16/06/2017	FINAL VERSION

Prepared by:

Name	Title
Brian O’Sullivan	Shared Service Programme Manager
Stephen Kelly	Joint Director of Planning and Economic Development

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Executive summary

Cambridge City Council ('CCC') and South Cambridgeshire District Council ('SCDC') have agreed the principle of working in partnership to deliver a range of shared services. They have also agreed to the principle of moving to a fully integrated Shared Planning Service across CCC and SCDC Councils to deliver the suite of services consistent with their obligations as the Local Planning Authority for the two areas. In spring 2017, it was agreed that the project would proceed on the basis of a multi-phased programme in line with a broad set of principles and an outline of the proposed management structure.

Planning within CCC and SCDC has been subject of unprecedented growth pressures in recent years. The economic performance of the region centred around Cambridge, and the demand for new space to support economic growth and new housing has illustrated the very close functional relationships between CCC and SCDC – with a number of new developments for the City's growth extending over District Boundaries. Already CCC and SCDC have a singular spatial strategy reflected in the two Local Plans. Collectively, the services manage a significant number of planning applications and related activities from discrete services, using two separate processes and systems. Meanwhile, national, sub national and sub regional initiatives, mean that CCC and SCDC increasingly need to work together (and with others) to deploy scarce specialist resources on a range of planning and related strategy outcomes.

Communities and partners meanwhile are seeking increased engagement with the Council and respective planning services – on initiatives as diverse as Neighbourhood Planning and Strategic Planning and Health. The creation of new communities/neighbourhoods of businesses and residents requires long term, cross boundary and multi-agency working but also provides unprecedented opportunities to attract talent and to grow and nurture skills amongst the existing teams.

Both Councils also run different planning software systems, different processes and practices but duplicate essential functions and workflows associated with the statutory planning process. In recent years, both services have experienced movement of staff from one organisation to another by those seeking progression and career development. Ensuring efficient and consistent approaches to cross boundary growth has also led to duplication of staffing commitments to avoid/manage potential differences of approach between the organisations. With the expected growth of strategic planning, economic development and infrastructure initiatives (including City Deal) raising a need for continued cross boundary planning activities, the creation of a new joint planning service therefore provides a range of opportunities for both Council's.

The planning service for SCDC and CCC deals with over 7000 applications, employs some 142 (FTE) either directly or indirectly and has a combined budget of £8.533 million for 2016/17. A significant contribution to that cost (£3.973m) is made by both regulated (nationally set fees) and locally derived (via charges for services) income. The current combined cost amounts to, £4,399 million. In 2017/18, the services expect to determine proposals for

development with an estimated value in excess of £2bn and to secure development contributions in cash and in kind (notably Affordable Housing) worth over £100m.

This business case sets out the proposition to support the transition to a new Planning Service between CCC and SCDC and includes the alternative options that have also been considered. Staff and Members have contributed to the preparation of this business case.

A project group has been established and this business case pulls the key information together for the decision-making process in support of the recommendations. Work streams have been identified that will need to be completed during the various phases as set out in the business case.

The business case identifies the substantial benefits of moving towards a new planning service, and that some dis-benefits could occur in the short term, which are recognised as risks for which mitigation can be undertaken. The mitigation measures recognise the nature of this front line service and alongside the phased implementation of the programme, proposes to invest in additional management and delivery capacity for the duration of the implementation phase, to add additional capacity to manage these risks during the potentially disruptive transition phase.

Some additional investment is also proposed to provide for project management support to the programme and an external “critical” friend to challenge and support the system/process changes required. The procurement of a new ICT platform will be the subject of a separate bid for resources, with the cost of investigating this already covered. The previous Governments proposed national increase in planning fees by 20% from July 2017 would cover much of this investment cost although following the general election, formal confirmation of the regulatory change is outstanding, and the loss of this income may impact on the project.

Much of the work in developing a new planning service will support improved productivity and process efficiency, as well as providing the opportunity to improve cost recovery through the review and development of additional charged for services to customers.

Following the consideration of a range of options, it is proposed that a fully integrated Planning Service for Greater Cambridge be progressed formed from the SCDC and CCC Planning and associated services. This will provide an exciting opportunity to deliver quality outcomes against the background of the scale of growth delivery required and provide opportunities for staff development and career progression. This also allows the service to work within a single suite of operational systems/protocols and provides the potential for benefits through workflow re-design and common processes understandable to all users and potential future partners. The services currently comprise 159 staff.

1.0 Reasons for undertaking the project

Planning is a vital front line service, shaping physical development to accommodate the social, economic and environmental needs of current and future generations by delivering sustainable development. It has important place shaping functions, as exemplified by its role in creating local plans and supporting communities in developing neighbourhood plans, together with design briefs and related material to guide the detailed implementation of development and improvements to the public realm.

There is also an important task in partnership with bodies such as the Local Economic Partnership, Highways England, the County Council and others to promote the local economy and infrastructure. It has a regulatory role in assessing development proposals against local and national policy and granting or refusing planning permission, and in ensuring that development is carried out in accordance with the terms of planning permissions and legal agreements. It is also charged with protecting and maintaining nationally and internationally recognised heritage assets. Together these roles influence the activities of a very wide range of stakeholders including residents and businesses and they will become increasingly important with Combined Authority status.

There are challenges nevertheless facing UK planning and particularly Cambridgeshire LPA's. Some of these challenges relate to the significant and continued economic growth – with consequent continued demand for new homes and employment space together with the range of additional infrastructure to be planned, coordinated and delivered. Cambridgeshire is of national and international significance – with extraordinary heritage and internationally significant economic sectors – which will play a vital role in the UK's continued economic prospects. Greater Cambridge sits at the confluence of a number of nationally/internationally significant economic corridors - and has strategic relationships with all points of the compass. High growth pressures and an exceptional quality of environment (city and rural) translate into significant housing demand – from new and expanding employers. Not only does this buoyant economy make access to housing for staff challenging, but national competition for planning professionals means that retaining and recruiting sufficient staff, skilled in delivering some of the finest development in the country is a challenge. Once attracted to the area, a vibrant economy and number of private sector practices provide “competition for talent” for the two existing local planning authorities.

The proposed new planning service is important to provide the increased capacity and resilience that will enable both Councils to respond effectively to the challenges associated with the area's growth. The scale of the new planning service will create opportunities for improved and transformed infrastructure to support existing staff to grow and develop. This will allow the services to retain, recruit and support specialist expertise amongst staff (in areas including urban design and conservation), and to develop systems at a scale that will help improve resilience and reduce vulnerabilities. The new service will give existing and future employees a breadth of opportunities that are not available elsewhere in the public or private sector.

The new planning service would allow more efficient use of existing resources to provide the specialist resource, resilience and capacity to meet the demands generated by the area. Providing more user centric services also presents opportunities to reduce net cost by meeting user needs with tailored advice and support services that serve to assist in the early resolution and development of high quality (and approvable) application submissions. Together with the alignment of the procedures of two authorities which already work very closely together, simplifying them and reducing duplication will have positive impacts on productivity and reducing “net cost”. This can be achieved alongside user benefits and greater capacity to secure quality outcomes in strategic and site specific planning.

This cannot be achieved on day one but will require investment and to be a steady planned process. The process of alignment has already begun, but activities and the achievement of benefits will be phased over several years as, for example, ICT is updated and shared.

2.0 Vision

The vision has been developed in consultation with the staff and has also been shared with members of both partner authorities through briefings in early June 2017. This is set out in the box below. Key Performance Measures to aid the assessment of improvements have been identified and are set out in Appendix 4. In addition, staff from both Councils have responded to a questionnaire survey. The response to the Survey highlights the importance of the new service meeting the aspirations for progression and flexible working patterns amongst new staff – and these objectives are carried into the vision and objectives below.

The Director of Planning and Economic Development has held briefings with both staff and members of the planning committees and wider members during the development of this vision and business case.

Greater Cambridge Planning Service Vision

Vision

“To be recognised as one of the UK’s best planning services demonstrated by quality of outcomes, meeting its targets and cost

Objectives

A single, unified "Greater Cambridge" planning capability serving each of the participating Councils.

To build and retain a positive reputation consistent with the aspiration set out in the vision

A shared capacity and capability in a way that seizes opportunities for efficiency and quality by providing services that meet the needs of users and the community at the lowest net cost.

To be flexible - in deployment and delivery

Principles

1. A single, unified "Greater Cambridge" planning capability serving each of the participating Councils.

- Move to a single employer for all staff
- Service delivery with geographically identifiable (and informed) teams.
- A single “brand” and protocols about “how we work”
- A shared set of distinct values across multiple sites/media formats

2. To build/retain a positive reputation consistent with the aspiration set out in the vision

- High quality programme management and business support systems at the delivering high quality outputs to internal and external parties
- A development quality threshold that others aspire towards and we are proud of
- An employer of choice (Royal Town Planning Institute learning partner)
- Best in class employment offer
- A proactive approach to understanding and assessing the needs of our customers and responding constructively to feedback.

3. A shared capacity and capability in a way that seizes opportunities for efficiency and quality by providing services that meet the needs of users and the community at the lowest net cost.

- Services and process designed around meeting clearly understood customer needs
- Adoption of the principles of LEAN thinking to improve efficiency in delivery
- The use of good data to promote critical enquiry and drive measurable and continuous improvement
- Empowered staff with delegated responsibility to do what is required to meet customer requirements and solve issues
- That value adding discretionary services will be provided on the basis of securing cost recovery.
- That the service offer will be available to others beyond Greater Cambridge where capacity exists.

4. To be flexible - in deployment and delivery

- To promote collaboration and enterprise in delivery – a focus on outcomes not just outputs
- Flexible deployment and working provisions for staff
- Support systems and architecture based upon “Council anywhere” principles

3.0 Strategic Business options

The resolution of the Councils in 2015 made clear that outsourcing of the planning service was not within the scope of the project. The project board have therefore excluded this from the following options for delivery of the new service. These options have been assessed against the high level aims and a brief summary of the level of “fit” is provided below;

1. **Do Nothing** - Continue with the current approach with a shared Director. Although beneficial this would not support the service delivery requirements and provide the capacity and resilience for future high quality growth and staff development.
2. **Create a Shared Management Team across both services** - As above, but would create an overall strategic management structure, although beneficial this would not improve significantly the ability to deploy resources flexibly and would limit the opportunity to offer a “best in UK” staff development opportunity – capturing both City and rural planning experiences. Serving two Council infrastructures would add complexity and diminish agility for the service and staff and Managers.
3. **Develop a new Fully Integrated Planning Service** – This option provides the greatest opportunity to deliver quality outcomes in the context of the scale of growth by creating the capacity required to meet planning and development requirements and will maximise opportunities for staff development and career progression. This option also allows the service to work within a single suite of operational systems/protocols and provides the potential for benefits through workflow re-design and common processes understandable to all users – and potential future partners.
4. **Shared Service with other/additional partners** – With a history of other shared services and strong links geographically and functionally between CCC and SCDC the two-way partnership could have been enlarged. Lessons from the 3C service roll out (and other national projects) suggest that additional partners have the potential to increase the risk of adverse impacts during implementation – and create complexity in the delivery process. The principles underpinning the service and proposed roll out of ICT and workflows will be designed to enable future partnerships with the new service, once it has been successfully implemented. The risks to continued delivery of quality and timely planning outcomes during implementation nevertheless mean that this option is not being recommended at this time.

It is therefore recommended that we proceed to set up a new planning service for CCC and SCDC based on **Option 3** and the reasoning set out above.

4.0 Benefits

4.1 Expected benefits

The new planning service should bring clear benefits. These benefits will be measured during the application of the business plan and performance monitoring, and are currently identified as:

1. Opportunity to establish a planning service of **regional/national significance and scale** - capable of retaining, developing and recruiting talent embracing the best of city and rural planning, strategic and local planning.
2. Providing the capacity to respond positively to unprecedented growth pressures and deliver high quality outcomes within the existing cost envelope.
3. Capacity and capability to realise the emerging opportunities from national and sub-national programmes to attract investment within GC including through City Deal, the CA and the LEP.
4. A single service offer for homeowners and businesses across Greater Cambridge
5. More efficient and resilient planning enforcement through pooled capacity and capability.
6. Improved personal and professional development opportunities for staff and an ability to engage and support training (including apprentices) in response to national scarcity of professionals.
7. Build upon the history of close partnership working for the next Local Plan.
8. Opportunities to improve/develop “income” and to reduce net cost whilst maintaining quality.
9. Secure genuine value from investment made in new systems and processes through scale.
10. Creating capacity to enable/implement new/additional services to a wider geography/number of users.
11. Procurement and purchasing efficiencies, including through operating one IT system in the medium term.
12. Greater capacity to engage with the wide range of developers and the community on strategic (long term) site development through more effective deployment of staff (senior and juniors), and support for a common system of programme management.
13. Improved consistency and capacity for data analysis/management and performance reporting.
14. Improved capacity to respond to the various and frequent changes in national planning policy and legislation and delivery of member and staff development.

4.2 Potential dis-benefits

There is always a potential for dis-benefits to arise when changes to services are undertaken. However, these need to be recognised from the outset and measures taken to

mitigate their impact. It is anticipated that the benefits identified above will significantly outweigh the dis-benefits.

- In the short term, there is potential for disruption to each service through overly rapid or poorly planned roll out of phased implementation. Detailed project planning is in place to mitigate this with additional resources.
- Changes in systems and processes, with confusion amongst internal and external customers has the potential to impact upon “headline” application performance and service responsiveness. Appropriate management controls are in place to reduce this risk with monitoring of performance.
- Transformative change can be disruptive to staff. Uncertainty and disruption to process for delivery can precipitate staff to leave the service. A communication plan is in place, with a regular newsletter, and briefings for staff
- “Blending” service cultures to a new single narrative/vision will take time to settle and can lead to uncertainty surrounding purpose and objectives for individuals and partners. During the transition, there is a risk that the focus on key outcomes is lost. Early appointment of the new management team and other measures set out will help address this.
- The “cost of change” and phased delivery proposed represents an upfront investment that is unlikely to secure quick returns within a single financial year. This has been addressed and additional resources put in place.
- Adverse changes to the relationships with those who work with and support the planning service, such as the County Council transport team. Communication will be maintained to counter this.

As set out in this Business Case these dis-benefits are recognised as risks which need to be addressed and mitigation measures have been identified. These measures include the appointment of a dedicated senior “implementation manager,” the deployment of existing staff in the service re-design to improve the quality of process re-design and adoption, a phased and planned approach to implementation with additional HR resources and project management support and continuous engagement with staff and partners.

5.0 Project Delivery

As this is a complex project the project it is being delivered in phased approached. There nevertheless remain some unknown parameters within the project timeline at this time as the ICT solution has not been fully defined. The proposed phasing of the project is set out below.

5.1 Phase 0 Nov 2015 - June 2017

A number of activities have been completed or are already underway to assist in the exploration and delivery of this project. The main activities are:

- Recruitment of Stephen Kelly as Joint Director of Planning and Economic Development (completed).
- A project board is in place consisting of director, senior management, project manager and shared services programme manager, this board meet on a 3 weekly basis (completed).
- PRINCE2 methodology is in use for the project management with detailed working documents in place i.e. communications plan, stakeholder's analysis and risk/issue logs (completed).
- Project Initiation Documents have been approved by the project board for several key work streams associated with the project and others are to be brought forward. (Completed/underway).
- A monthly staff newsletter updates them on progress with a Q&A section to address concerns and questions. Regular staff briefings have been held and are in the project plan going forward (completed/underway.)
- Updates have been provided to senior officers and Executive Members in each authority.
- An experienced project manager with change and planning experience had been recruited to assist with the delivery of the project (completed).

5.2 Phase 1

5.2.1 Implement Senior Management Structure July 2017 – January 2018

The delivery of the senior management structure at the early stages of this project is central to successful implementation. This is a lesson learnt from earlier shared services projects. Once appointed the senior management team will need to take a lead on developing and influencing the structure underneath and provide the leadership required during transition.

The senior management structure has been determined by way of three management workshops and the informal engagement with staff through team meetings etc. In March and April, the two Councils agreed that the outline structure (appendix 1) be used as the basis for further testing and developing the proposed management structure. The appended management structure is now proposed to form the basis of the formal staff consultation phase and will enable recruitment of a management team to assist the Joint Director in the implementation of the project. If approved the proposed senior management structure (see Appendix 1) will be consulted on during the summer of 2017 with an anticipated implementation date for the final management structure of January 2018.

5.2.2 Employing Authority

The preferred strategic business option above seeks to achieve a new, fully integrated planning service. To realise the benefits outlined in 4.1 staff will need to be employed by a single employer as has been the case for existing shared services.

It is proposed that this process – including recruitment to the senior management structure and completion of Transfer of Undertakings (Protection of Employment) Regulations (TUPE) take place between July 2017 and February 2018. The transfer date for the affected staff from CCC to SCDC is proposed as 1st February 2018.

In parallel with approval of the management structure this business case proposes the future employer of staff in the new planning service as SCDC. The process of considering who should be the employer has had regard to the number of staff currently employed (and thereby impacted within each of the partner authorities, (91 at SCDC and 68 at CCC).

The HR resources within the two Councils currently differ. To recognise the scale of impact upon staff and to ensure that the TUPE and related change processes are handled effectively for staff and the Councils, this business case proposes investment in a dedicated senior HR officer to oversee the transition of the service. In addition, the business case proposes by way of a response to recommendations by both Councils to seek to enhance the attractiveness of the new service to planning and related professionals, that the new service includes the creation of a dedicated workforce development officer as part of a deliberate “recruitment” offer.

Based upon the assessment of the above, the key differences between the CCC and SCDC fall around the number of staff impacted by TUPE. On that basis, it is proposed that SCDC becomes the new “Greater Cambridge Planning Service” Employing Authority.

5.2.3 New Appointments July 2017 - onwards

The size and dynamic nature of the service and market competition for skills and talent means that during implementation, some staff may choose to leave the service. All new appointments from date of the agreement of this business case will be recruited to the named employing authority.

5.2.4 ICT Platform May 2017 - December 2018

The two authorities currently operate different ICT systems, serving not only Development Management and related work but also consultation processes in Policy, and supply management information. Neither system embraces fully the capacity for agile, mobile and multi-site working, nor has a dedicated project workstream begun considering the scope and procurement of a suitable system to support the new planning service and enable the alignment of processes and procedures.

It was agreed at the March/April committee cycle at both partner authorities to align around a single ICT provider. Phase 1 of this work is currently underway to analyse our current provision and the business needs going forward. This will involve workshops with

staff, members and customers on their needs. Once requirements are known we will move to procurement in phase 2.

5.2.5 Process alignment June 2017 – June 2018

There are several projects designed to align existing practices between the two authorities and assist staff and users in moving to a single service:

- Pre-application charging and procedures (start/end)
- Planning enforcement
- Delegation processes
- Member protocol
- Section 106 agreements

These projects will be supported by dedicated project teams and the new posts created to enable delivery and will require appropriate consultation with relevant parties. Their timing and implementation will need to take account of other workload and related issues.

5.3 Phase 2

5.3.1 Design and implementation of remaining staff structure Dec 2017 – Dec 2018

Once senior management structure is in place and posts are appointed to, the senior management team will focus on the development of the complete structure and further define the future operating arrangements. This will involve analysis of workloads, demand on the service and processes with a view to adopting best practices and maximising efficiencies. This stage will include a review of the activities which are undertaken outside the current services (having regard also to TUPE), for example trees and landscaping, and an assessment of the impact of the new planning service on wider council's service areas that are not in scope, for example the existing customer contact arrangements. The development of the specialist services capability will also be covered during this phase.

Once this structure is developed a further formal consultation process will be carried out with staff and unions in accordance to the agreed policies at both partner authorities. Implementation will then be delivered on a phased work programme.

5.3.2 Accommodation review – March 2018 – August 2018

The Planning services will continue to maintain a presence at both Cambridge and Cambourne. Nevertheless, one of the aims of the service is to work in a flexible and agile way aligned to both partners' individual office accommodation and future investment and delivery strategies. There will be no immediate changes in the locations of individual teams

until the future structure is known – although collaboration between officers in different offices engaged on specific tasks is expected to increase.

Once the office accommodation is reviewed it is expected that a phased implementation of any accommodation changes, to meet wider corporate programme timelines will be required, learning the lessons from previous shared services projects.

5.3.3 Procurement and implementation of ICT solution – Unknown until Phase 1 completed

Once the outcomes of phase 1 of the ICT project are known a project will commence to deliver the procurement and implementation of the desired solution. The timings for this are provisional at this stage but will become clearer as engagement with suppliers and the procurement process progresses. The project implementation is expected to be delivered through 3C ICT services.

5.3.4 Implementation of the new organisational structure and workflow - June 2018 – Dec 2018

The move to a fully integrated service will be phased (currently forecast to be over a period of 6 months) as the ICT and workflow projects provide the systems, structure and capacity to realise the benefits of the new planning service with manageable impacts/risks. This will reduce the risk of performance levels slipping and will assist in embedding the services in a controlled manner. Earlier in the programme, opportunities will be taken to align practice between the two offices to improve clarity to users of the services and aid the understanding and flexible deployment of staff to projects across the service. Appendix 2 and 3 highlight the current format of the two services.

6.0 Timescale

The project will be managed over a provisional timetable of some 18 months (to December 2018) with a phased implementation of services into the new planning service. The overall timescale for the delivery of the new planning service and work streams is as follows:

Implementation Timetable

June/July 17	August/Sept 17	Oct 17	Jan 18	Feb 18	Apr 18	Jun 18	Dec 18
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People

Consultation of the proposed new management structure.	Commence recruitment to senior management structure	Implement senior management structure	Staff to TUPE to the employing authority	Consultant on remaining staff structure	Commence recruitment to remaining structure and implement in phases		
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IT

Analyse current systems and further business requirements	Soft market testing	Tender or upgrade for desired solution	Commence procurement or upgrade and implementation				
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Process

Review and align processes across both services							
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Approval of Business Case	Review accommodation requirement of future service	Consult on accommodation strategy	Implement accommodation strategy				
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7.0 Costs

7.1 Investment for delivery

The budgets and income and expenditure levels for the last three years are set out below, noting that and there is year on year variation, particularly in relation to the prediction of income, set against significant fixed costs which form between 86% and 91% of combined budget.

2014/15	Total Budget	Staff & Overheads	Actual	Income	Net Cost
SCDC	£4,553m	£3,946m	£4,708m	£2,387m	£2,321m
City	£3,469m	£3,295m	£3,313m	£1,685m	£1,628m
Combined City/SCDC	£8,022m	£7,241m	£8,021m	£4,072m	£3,949m
2015/16	Total Budget	Staff & Overheads	Actual	Income	Net cost
SCDC	£4,585m	£3,943m	£4,070m	£2,212m	£1,858m
City	£3,218m	£3,176m	£3,175m	£1,397m	£1,778m
Combined City/SCDC	£7,803m	£7,119m	£7,245m	£3,690m	£3,636m
2016/17	Total Budget	Staff & Overheads	Actual	Income	Net Cost
SCDC	£5,070m	£3,940m	£5,221m	£2,665m	£2,556m
City	£3,463m	£3,421	£3,151m	£1,308m	£1,843m
Combined City/SCDC	£8,533m	£7,361m	£8,362m	£3,973m	£4,399m

In recognising the complexity of the issue of bringing budgets together it is proposed that initially budgets would simply be combined. As the project develops and the new Financial Management System being implemented across the two authorities is concluded, a more sophisticated approach can be developed, with the possible use of time recording and other systems explored to refine understanding on unit/processing and staff costs. The objective is to use such intelligence to secure a reduction in the “net” cost of providing the service by exploring savings through improved procurement, efficiencies through process improvements and opportunities to use any additional capacity for charged, discretionary services that meet currently unmet customer or partner need.

The successful delivery of the integrated planning service will nevertheless (see above) require an upfront investment of dedicated resources as well as significant commitment from existing staff. An experienced project manager is currently in place and a senior implementation manager will be recruited (for the duration of the project implementation phase) to assist with the transition. This is because the scale and throughput of the planning service is significant and existing capacity within the service is already limited.

Reports to the March/April 2017 committee cycle at both partner authorities suggested that because of planned national planning fee increases in July 2017, most of these

implementation costs would be contained within the service in year. If planning fees are not revised this financial year the additional funding committed in March/April will not be sufficient to sustain the implementation timeline envisaged and a bid for further funding will be required of c£100k per partner authority in year one of the project.

Existing early project work streams underway are targeted towards improvements in productivity, staff retention/recruitment and process efficiency as well as a clearer focus on meeting users' needs with a range of high quality charged services that will improve the ability of the service to reduce its net cost to the parent Councils.

The new planning service will also lead on the replacement of the two local plans currently at examination and nearing completion with a single Greater Cambridge Local Plan for both Council areas consistent with the commitment under the City Deal to start preparation of a joint plan in 2019. This cost will be shared between the Council's but is not included in this business case. The cost is nevertheless expected to be less than the costs associated with the production of the two existing Local Plans for the area currently nearing completion.

The scale of the service, the improvements in productivity and new opportunities to improve cost recovery within discretionary services mean that recovery of the initial overall investment, whilst not expected during the implementation phase should begin from year (2019/20) and should be achievable within a 5-year time horizon.

7.2 ICT Costs

A bid for £25k was also approved for the initial analysis phase of the ICT work stream in the March/April committee cycle. As the future requirements become clearer after phase 1 of this work a capital bid will be made to both partners in accordance with their agreed processes.

7.3 Recruitment Costs

To realise the aspiration to attract the best talent to the service, there will be additional costs associated with the recruitment in phase 1 to the proposed senior management structure. If posts remain unfilled following the organisational change processes this is likely to include the cost of specialist recruitment agencies and HR resources to assist in the process.

7.4 Staff Costs

In line with previous agreements for shared service implementations already undertaken by the partner Councils, any staff-related implementation costs occurring because of the new structure such as redundancy and pay protection will be shared as follows:

- Costs associated with staff ring-fenced for the proposed management structure will be borne by the pre TUPE employer;
- Costs in respect of other employees should be borne by the two partner authorities in proportion to their contribution to the service budget.

These principles have been agreed and in use in the earlier shared services between the two partners at the S&R Cabinet in July 2015 (Overview Shared Services Report)

7.5 Additional Project costs

The service budgets include both direct staff costs (for project support officers dedicated to development of project outcomes) and indirect staff support and development costs – such as communications, team building and development. The significant number of stakeholders, partners and extensive communities will also require support and assistance in understanding the new service over the project implementation period. As new senior managers and staff work across office locations (and more flexibly to support customers) a significant capital investment is also expected to be required to migrate the service from fixed desk based hardware to more mobile computing solutions (laptops/tablets), telephony and in office infrastructure to promote efficient use of expensive fixed office space.

8.0 Analysis of current and future services

8.1 Staff

The combined service on its current assumptions (June 2017) has a total of 159 staff equal to 142 FTE equivalent posts, with a total salary cost (including on costs) of £6.12M. This includes staff who are not currently within the planning service (such as the application support team in the CCC, who provide support to the planning and tree application process as well as local land charges, city centre management and environmental health), some of whom) are dedicated to the delivery of the service and will therefore be subject to TUPE provisions as the service seeks to move to a single employer. It should be noted that as the final staffing structure emerges, this figure may change as staff are identified as potentially in or out of scope across both Councils.

TABLE 1 - OVERVIEW OF CURRENT STAFFING			
	SCDC*	CCC**	Total
Total number of staff	91.00	68.00	159
FTE	85.93	55.59	142
Agency + Consultant	3.00	4.00	7
Fixed Term	8.00	12.00	20
Permanent + Perm not in Planning Service	80.00	52.00	132

* Includes Executive Support and Local Land Charges

** Includes Application Support, Local Land Charges and S106 Officers, excludes Trees.

Whilst similar in broad terms, each service has organised itself slightly differently. At the meeting of Cabinet/Scrutiny in March/April 2017, both Councils agreed that the scope for the shared service would cover the following:

- Planning policy and strategy
- Neighbourhood Planning
- Consultancy/specialist services relating to development activity
- Planning and related Application Processing (including trees and Listed Building Consent) and decision making
- Planning Enforcement
- Support for corporate and sub-regional projects (City Deal/Duty to Co-operate/Local Enterprise Partnership/Combined Authority support etc.)
- Consultation and related responses on behalf of the local planning authorities
- Economic Development (as defined by Corporate Plan)
- Local Land Charges

The current structures can be seen in more detail in Appendix 2 and 3.

At this stage of the project, it is not possible to determine whether staffing quotas at each level of the structure will change. Opportunities for process alignment may release capacity in parts of the service. However, the current challenges facing the service, its future scale and the anticipated implications of new user centric service offers and income growth will require additional resources/capacity in other areas. The implications on the net budget for the service cannot currently be forecast accurately – ahead of the final service structure design. It is not however anticipated that the new planning service will increase net cost to either Council.

8.2 Future Areas of Activity

Business Support team

SCDC has a small dedicated “business support” team embedded in the planning service while at CCC, business support is a centralised resource. The proposed structure recognises that the realisation of the opportunities arising from the new, transformed planning service will require additional management capacity. This includes the aspiration to “develop” a compelling staff development and recruitment offer, identify and monitor enhanced user service offers (income derived) to underpin improved efficiency/productivity, reduced net cost and a need to provide assurance to the management and members of the respective partner authorities with timely, accurate and high quality reporting. This includes the effective management and agile deployment of the budget of the service on outcomes.

The business case therefore seeks to grow capacity in this business-critical area with dedicated posts focusing on data monitoring, the realisation of a first-class staff support and development capability, customer insight, community engagement and communications and senior management support. This is expected to release capacity in the professional officers and underpin the delivery of the strategically significant ambition in the vision to be known as one of the best planning services in the Country. The precise format of the business support team will be determined in phase 2, following recruitment of the business support team manager as part of the senior management team.

8.2.1 Development Management (DM)

A high-level audit of activities, focussing mainly on the development management aspects, has indicated that over the last 2 years the City and South Cambridgeshire councils received 2894 and 3968 planning applications, respectively last year although SCDC made more decisions in each category (Major, Minor and Other applications). Data for the last three years is set out in the Tables below. A national average profile of applications is 3% Major, 27% Minor and 70% Other. The profile of applications does not vary much from the national average, although some of the Major applications were very large and complex e.g. for large housing and commercial developments.

South Cambridge District Council								
Applications by Type		Financial Year 2014/15		Financial Year 2015/16		Financial Year 2016/17		National Av
		Total	%	Total	%	Total	%	%
Major	Received	104	5.92%	84	4.66%	110	5.52%	
	Determined	84	4.78%	71	3.94%	81	4.06%	3.00%
	Determined in Time	44	2.50%	36	2.00%	69	3.46%	
Minor	Received	555	31.59%	617	34.22%	688	34.52%	
	Determined	512	29.14%	504	27.95%	572	28.70%	27.00%
	Determined in Time	225	12.81%	284	15.75%	437	21.93%	
Other	Received	1298	73.88%	1129	62.62%	1552	77.87%	
	Determined	1161	66.08%	1228	68.11%	1340	67.24%	70.00%
	Determined in Time	846	48.15%	822	45.59%	1143	57.35%	
Total Determined		1757	100.00%	1803	100.00%	1993	100.00%	100.00%

Cambridge City Council								
Applications by Type		Financial Year 2014/15		Financial Year 2015/16		Financial Year 2016/17		National Av
		Total	%	Total	%	Total	%	%
Major	Received	70	4.06%	59	4.06%	57	4.49%	
	Determined	70	4.06%	55	3.79%	40	3.15%	3.00%
	Determined in Time	60	3.48%	53	3.65%	39	3.07%	
Minor	Received	438	25.39%	416	28.65%	308	24.27%	
	Determined	344	19.94%	329	22.66%	261	20.57%	27.00%
	Determined in Time	248	14.38%	245	16.87%	288	22.70%	
Other	Received	1212	70.26%	1268	87.33%	786	61.94%	
	Determined	1311	76.00%	1068	73.55%	968	76.28%	70.00%
	Determined in Time	854	49.51%	841	57.92%	873	68.79%	
Total Determined		1725	100.00%	1452	100.00%	1269	100.00%	100.00%

The two DM services are delivered in a similar way – a full range of DM applications are dealt with by the City Development Management team and SCDC equivalent and proposals for new communities/new neighbourhoods are delivered by the New Neighbourhoods CCC and New Communities (SCDC) teams. Given the differing spatial extents the City Council does not operate with separate “geographic areas” for development management or enforcement. In SCDC, there are two geographic area based teams for DM (and a single New Communities team covering the whole of the district dealing with the strategic sites).

Given the significant geography of the new planning service area, senior managers have been exploring options to apply area based working to both mainstream and strategic applications within the new service. This work has examined work per ward, types of applications per ward including Majors, Minors and Householders and mapped out where the large growth sites are planned (or future growth is expected) to establish cross boundary functional relationships where a single team approach would be beneficial. Inevitably some proposals will straddle boundaries in which case one team will be identified to take the lead. The business case sets out three operating areas for DM. A map showing the three is attached in Appendix 5.

Working on the basis that an officer at both planner and senior level would have a case load of 200 per year and a principal officer of 150 it is proposed to then assign staffing numbers/posts to the three areas through consultation with existing staff in phase 2.

There is also significant amount of work outside standard planning applications to be dealt with in both councils, and scope for procedures to be examined and to ensure that processes for applications for which fees cannot be charged are efficient. These include trees, listed building and conservation. Available data also suggests areas where there are opportunities to improve performance and realise tangible improvements in cost (such as in CCC where 45% of applications were initially invalid when received).

A pre-application advice service is offered by both councils which in part is a paid service. In 2016/17 a total of 908 pre-application enquiries were received generating fees of £302,000 (£75,000 CCC/£227,000 SCDC). Both councils also offer a free duty planner service on the telephone and face to face. It is proposed to review the approach to advice across both councils to ensure that it more effectively meets user's needs (responding to data/feedback such as the invalid applications), is more efficient and recovers more of the costs associated with delivery. This will include encouraging self-service through good web information for customers and concentrating officer resources on the most complex and priority cases.

SCDC dealt with 96 appeals in 2016/17 of which 8 (a relatively high number) were public inquiries as opposed to the less resource intensive written representations or hearings. This high number is related to current issues regarding a lack of a 5-year housing land supply. CCC dealt with 45 appeals, none of which were public inquiries.

8.2.2 Enforcement

Planning enforcement is an important discretionary service, rather than a statutory duty, although Members and the community place a high value on actions taken. In 2016/17 SCDC received 500 enforcement complaints. Within CCC 262 enforcement cases were received. There is scope for the alignment and improvement of the enforcement service through adopting smarter working practices and working towards improved cost recovery. A total of 21 enforcement notices were served across the area 8 in the City). One prosecution was pursued in 2016/17 by SCDC and one proceeds of crime prosecutions securing £26,000 of additional income. Ensuring the effective enforcement of planning regulations is a community priority and the new planning service will be exploring how the responsiveness and effectiveness can be optimised in the future given the geographic spread and limited number of specialist officers.

8.2.3 Planning Policy and Strategy

Some 18 posts and a budget of £1.701m within the Councils are dedicated to the development of planning and related policy. The work plan for the services identifies a significant forward pipeline of policy to be developed for the area over the next 3 years.

Reflecting the increasing range of policy work it is proposed to create two teams to more effectively cover these work areas with the carrying forward of a Planning Policy Team and the creation of a new Strategic Planning Team, but recognising there will be flexible project working across the two teams according to work priorities.

The Planning Policy Team will continue to lead on the core Policy work. It is a statutory duty for councils to prepare Local Plans for the Local Planning Authority area. The economic success of the Greater Cambridge area and the scale and pace of change and development means it is a priority for the Councils to have up to date Local Plans. Policy planners in both councils already work closely together. The new Local Plans for both areas are currently at examination, having been prepared in parallel and with an aligned development strategy across both plans and considerable joint evidence supporting them. This is a major workload for both teams.

Both Councils have committed through the City Deal to start to preparation of a single Greater Cambridge Local Plan in 2019. This will require a statutory joint Committee and is expected to build upon previous collaboration. This process, while complex, would clearly be simpler to undertake in a single service structure.

There is also a commitment to a programme of work on several other policy documents or strategies, including a programme of Supplementary Planning Documents to support the new Local Plans. Proposals for introducing a Community Infrastructure Levy (CIL) also need to be reviewed in light of changing national guidance.

Neighbourhood planning, which councils are obliged to support through advice and assistance is more active in SCDC (12 designated areas), rather than CCC (one designated area), due at least in part to the relative simplicity with which a parish council can designate a neighbourhood plan area.

Additional strategic planning capability is required to engage with a number of new strategic initiatives reflecting the location of Greater Cambridge is at the centre of a series of economic/commuter corridors and will be dealt with by the new Strategic Planning Team. A new Mayor has recently been elected for the Greater Cambridge/Greater Peterborough combined authority. As part of the agreement the Mayor of the combined authority will prepare a Non Statutory Spatial Plan. The LEP's is reviewing its Strategic Economic Plan, and the National Infrastructure Commission is undertaking work for the Cambridge-Milton Keynes-Oxford corridor Local Plans under the Duty to Co-operate is also expected over next 5 years.

The councils are also working with City Deal partners on the development of sustainable transport schemes to support economic growth and the development strategy in the Local Plans. They also work with Highways England on the development of major strategic transport projects, including the A14 improvements and the A428 Black Cat to Caxton Gibbet scheme.

Under the statutory Duty to Co-operate it is necessary for both councils to co-operate not only with each other, but also with others, including the County Council and statutory bodies such as the Environment Agency. Typically, these activities require not only high quality technical planning input. Also consistent and senior strategic planning partnership experience and the input to broker agreements is needed which are acceptable to members of both Councils and relevant joint bodies (such as the Cambridgeshire and Peterborough Joint Strategic Planning and Transport member group, and the City Deal Executive Board). These, in turn require officer support. Together these activities consume both technical and more senior planning resource. The demand they create is difficult to gauge in advance, particularly in the light of City Deal and the Combined Authority, but is unlikely to decrease from current levels though the organisational structures may change.

Both councils require a wide range of specialist expertise available to them to underpin sound decision making and policy and to support the achievement of high quality outcomes. Currently between the two LPA's there are Urban Design, Conservation, Landscape, Ecology and Tree expertise in house along with other specialists who currently sit in Policy and DM teams. These functions input across the other planning functions and it is appropriate that such a range of advice is available given the nature and scope of the work being undertaken and anticipated by both services. The development of a new planning service offers the opportunity to rationalise and reduce any duplication of input to projects, to utilise and develop specialisms, to develop and support Development Management officers in dealing with more straightforward applications, to offer a more aligned design panel service, and to generate income more consistently across the service. In the future, given the scale of the service, it will be possible to consider whether this can be developed to provide consultancy services to other councils in the area under trading arrangements.

8.2.4 Local Land Charges

Local land charge search requests are received and answered within Development Management at SCDC and within Application Support at CCC. SCDC receives approximately twice as many search requests per year as CCC (4270 and 2200 respectively in 2016/17), reflecting the location of new development. The majority of data required to respond to search requests is held within the planning services and as such the function is intrinsic to the service and in scope of the new planning service project. There are differences in approach between the councils, with the SCDC process currently less automated than at CCC and thus there is clear potential for a unified approach using common ICT.

8.2.5 Application Support

The development management and related (appeals/enforcement) functions of the two Local Planning Authorities are administered in a different way – with a different IT system. Workflows are accordingly different and will require alignment in association with the procurement of a new single software solution. Other shared services have secured benefits through improved process engineering. The creation of a single process will be dependent upon technology solutions and the ICT project and agile capability.

8.2.6 Wider Councils services

Some resources required fall within the service and are within scope, such as the Urban Design and Conservation team but other services such as tree and landscape advice at CCC which play a key role in supporting the planning process are not currently in scope and fall outside of the current service envelope. Other expertise is provided by services within the Councils, for example customer contact and environmental health and outside, for example the County Council. The impact on these other services is planned to be reviewed in Phase 2 of the project.

Additional consultancy support

Specialist advice is bought in relating to the development of the local plan evidence base, legal representations and specific services such as viability assessments (for S106) and detailed technical appraisals to underpin planning decision making is likely to continue to be required. The service will however seek to explore opportunities for shared procurement for such services to reduce contract management costs and improved price in concert with the respective procurement teams of the Councils.

8.2.7 Service Pressures

The Government has placed emphasis on the planning performance of local planning authorities in terms of decision making on planning applications, and their adoption of up to date local plans. Failure to meet national targets can lead to the planning authority being placed under special measures where others are deputed to make the decisions at a cost to the Council. The lack of an up to date local plan with the lack of a five-year housing land supply creates speculation on unallocated sites, a greater number of applications and appeals, and the possibility of a Council's policies being overridden. In addition, national planning legislation and policy has been the subject of major change in recent years and this is likely to continue. Such pressures mean that these planning services must continue to be strong and resilient and the management of these pressures and appropriate investment to ensure capacity during implementation will be required.

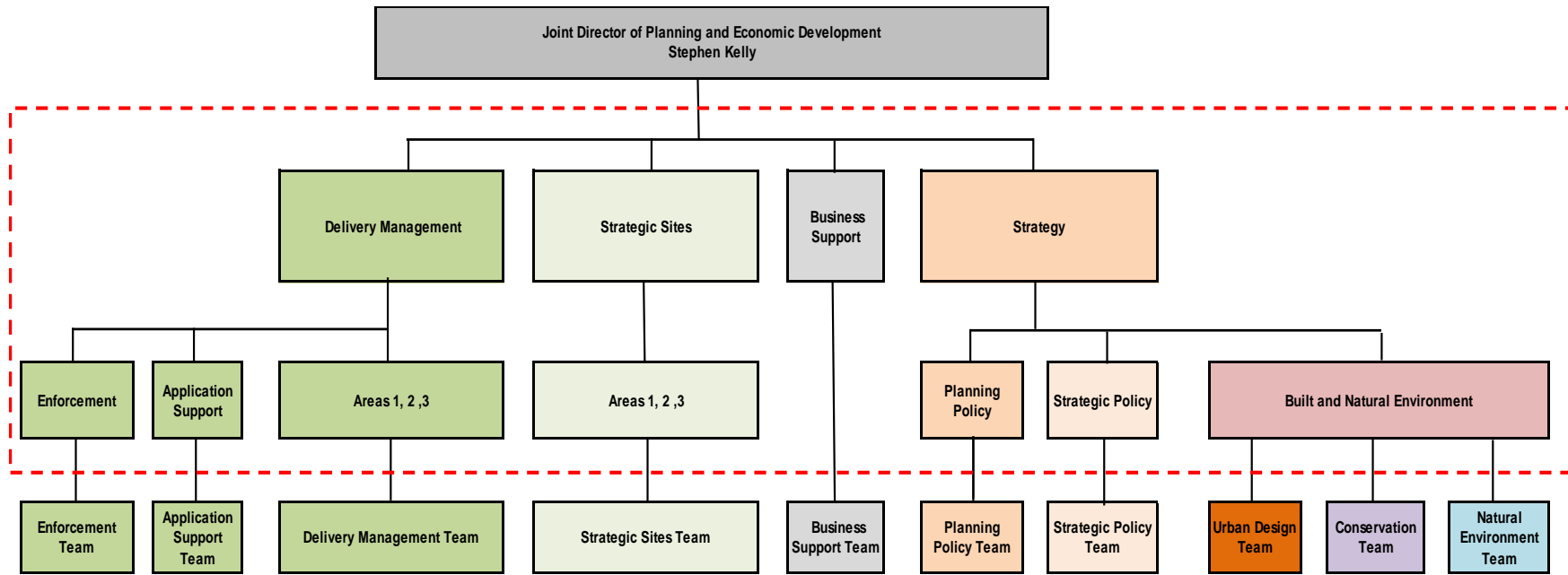
9. Major risks

The major risks that have been identified are captured in the following table. A full Risk Assessment and mitigation plan has been developed within the PRINCE 2 project environment and is managed by the project board. A copy of the risk register can be obtained by contacting the Project Manager.

Ref.	Risk and Impact Description	Action/Mitigations
R1	There is a risk of performance slippage during the transition to the new planning service	Performance will be managed weekly and action plans put in place if necessary. Escalate any performance issues. Key KPI's discussed in team and project manager's meetings.
R2	There is a risk that the timetable for delivery of the project will be exceeded - due to the complexity of the service and as staff lack time to provide input as a result of day to day workloads.	There is a dedicated project team and the project board will monitor progress and report to the management board on progress.
R3	There is a risk of staff retention decreasing during the project resulting in the loss of key people and knowledge and anticipated recruitment challenges in view of a national shortage of planners	A detailed stakeholder communication plan is in place and will be reviewed throughout the lifecycle of the project. The process will not alter many roles; however, there is awareness that change will affect people.
R4	Need to ensure members agreement and buy in to the new planning service. If support is withdrawn the project will be stopped.	Current governance protocol will be adhered to. Member briefings and workshops to be held when required during the project and at key decision states. Sovereignty of each partner's decision processes to be adhered to.
R5	There is a risk due to the Planning & Housing Act 2016; the government is testing the benefits of allowing planning applicants to choose who processes their planning application; Councils or the private sector. Planning applications could be opened to the market, and then Councils could see a significant challenge in the extent of work undertaken in-house with a threat to the scale of fee income. Other Government proposals could similarly place additional pressures on the service.	Will be kept updated on government changes via government website, PAS and POS. Preparing the new planning service to be competitive and brand building in the commercial market will reduce this risk should it arise. This risk will be addressed in the work stream regarding greater resilience around retention and recruitment.
R6	ICT infrastructure not reliable and fit for purpose	Detailed audit and assessment of the existing systems in CCC / SCDC is being carried out. Project board to work with the procurement team to fully spec the requirement needs for the new system. A full and detailed project will commence once options are known.
R7	There is a risk of single key person dependencies, notably with the project manager and shared director roles	All documentation for the project will be version controlled and stored on Britix 24. Skilled staff are to be seconded from the service to assist in delivery. The shared service programme office will continue to be involved throughout the project as well as the management and CEX boards for shared services
R8	Single key person dependencies	Share information with the Project team. All Documents are version controlled and uploaded onto Bitrix24. Set up holiday chart for all key people, use to cross check key decisions and workload priorities.
R9	The Government does not proceed to allow the proposed 20% increase in planning fees as Regulations have not been laid before Parliament because of the election	Monitor and lobby, if required to, and re-assess as necessary.
R10	Opportunities to transform the service are missed	The Project Team, Senior management and Project Board to monitor and identify actions required

Proposed Future Senior Management Structure

APPENDIX 1

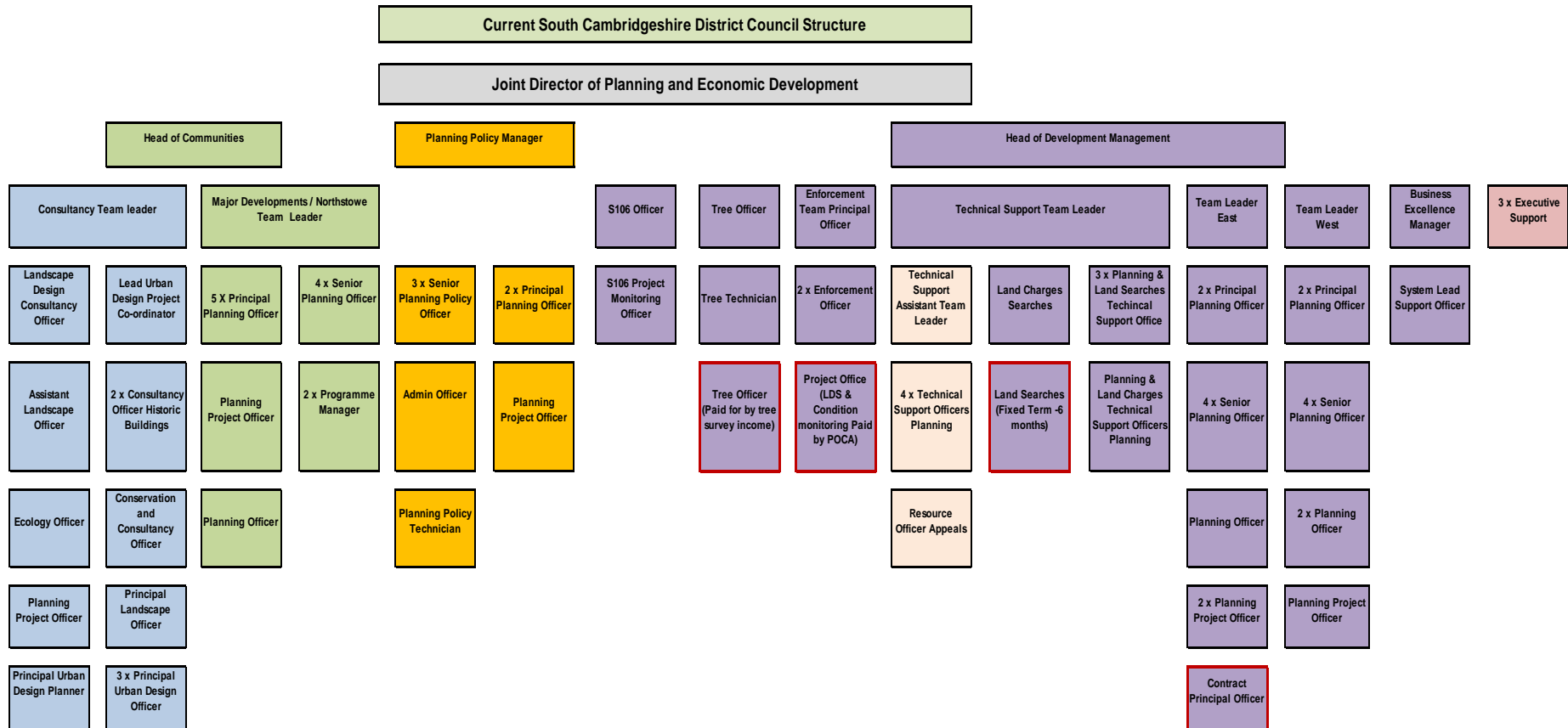


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Phase 1

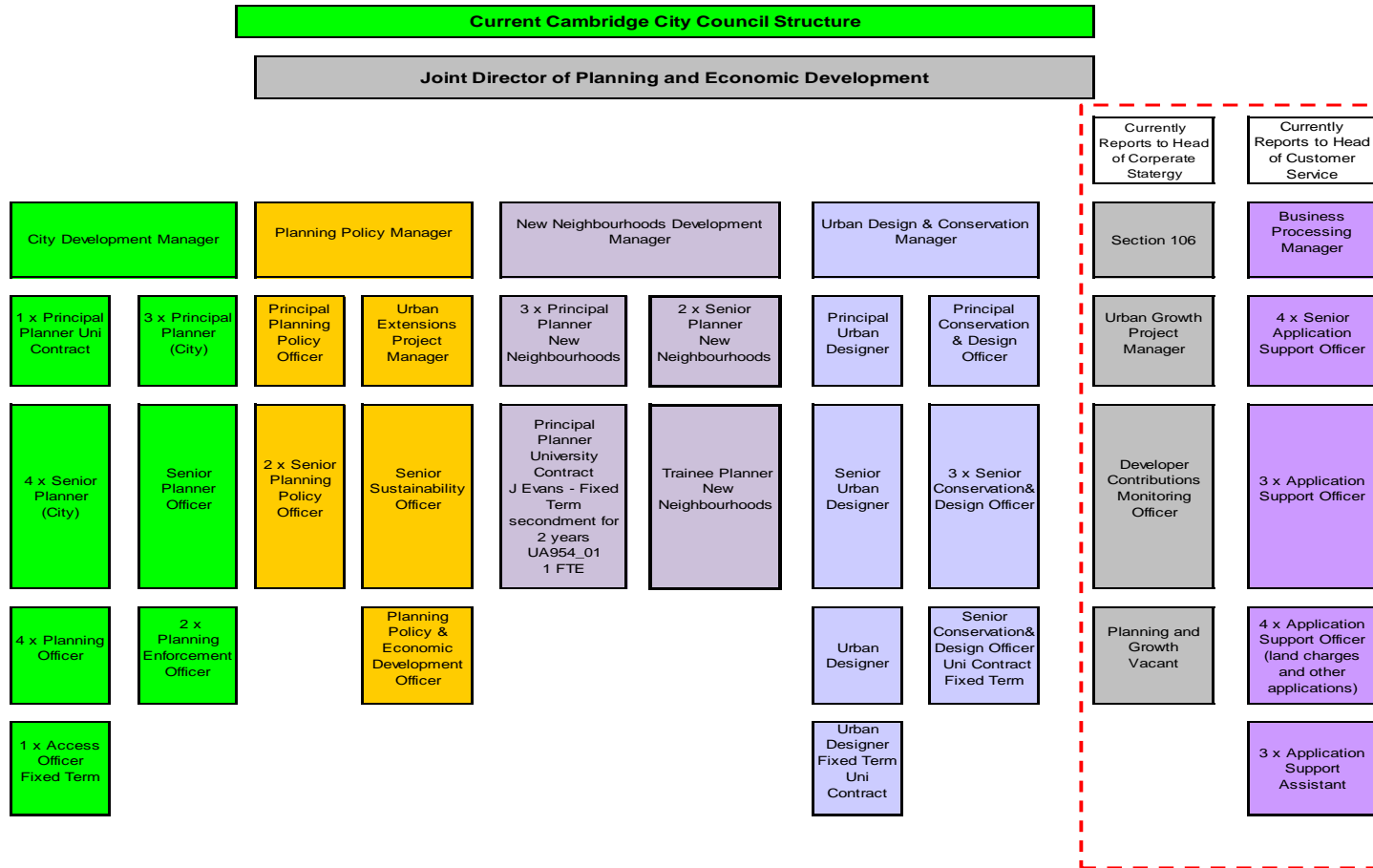
Current SCDC Staffing Structure

APPENDIX 2



Current CCC Staffing Structure

APPENDIX 3



Appendix 4

Key Performance Measures

Quality

Building for Life outcomes/audit?

5 year land supply in place?

S106 deliverables?

Committee application overturns %

Affordable housing outcome (%) achieved

Customer satisfaction rating (pre app, member training, parish training)

Neighbourhood Planning

Investors in People Gold in place across service

% of staff turnover

Adopted up to date Local Plan in place? (Y/N)

% of projects in Supplementary Planning Document programme on target for delivery?

Conservation Area Management Plans (CAA's) in place as % of all Conservation Areas

% Appeals dismissed

Meeting Targets

BVPI measures/designation

Responsiveness of non stat services (application registration times, Pre-app advice performance, Conservation/Listed building advice, consultancy services)

Enforcement service response times/clear up

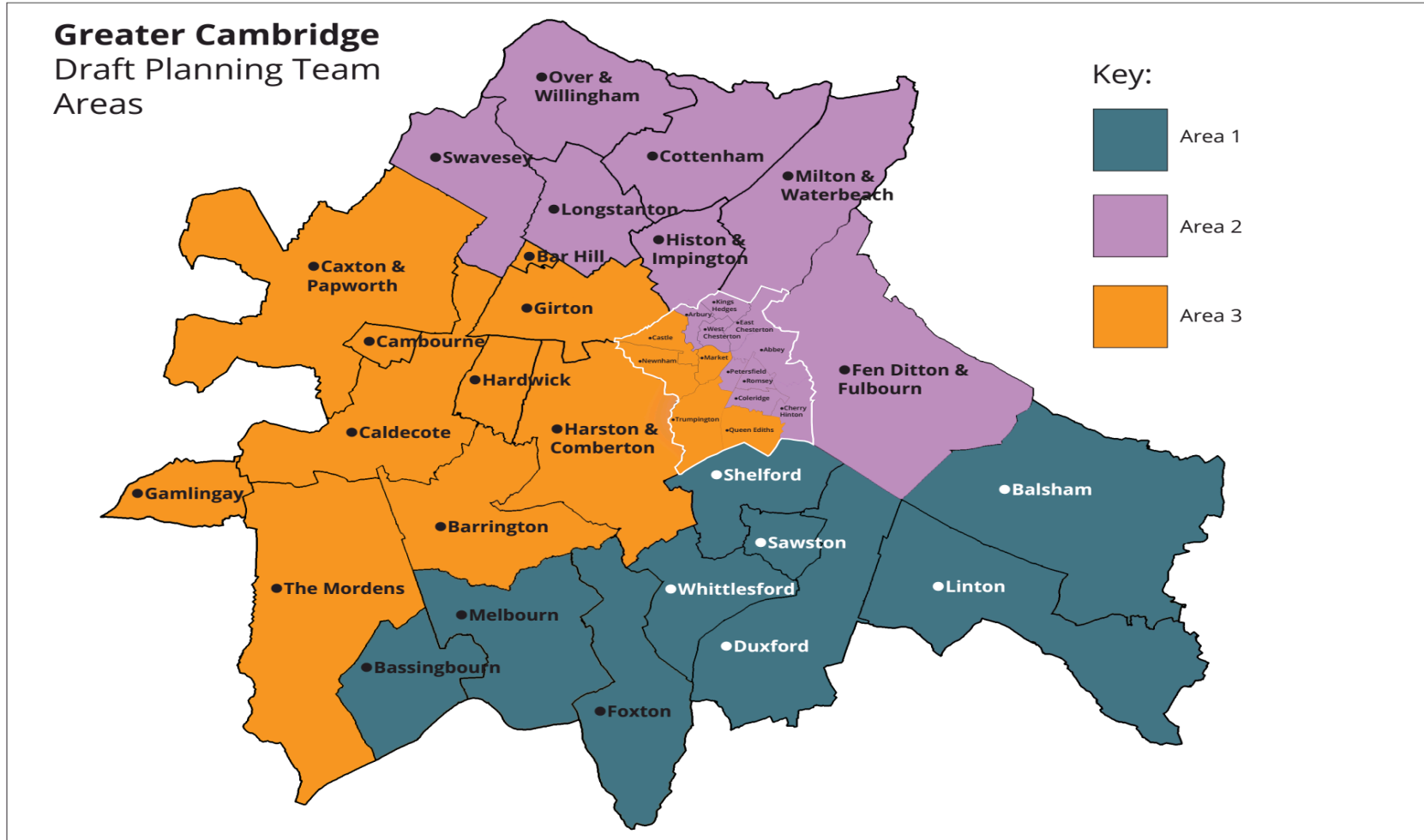
Cost

Percentage cost recovery of Development Management service

Net cost per application (benchmark costs)

Pre-application consultancy costs/income (Value for Money)

Recovery of enforcement costs /Proceeds of Crime Act? and % of delegated decisions and Net cost per new home permitted?

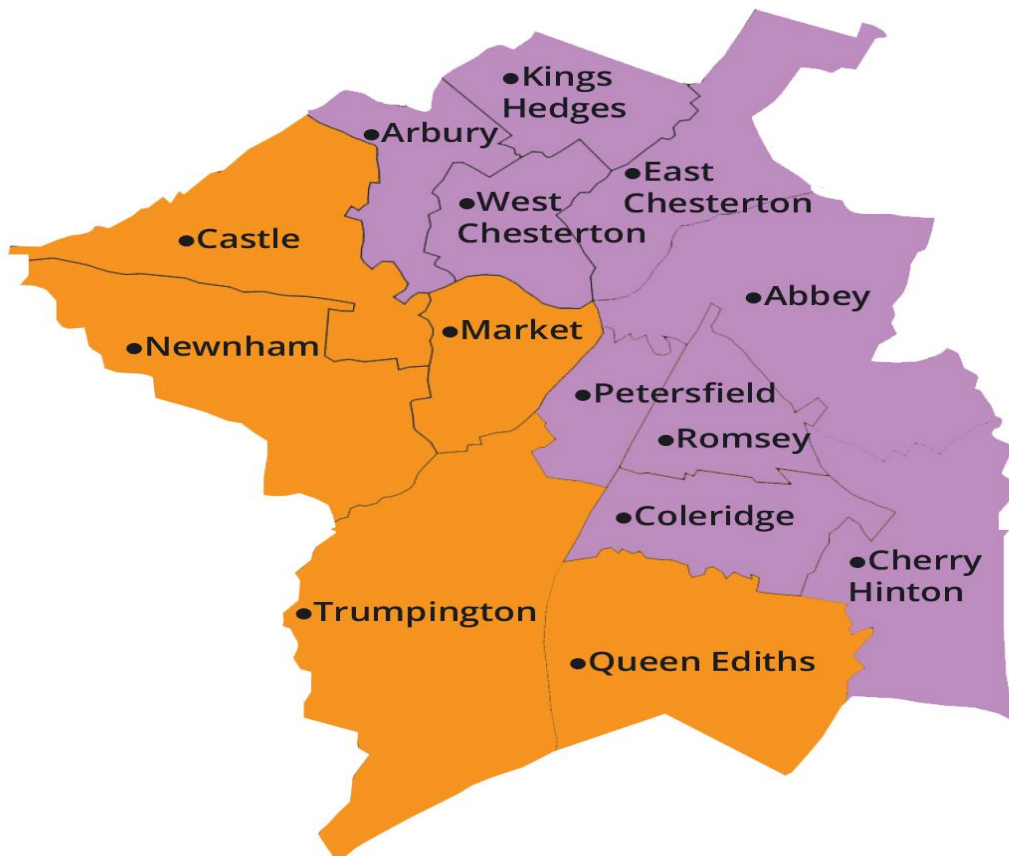


Greater Cambridge City

Draft planning team

Areas

Key:



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Cambridge City Council Equality Impact Assessment

VERSION: 20170615

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

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

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

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

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

As part of this, CCC is reviewing the following internal service – Planning Service. This is an EqlA for the proposal to have New Planning Service for Greater Cambridge between CCC and South Cambridgeshire District Council (SCDC) being considered at Council's Strategy and Resources Scrutiny Committee on 3 July 2017.

1. The rationale for the establishment of a new planning service between CCC and SCDC is that it will enable each local authority to undertake its statutory duty in implementing and enforcing the planning regulations in their area, whilst providing a more sustainable and resilient business model for future service delivery and cost effectiveness.

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

- Create a new planning service, systems, infrastructure and ways of working
- Reduce overall costs to the Council and get better value for money.

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

- Provide a service that is user friendly but enables the development of innovative solutions to deliver services more efficiently.
- Assist in improving staff retention and recruitment.
- Provide increased resilience and capacity to enable the consistent and reliable service delivery required by the public.

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

X Residents – as users of Planning services.

Visitors

X Staff

A specific client group or groups (please state):

Councillors

Development industry

Residents

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

√ New

Revised

Existing

5. Responsible directorate and service

Directorate: Planning and Economic Development

Service: Planning

6. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service?

No

Yes (please give details):

SCDC will be partners in delivering the new services. Other services involved will be Human Resources, Finance and ICT and there are links to other bodies outside the Councils, for example Cambridgeshire County Council and the Combined Authority and Mayor for Cambridgeshire and Peterborough.

7. Potential impact

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

When answering this question, please think about:

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

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

In the case of each service, the effects are primarily on staff rather than the community.

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

- The aim of the new service is to allow staff to work in a more flexible and agile way. With new ICT system in place staff will have access the system at various locations including home, onsite and other council office locations.
- Following the staff survey in May 2017 the ICT issues raised will be addressed in this project.
- There may be a need for staff to work across multi sites of the Greater Cambridge region but this will be mitigated by increased agile working.

In terms of the public:

- The customer needs and demands are a key focus of this project and new processes and systems will be introduced to make the customer experience more seamless.

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

In the case of this service, the effects are primarily on staff rather than the community.

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

In terms of the public:

- There is unlikely to be any positive or negative effect

(c) Gender

In the case of this service, the effects are primarily on staff rather than the community.

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

(d) Pregnancy and maternity

In the case of this service, the effects are primarily on staff rather than the community.

There is no effect, either negative or positive, expected as a result of these changes on members of staff or of the community who share this characteristic. Existing maternity terms and conditions will be adhered to throughout the lifecycle of this project.

(e) Transgender (including gender re-assignment)

In the case of this service, the effects are primarily on staff rather than the community.

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

(f) Marriage and Civil Partnership

In the case of this service, the effects are primarily on staff rather than the community.

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

(g) Race or Ethnicity

In the case of this service, the effects are primarily on staff rather than the community.

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

(h) Religion or Belief

In the case of this service, the effects are primarily on staff rather than the community.

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

(i) Sexual Orientation

In the case of this service, the effects are primarily on staff rather than the community.

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

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

In the case of this service, the effects are primarily on staff rather than the community.

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

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

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

A business case is going to Strategy and Resources Scrutiny Committee on 3 July 2017 for approval. If approved, consultation will take place with each stage of the implementation process in accordance with each partner authority's policies. The EqIA will be reviewed at all key stages including when the implementation papers are ready and after consultations have taken place.

9. Conclusions and Next Steps

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

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

10. Sign off

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

Names and job titles of other assessment team members and people consulted:
Stephen Kelly – Director of Planning and Economic Development
Suzanne Goff – Strategy Officer

Date of completion: 15 June 2017

Date of next review of the assessment: July 2017

Action Plan

Equality Impact Assessment title: Formation of New Planning Service

Date of completion: 15/06/2017

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

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

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

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

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

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

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

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

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

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

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To: The Leader and Executive Councillor for Strategy and Transformation
Report by: David Edwards – Interim Strategic Director
Relevant scrutiny committee: Strategy & Resources
03/07/2017
Scrutiny Committee
Wards affected: All Wards

3C SHARED SERVICES – 2016/17 ANNUAL REPORT

Non – Key Decision

1. Executive summary

This report provides summarises the performance for the 3C Shared services during 2016/17. The scope includes Legal, Building Control and ICT. The principle of producing an annual report for the 3 way shared services was agreed at this committee in July 2015.

2. Recommendations

The Executive Councillor is recommended to:

- 1) Note the content of this report

3. Background

3.1 In July 2015, Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council each approved a model for sharing Legal, Building Control and ICT services. The three services went live within 3C Shared Services in October 2015 with a commitment to provide an Annual report.

3.2 A governance structure is in place for 3C Shared Services with quarterly meetings to review the detailed information and a forward plan in place for the 3C Management Board (containing the lead directors

from each authority), 3C Chief Executives Board and 3C Joint Advisory Group (comprising of the leaders from each of the Councils). The three way boards have moved their emphasis from implementation to performance measurement during 2016/17.

- 3.3 The 3C Shared Service 2016/17 Year End Report (Appendix 1) provides a summary of the progress in terms of financial and non-financial benefits of the shared services against the business cases that we approved.
- 3.4 In 2016/17 major transformational changes were delivered within these services with staffing reviews, consultation, accommodation moves and recruitment to the senior management positions. All of these were focussed on delivering a more efficient and effective service. Service specific items are set out in the Annual Report, however, of note:-
- Legal advice and personnel being brought within a single practice
 - ICT changing to take on the services and systems that had previously been supported by Northgate Public Services at the City, providing a more consistent service and scope for greater collaboration on strategy and systems in the future
 - Building Control retaining market share during a period of significant change
- 3.5 As these changes were imbedded the focus of the services and governance boards in the latter half of 2016/17 moved from implementation monitoring to performance measurement. Improvements were made to the performance framework in particular with reports presented to the various governance boards.
- 3.6 The appointment of Tom Lewis as Head of 3C Legal and Paul Sumpter as Head of 3C ICT during the year have significantly added to the leadership and stability of the services. It is also recognised as a lesson learnt that senior management positions should have been recruited to sooner to provide the leadership and vision required during major change. This lesson has been applied to the more recent shared service arrangements that have been entered into.
- 3.7 Until recently making a permanent appointment to lead the 3C Building Control service had been difficult. A revised package was therefore developed and approved and a permanent appointment has been made, Heather Jones started in June 2017.

- 3.8 The aspirational savings target of achieving 15% savings in year one (as set out in the original business cases) was found to be unrealistic, especially during a period of major change. The 15% savings are seen as a realistic in the longer term as efficiencies and savings are driven out of the services. Modelling these savings over a 3 year period would in hindsight have been more achievable and realistic. The focus remains on providing value for money for the three authorities.
- 3.9 All the services have a business plan in place for 2017/18 and the service performance will be monitored against these objectives during 2017/18 by the governance boards.

4. Implications

a) Financial Implications

The financial implications have already been accounted for in the medium term financial planning for each of the authorities.

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

There are no additional staffing implications.

c) Equality and Poverty Implications

An EqIA was carried out for these projects and submitted in the July 2015 report to Strategy and Resources Committee, there are no changes.

d) Environmental Implication

None.

(e) Procurement

None.

(f) Consultation and communication

Consultation on the service changes in 2016/17 was undertaken in line with the Council's agreed policy.

(g) Community Safety

None.

5. Background papers

These background papers were used in the preparation of this report:
Shared services report – Strategy and Resources – 13th July 2015.

6. Appendices

Appendix 1 - 3C Shared Service 2016/17 Year End Report.

7. Inspection of papers

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

Author's Name:	David Edwards – Interim Strategic Director
Author's Phone Number:	01223 - 457325
Author's Email:	David.Edwards@cambridge.gov.uk



3C Shared Service 2016/17 Year End Report

15 June 2017

To: 3C Joint Group Advisory Group

Author: Brian O'Sullivan – 3C Shared Service Programme Manager

15 June 2017

Executive Summary

It has been a very busy yet exciting first complete year for 3C Shared Services. Together the partners have worked hard to develop the 3C Shared Services which has included building up the relationships, trust and working arrangements between the three partner organisations and developing the concept of shared service delivery.

A key focus for this year has been to embed the services so that they become an integral part of each organisation and can add value. An important part of developing the services has been to transform the way the services operate. This has not been delivered without challenge in regards to staffing, budget pressures and service delivery. The primary focus has been on maintaining services and whilst financial savings have been made the aspirational target of achieving the 15% savings in year one has not been fully achieved.

With many of the organisational changes now delivered it gives 3C Shared Services the foundation to add further value, reduce operating costs, further improve service delivery and staff retention and as well as increasing resilience.

One of the challenges faced by the Shared Services has been around leadership and not having senior management in place early enough to lead on the transformation and design of the services. With permanent heads of service now in post service provision has been moving from 'fragile to agile' and with 2017/18 business plans in place this will see increased benefit realisation.

Finally, we would like to thank all our staff, partners and stakeholders who contributed to the first year of delivering shared services.



3C Shared Services is a strategic partnership between Cambridge City Council, Huntingdon District Council and South Cambridgeshire District Council

Background

3C Shared Services is a strategic partnership between Cambridge City Council (CCC), Huntingdonshire District Council (HDC) and South Cambridgeshire District Council (SCDC). Three services went live within 3C Shared Services in October 2015; these were Legal Services, Building Control and ICT. This report looks back on the performance of these services during 2016/17.

The agreed governance structure is in place for 3C Shared Services with quarterly meetings and a forward plan in place for the 3C Management Board (containing the lead directors from each authority), 3C Chief Executives Board and 3C Joint Advisory Group (comprising of the leaders from each of the Councils). The three way boards have moved their emphasis from implementation monitoring to performance measurement during 2016/17 as the services have moved into a more steady state.

During the past year a decision was also taken by Huntingdon District Council to not develop any further three way shared services at this stage. As a result there has been some discussion between South Cambridgeshire District Council and Cambridge City Council on further sharing of service delivery on a two way basis. This report only covers the three way services that have been in operation since October 2015, further proposals for two ways shared services will be presented to each of the participating Council's for consideration.

During 2016/17 a comprehensive lessons learnt exercise was carried out on phase 1 of the shared services implementation. The main lessons that were learnt and have been applied to other shared services were:

- The need for senior management to be in place earlier and before the wider team TUPE'd to the employing authority
- Not to go-live with numerous services on the same date
- That the aspirational 15% savings targets used in the original business cases was unrealistic in year 1 of operation.

The focus remains on the shared services providing value for money to the three authorities with the business plans containing further details. The ICT and Legal business plans for 2017/18 have been finalised with the Building Control Business Plan is currently being considered.

1.0 3C Legal Service

1.1 Background

1.1.1 3C Legal Service known as 'The Practice' was set up in October 2015 with the following objectives:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in delivering the service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles

1.1.2 Although there were differences in how each of the three Council's legal teams operated, they were facing similar challenges - namely, how to manage with fewer resources, yet provide the high quality and often specialised legal advice that Councils rely upon. Each Council also recognised the need for a change of culture in the commissioning and delivery of legal services.

1.1.3 At the time each council struggled to recruit and retain legal staff, and was increasingly reliant upon external providers to meet its needs, especially on major projects. Nationally, standalone legal services teams were facing challenges to maintain a staffing level that provides the specialists they need across a wide range of legal disciplines; this was becoming increasingly difficult as legal budgets reduced. A shared service solution to join forces and create a critical mass of capability, target efficiencies, and actively seek to take advantage of income generating opportunities was approved.

1.1.4 The combined budget of the legal services for the three partner authorities before setting up the Practice was £1,444,000 and a savings target of £179,000 was targeted for 16/17; the equivalent of a reduction of 15% of the net revenue budget after income has been applied.

1.2 Progress to Date

1.2.1 The Practice has been through considerable change during 2016/17, this included:-

- A. A review and implementation of a new senior management structure.

- B. A review of the whole staff structure and implementation.
- C. Revising the accommodation and operating arrangements.
- D. Developing a 'consumption based' model of operation.
- E. Identifying pressures and skill requirements.

With all these now in place the Practice is working flexibly from one main office location at Cambourne and two office hubs based at the Guildhall Hall and Pathfinder House. This has assisted the service in moving from a transition state to a stable shared service.

- 1.2.2 Tom Lewis was appointed as permanent Head of Practice at the end of August 2016 and all the Senior Management positions recruited to during 2016/17. This has led to a positive impact on staff retention and leadership of the Practice. Locums are still being used for specific roles but this has reduced dramatically during 2016/17.
- 1.2.3 Work has been completed to analyse demand from partner's authorities on the service. With the use of IKEN case and time management software and a new recharging model based on consumption of resources by each partner authority. Work is being carried out with service departments to try and reduce demand where appropriate.
- 1.2.3 The Practice had £179,000 removed from its budget which equated to 15% savings target (as per the original business case) on the 2015/16 budget. Whilst the service saved £96,000 the full savings target was not achieved. This was as a result of greater than anticipated spend on consultants and one off fees incurred in connection with the establishment of the service. It is anticipated the full savings will be achieved in 2017/18.
- 1.2.4 A longer term aspiration for the Practice is to carry out external commercial fee earning opportunities as set out of in the original business case. A blended hourly rate has been calculated which will assist the income generation of the service as set out in 2017/18 business plan.
- 1.2.5 The initial focus and energy was on implementing the planned service changes during the first half of 2016/17. With these changes delivered performance measures both financially and operationally have been further refined in the second half of the year. A high level summary of quarter 4 performance and caseload levels is set out below:
- 1.2.6 During 2017/18 it is planned to introduce Intelligent Client role aimed at conveying individual partner's service requirements and strategy needs with the wider 3C strategy and delivery programme.

Performance Indicators			
Q4 Target Fee Earners Hours Recorded			
Fee Earner	Target Hours for quarter	Actual Hours	%
Total	3936	3753	95
The aim is to maximise the productive time for fee earners.			
Q4 Complaints Received			
No complaints have been received in this period from internal customers and there were 2 complaints in quarter 3 that were resolved internally.			
2016/17 Caseload			
791 for Cambridge City Council (36% of total), 352 for South Cambridgeshire District Council (16%) and 1,032 for Huntingdonshire District Council (48%).			
These figures do not reflect the complexity of the cases, the new monitoring in 2017/18 will cover the hours consumed by each of the authorities.			
Currently there are 1,419 open cases.			

1.2.6 The Practice has also added value to a variety of key projects for all partners during 2016/17, notably:

- Advising all the authorities on the establishment of the Combined Authority
- A Public Space Protection Order taken out on behalf of the CCC in relation to punt touting.
- Completion of the purchase of properties on behalf of SCDC Housing team to provide very much needed housing stock.
- One Leisure Centre imminent completion of purchase in exchange for the Medway community centre for HDC.
- Successful negotiations to secure the recovery of a significant capital receipt for HDC.
- Working with developers and shared ownership leases for CCC.
- Assisting the Combined Authority by providing legal advice.

2.0 3C ICT

2.1 Background

2.1.1 3C ICT was set up in October 2015 with the following objectives:

- Create a shared IT Applications Systems and technical infrastructure to facilitate wider shared service delivery for all Council Services.
- Reduce overall IT costs.
- Provide a service that can proactively engage with users and has the “critical mass” to develop innovative and novel solutions to support the Councils in delivering services more efficiently.
- Provide increased resilience and capacity to enable the consistent and reliable service delivery required for digital service delivery to the public.

2.1.2 Although there were some differences in how each of the three Council’s ICT teams operated, they were facing similar challenges for the future - namely, how to manage with fewer resources, yet provide the high quality ICT support and development that Councils rely upon. Each Council also recognised the need for a change of culture in the commissioning and delivery of ICT services, particularly as regards the need to develop modern practices, processes and systems and to put in place the IT systems, that enable a more cost effective, flexible and customer focussed approach to service delivery.

2.1.3 The shared service was designed to provide a sustainable opportunity to stabilise and improve the ICT Service partner authorities already enjoyed. The proposal set out clear, specific and realistic measures by which participating authorities may achieve significant, recurring and long term efficiency gains. It also tackled the issue of lack of capacity in certain areas (for all three Councils) by creating a critical mass of staff that could be deployed more effectively. Another advantage of the proposal was that it would begin to address the issue of recruitment and retention in local authority ICT services by creating an organisation that offers greater opportunities for career progression.

2.1.4 The combined budget for the ICT service for the three partner authorities before setting up the shared service was £5.8 million and a savings target of 15% was set out.

2.1.5 Cambridge City Council also had some ICT services delivered by a private sector provider, Northgate Public Services (NPS) and this budget and work was out of scope.

2.2 Progress to Date

2.2.1 The 3C ICT service has been through significant change during 2016/17:-

- A. A review and implementation of a new staffing structure
- B. A review and implementation of the service accommodation strategy
- C. Integration of the services that were previously provided by NPS in Cambridge City

The service now operates flexibly across all three authorities with the main office at Pathfinder House in Huntingdon and hubs at both the Guildhall in Cambridge and at Cambourne.

- 2.2.2 The ICT staff retention has now improved following the shared service creation, which in itself brought uncertainty. Staff are working flexibly, with many staff operating, at time to time, from all three locations.
- 2.2.3 The recruitment of Paul Sumpter in January 2017 as permanent Head of 3C ICT has provided leadership, increased stability and clarity in the vision for future service.
- 2.2.4 The service had £887,000 removed from its baseline budget for 2016/17 which equated to 15% savings target as set out in the original business case. Although the service made savings of £295,000 in 2016/17 the full 15% savings were not made in the first year.

The use of contract and interim staff contributed to an overspend of £233,000 on the staff budget, however, the use of temporary staff decreased as the year progressed. The successful recruitment of a permanent Head of 3C ICT has had a positive impact on the budget in the last quarter of the year as this position was being covered by an interim resource. Confidence is positive on the service reducing staff costs further in 2017/18 with the plan to further phase out the use of temporary staff by July 2017.

There have been challenges in realising the savings that were stated in the original business case with regard to the rationalisation of software and licencing. Savings of £504,000 were predicted in this area for 2016/17 but the complexity and number of systems and applications (380) in use across the three partners has led to a saving of only £70,000 against 2015/16 budgets. In hindsight this was unachievable in year one and will take several years to align business requirements and procurement processes to maximise the buying potential and get economies of scale.

- 2.2.5 The newly appointed Head of 3C ICT is carrying out work on profiling the delivery of future savings on software and licencing with the principle of buying once and using three times. An Application and Services Roadmap is being developed to set out the future opportunities and identify when additional software services can be rationalized to reduce cost. A revised business plan is being formulated for submission in the summer which will include a more detailed pragmatic approach to realising these benefits.

There are on-going projects which will support the approach outlined above including :-

- The Data Centre Consolidation Project.
- Shared Planning ICT Solution.
- Shared Waste Software.
- Shared Housing Software.
- Financial Management System.

These projects are at various different stages of delivery and savings will become apparent as the projects mature. The Data Centre Consolidation project in itself is targeted to achieve £200,000 to £300,000 in savings in financial year 2018/19. Delivery of these projects will be phased over the coming years.

A clearer finance model, improved transactional processes and a more robust commitment schedule are being established to better reflect the use of the service by each partner. This will ensure future costs can be more effectively managed and thereby reducing financial uncertainty.

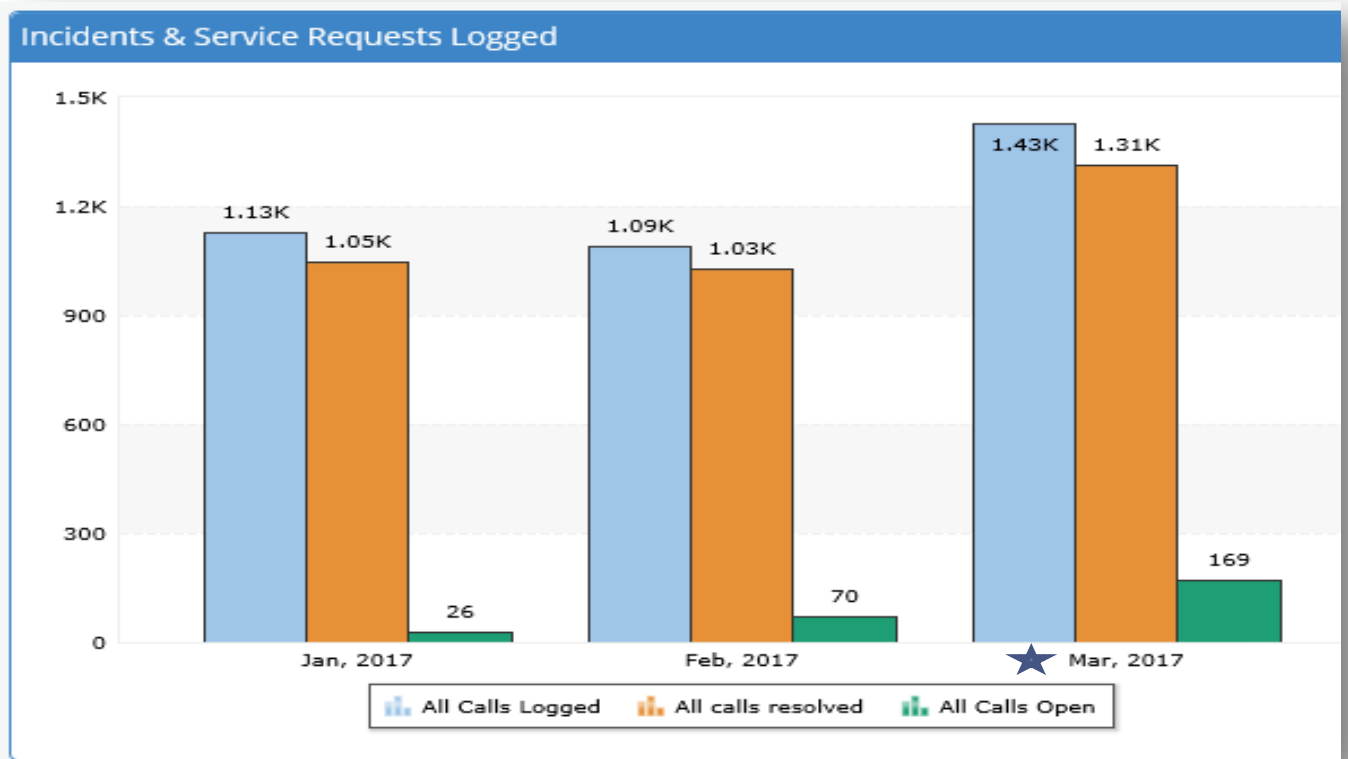
- 2.2.6 Before the shared service was set up the ICT services for HDC and SCDC were insourced, CCC operated a mixed economy whereby many of the core ICT services (application support, helpdesk) were outsourced to Northgate Public Services. For CCC, the Northgate provided services were assumed to be outside the scope of the ICT Shared Service from day one.

It was recognised that bringing the Northgate contract into 3C ICT would present an opportunity to stabilise and improve the ICT services already provided by the 3C ICT shared service. This was approved in January 2017 and the transition is complete as of 21 April 2017.

- 2.2.7 One of the biggest opportunities for the service has been to look at the digital offer across each authority and provide coordinated advice and support in shaping how digital services will be delivered in the future. The customer is at the centre of this work ranging from the customer interface and their 'on-line' experience, whether they get the outcome they need, system design right through to digitally enabled applications. This reflects the changes in society and although at an early stage of has also recognised that not all people have access to or are confident using digital channels.

Intelligent Client roles from each partner authority have been created and are aimed at conveying individual partner's service requirements and strategy needs with the wider 3C strategy and delivery programme. This is being assisted with a standard project delivery team, ICT strategy and day to day service delivery with the aim of a smoother and more integrated ICT service.

- 2.2.8 The services focus and energy was on implementing the planned changes during the first half of 2016/17. With these changes been delivered the focus of the service was concentrated on performance measures both financially and operationally in the second half of the year. Performance information from the service has become increasingly more accurate and robust in Q3 and Q4. Q4 performance (in terms of requests through the service desk) is set out over the page.



★ Service desk calls are on the increase as this is the preferred method of contact for more ICT Services i.e. ordering, change control and incidents. Users are now encouraged to report matters online where possible.

2.2.9 3C ICT has added value to a variety of key projects for all partners during 2016/17, notably:

- The service has initiated a Shared Data Centre project which will save considerable cost for the 3 partners and improve the reliability, performance and availability of the server infrastructure. The project will also improve resilience in the event of a major disaster thus ensuring continuous uptime for IT systems and uninterrupted service to council staff and customers.
- Initiated a project to overhaul the legacy infrastructure within CCC to provide an environment that will support future digital aspirations and provide greater resilience. The team has conducted an extensive survey of the existing environment and suggested improvements that will allow staff to work more efficiently and effectively across all of the Cambridge City locations.
- Replaced the legacy telephony solution within CCC to provide a more modern system that will support on going Office and Accommodation Strategy. This has improved

reliability of this important route into the council for customers whilst providing staff with the latest messaging and telephony features to allow for improved intra-council collaboration.

- Creation of a rationalised service desk was completed to improve the support provision to the partners and a single view of ICT issues across all three partners. Staff are able to self-serve and monitor progress of ongoing support requests resulting in more efficient handling of support requests.
- 3C ICT is actively engaged with scoping the technology solution for the Cambridge City car parks.
- 3C ICT is also involved in early discussions around the support for the Combined Authority.
- The project team within the service are supporting the project management of the shared planning service to provide a consolidated platform for the new shared initiative and to allow staff to work effectively supporting the service across South Cambridgeshire and Cambridge City.
- 3C ICT staff are actively involved in supporting the direction of emerging council digital strategies.
- Currently investigating a standardised desktop transformation project for the 3 partner councils.
- Installed and commissioned a new remote working authentication solution in South Cambridge District Council to allow staff to work more flexibly.
- Implementation of a single mail scanning security system across the 3 partners providing increased security.
- Supporting the transformation of customer service delivery at Huntingdonshire DC.

3.0 3C Building Control

3.1 Background

3.1.1 3C Building Control was set up in October 2015 with the following objectives:

- Protection of services which support the delivery of the wider policy objectives of each Council.
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
- Savings through reduced managements costs and economies of scale.
- Increased resilience and retention of staff.
- Minimise the bureaucracy involved in operating the shared service.
- Opportunities to generate additional income, where appropriate.

- 3.1.2 The creation of a shared service was envisaged to further improve capacity in certain areas (for all three Councils) by expanding the skilled team with management arrangements that will enable resources to be deployed effectively and efficiently and the adoption of better practices and processes. Another advantage of the service was to address the issue of recruitment and retention in local authority building control services by creating an organisation that offers greater opportunities for career progression. This would include new posts to enable the recruitment of apprentices and graduates, as well as adopting a career grade for building control surveyors. The configuration of the new service would also provide flexibility in the delivery of additional services such as street naming & numbering, considerate contractor scheme, construction monitoring and other potential fee earning opportunities.
- 3.1.3 The combined net budget of the non fee-earning account of the building control services for the three partner authorities before setting up the shared service was £338,520 and a savings target of 15% target of £51,000 was set. Fee earning figures were not included in the calculations as this is ring fenced monies.
- 3.1.4 Given the commercial nature of the service only limited information has been included in this public Annual report. A detailed Business Plan for 2017/18 which contains more of the service detail will be presented as an Exempt item to the Environment Scrutiny Committee on 27 June.

3.2 Progress to Date

- 3.2.1 The Building Control service has been through considerable change during 2016/17 with the following delivered:
- A. Review and implementation of a new staff structure.
 - B. New software implemented to enable remote and flexible working.
 - C. Accommodation review implemented.

With all these now delivered the service is now working flexibly across the whole area with office locations at the Guildhall in Cambridge and Pathfinder House in Huntingdon.

- 3.2.2 The ability to recruit and retain qualified and experienced staff has been an on-going issue for the service in terms of delivery and financial benefits. Whilst the service has continued to be delivered in a commercial environment the use of temporary staff was higher than planned. In the foreseeable future there will always be a need for agency support or the use of staff members who are working towards full qualification. The structure that is being put into place will be flexible and responsive to customer demands and the workload of the service, as well as building capacity and resilience into the service.

3.2.3 The recent successful appointment of a permanent Head of Service, who started in June 2017 will have a positive effect on the team and enable progress to be made in achieving some of the medium and longer term goals.

3.2.4 In the first nine months of the year the market share by fee income was: 3Cs Building Control 68.7% and the Private Sector 31.3%. This closely matches the average market share nationally. Upper quartile performance would see the local authority share above 75%. The national market share for this regulated work is: 69% local authority and 31% private sector.

The consolidation of the service market share doing the changes and challenges is encouraging but further work will be required by the new Head of Service to hold and grow this position. There are ongoing issues and risks to the service around staff retention and recruitment due a strong market for surveyors.

3.2.5 The 3C Building Control service had £51,000 removed from its baseline 2016/17 non fee-earning account budget which equates to 15% savings target. This target was not met and an over spend recorded. This overspend will be met 70/30% from the fee earning and non-fee earning accounts. £152,000 will be paid for from the earmarked reserves and £65,000 from the General Fund.

The over spend is accounted for in the most part by the need to recruit temporary agency staff to cover vacancies in the permanent establishment. These costs are being reduced and predicted out-turn position for 2017/18 is anticipated to improve. These costs may be offset by increased revenue and the Business Development Team is currently working to the 2017/18 business plan which identifies areas of growth.

3.2.6 During the past year the applications received increased with a total of 2,608 received along with 1,712 initial notices.

3.2.9 3C Building Control has added value to a variety of key projects for all partners during 2016/17, notably:

- Supervising work on 4 new school and school extensions within the 3C area whilst also providing preliminary advice on 5 more school projects, including new buildings and extensions within the 3C area. The service has also provided consultation on school projects outside the area which will hopefully result in further applications under the Partner Authority scheme.
- The service has successfully tendered for the first housing development on the RAF Brampton site and has just submitted a further quote to Galliford Tye for a large development on the same site.
- The service is supervising many of the thousands of new homes on the Southern fringe developments at Clay Farm and Trumpington Meadows sites.
- The team is providing expert advice and support to several important developments on the Cambridge Biomedical Campus at Addenbrookes.
- The team are supervising the extensive, £300M+ first phase development at North West Cambridge for the University of Cambridge, including the University Primary School,

student accommodation, large supermarket and other retail units and 500+ residential units, nursery school and community facilities.

4.0 Conclusion

The Annual Report is for information.

Whilst 2016/17 has been the first full year of transition for the shared services a lot of progress has been made and there have been significant lessons learnt that will inform future shared service development.

Permanent appointments have been made to head up each of the shared services and this will add further leadership and capacity going into 2017/18.



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

Report by: Chief Executive

Relevant scrutiny
committee: Strategy & Resources
Scrutiny Committee 3/07/2017

Wards affected: ALL

COMBINED AUTHORITY UPDATE

Not a Key Decision

1. Executive summary

- 1.1 This report provides an update on the activities of the Combined Authority since the last meeting of Strategy and Resources Scrutiny Committee in March 2017.

2. Recommendations

- 2.1 The Executive Councillor is recommended to
- (a) report the contents of this report to the scrutiny committee
 - (b) provide a verbal update at the meeting on issues considered at the 28 June meeting of the Combined Authority
- 2.2 To agree to provide informal briefings with group leaders and Combined Authority Overview and Scrutiny representatives, if requested, using the process set out in paragraph 7.6.

3. Mayoral Election

- 3.1 The first Mayoral election for Cambridgeshire and Peterborough took place on 4 May 2017. James Palmer (Conservative) was elected Mayor with 56.9% of the vote after a second round ballot against Rod Cantrill (Liberal Democrat). Mr Palmer is the former Leader of East Cambridgeshire District Council.

4. Meetings of the Combined Authority

- 4.1 The first meeting of the Combined Authority Board took place on 20 March and a further meeting on 26 April. The minutes of both meetings are attached at Appendix A and B. The business of both

meetings was primarily focused on constitutional and other decisions relating to the set-up and running of the Combined Authority.

4.2 The Annual meeting of the Combined Authority took place on 31 May.

4.3 At that meeting the following decisions were confirmed:

4.4 **Member of the Board and Substitutes**

Nominating Body	Member	Substitute
Cambridge City Council	Cllr Lewis Herbert	Cllr Kevin Price
Cambridgeshire County Council	Cllr Steve Count	Cllr Roger Hickford
East Cambridgeshire District Council	Cllr Charles Roberts	Cllr Anna Bailey
Fenland District Council	Cllr John Clark	Cllr Will Sutton
Huntingdonshire District Council	Cllr Robin Howe	Cllr Daryl Brown
Peterborough City Council	Cllr John Holdich	Cllr Wayne Fitzgerald
South Cambridgeshire District Council	Cllr Peter Topping	Cllr Nick Wright
GCGP LEP	Mark Reeve	To be advised

4.5 **Mayoral and Combined Authority portfolios**

Cabinet	Key areas of responsibility
Mayor James Palmer	Chair of Combined Authority Securing more power & investment into Cambridgeshire & Peterborough including future devolution deals Public sector reform
Deputy Mayor (statutory) Cllr Robin Howe	Chair of Investment Group Economic & Productivity Strategy International trade, inward investment and business development
Deputy Mayor (constitutional) Cllr John Holdich	Chair of Delivery Group Working with the LEP to develop the future industrial sectors of Cambridgeshire & Peterborough Tourism

Fiscal Cllr Steve Count	Strategic fiscal planning Investment Strategy Budget setting and monitoring Vice-Chair of Investment Group
New Homes & Communities Cllr Peter Topping	Housing Strategy Housing Programmes to drive up housing supply Strategic relationship with housing providers, developments and builders Sustainable communities and community infrastructure Vice-Chair of Delivery Group
Transport & Infrastructure Cllr Charles Roberts	Local Transport Plan Delivery of growth infrastructure including the key route network Key transport partnerships including Network Rail and private sector Safe, secure and sustainable transport including buses Member of Delivery Group
Employment & Skills Cllr John Clark	Skills Strategy – matching skills to high quality jobs Promoting skills and apprenticeship excellence Key partnerships with universities and higher education Cambridgeshire & Peterborough apprenticeships Member of Delivery Group
Strategic Planning Cllr Lewis Herbert	Non-statutory spatial plan Chair of Land Commission – supply of public sector land Supporting disadvantaged communities and individuals to benefit from growth and prosperity Energy and clean growth Member of Investment Group

4.6 Co-opted Organisations

Organisation	Named representative
The Police and Crime Commissioner for Cambridgeshire	Jason Ablewhite (Commissioner)

Cambridgeshire and Peterborough Fire Authority representative	To be advised
Clinical Commissioning Group representative	Jessica Bawden Director of Corporate Affairs

4.7 Membership of Working Groups

Investment Working Group

Deputy Mayor (Cllr Howe) Chair
Fiscal (Cllr Count) Vice-Chair
Strategic Planning (Cllr Herbert)
LEP Chair (Mark Reeve)

Delivery

Deputy Mayor (Cllr Holdich) Chair
New Homes (Cllr Topping) Vice-Chair
Employment & Skills (Cllr Clark)
Transport & Infrastructure (Cllr Roberts)

5. Overview and Scrutiny and Audit Committees

- 5.1 The Combined Authority agreed that to ensure an equitable representation across each constituent authority, two members from each council should be appointed to the Overview and Scrutiny Committee representing a total membership of fourteen members. The Combined Authority has agreed that substitute members should be appointed for each position. Any substitute members should come from the same party as the Member they are substituting for to maintain political balance.
- 5.2 Constituent Councils have nominated the Members and substitute Members listed below for the municipal year 2017/18 based on the political balance across the county in May 2017.

Council	Member	Substitute
Huntingdonshire District Council	Councillor Robin Carter (Cons) Councillor Terry Hayward (Ind)	Councillor Peter Bucknell (Cons) Councillor Dick Tuplin (Ind)
East Cambridgeshire District Council	Councillors Mike Bradley (Cons) Councillor Alan Sharp (Cons)	Councillors Julia Huffer (Cons) Councillors Chris Morris (Cons)
South Cambridgeshire	Councillor Alex Riley (Cons)	Cllr Grenville Chamberlain (Cons)

District Council	Councillor John Batchelor (LD)	Cllr Philippa Hart (LD)
Fenland District Council	Councillor Fred Yeulett (Cons) Councillor Mark Buckton (Cons)	Councillor David Mason (Cons)
Cambridge City Council	Councillor Dave Baigent (Lab) Councillor Rod Cantrill (LD)	Cllr Mike Sargeant (Lab) Cllr Ysanne Austin (LD)
Cambridgeshire County Council	Councillor Hudson (Cons) Councillor Nethsingha (LD)	Councillor Harford (Cons) Councillor Jenkins (LD)
Peterborough City Council	Councillor David Over (Cons) Councillor Ed Murphy (Lab)	Councillor Bisby (Cons) Councillor Jamil (Lab)

5.3 The Combined Authority is required to establish an Audit Committee. When agreeing the constitution, the Board agreed that the Audit and Governance Committee should have seven constituent members, one Member from each Constituent Council, together with one Independent person.

5.4 Mr Alan John Pye was appointed as the independent person for a term of four years ending May 2021. Mr Pye has a wealth of knowledge and experience in similar positions. He has recently held the position of non-Executive Director and Chair of the Audit Committee of the Hinchingsbrooke Health Care NHS Trust. He has also been an independent member of the Cambridgeshire Police Authority.

6. Housing

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

6.2 South Cambridgeshire District Council has been appointed as the lead partner to deliver the £100m programme and to develop a Housing Strategy for the Combined Authority. Work is underway to identify the initial sites for investment and to move forward other aspects of the work programme. Progress on this work stream will be reported to the Combined Authority in July.

Cambridge City Council is the lead partner on the delivery of the £70m affordable housing programme. Reports on this programme are taken to Housing Scrutiny committee.

7. Forward Plan for the Combined Authority and Scrutiny of the Council's representative

- 7.1 It was agreed at Civic Affairs in February that the Council's representative on the Combined Authority would be subject to regular post-decision scrutiny at each Strategy and Resources Scrutiny Committee. The activities of the Combined Authority are a standing item on each agenda. The two Combined Authority overview and scrutiny members are also invited to attend this meeting.
- 7.2 Key decisions to be made by the Combined Authority and the Mayor are to be listed within a forward plan at least 28 clear days before being made. (It should be noted that there will also be provision for urgency decisions within the Combined Authority's constitution where it is impractical to include a decision within the forward plan or where no prior notice can be given before making the decision).
- 7.3 All Members have been sent links to the agendas for previous Combined Authority meetings. The agenda for 31 May included the Forward Plan of items for the meeting to be held on 28 June. The agenda for the 28 June will include forward items for the July meeting so there will be an opportunity for the scrutiny committee to discuss items on that Forward Plan at its meeting on 3 July. We will circulate this agenda to all members when published.
- 7.4 The current Forward Plan for the Combined Authority is attached at Appendix C. We will recirculate an updated version of the plan, if there have been any changes when the agenda for 28 June is published.
- 7.5 As the Combined Authority is meeting on a monthly cycle, it is not possible to pre-scrutinise all issues the Council's representative may be considering at scheduled meetings of the Strategy and Resources Scrutiny Committee. It was agreed at Civic Affairs that an arrangement should be put in place to enable group leaders to meet informally with the Council's Combined Authority representative and Overview and Scrutiny representatives to discuss any issues of interest in between formal scrutiny committee meetings.
- 7.6 It is suggested that the process for this going forward should be:

1. The Combined Authority Forward Plan is circulated to Group Leaders and Overview and Scrutiny representatives once a month following publication.
2. If a Group leader wishes an informal briefing meeting they must notify Democratic Services within 5 days of receipt of the Forward Plan.
3. Democratic Services will consult on potential dates with the Council's representative on the Combined Authority (or their Deputy if appropriate), Group Leaders and the two Combined Authority Overview and Scrutiny representatives. If any individual does not want to attend they may opt not to be consulted on dates or to take part in the briefing.
4. A briefing will be arranged to take place before the meeting of the Combined Authority. This may be through a conference call if face-to-face meetings are difficult to accommodate due to existing diary commitments.

8. Implications

(a) Financial Implications

There are no direct financial implications arising from this update report.

(b) Staffing Implications

There are no direct staffing implications for the City Council from this update report.

The Housing Development Agency is leading on delivery of the £70m council house building programme for the City Council. The Chief Executive is leading on the overall housing workstream with officers from South Cambridgeshire.

Martin Whiteley has been appointed interim Chief Executive of the Combined Authority – final interviews for a permanent appointment will take place in late June.

(c) Equality and Poverty Implications

There are no equality and poverty implications from this update report. An EqIA has not, therefore, been produced for this report.

(d) Environmental Implications

There are no environmental implications from this update report.

(e) **Procurement**

There are no procurement implications from this update report.

(f) **Consultation and communication**

The Combined Authority will continue to issue communications around progress with the devolution deal as appropriate and consults on its work at appropriate points.

(g) **Community Safety**

There are no community safety implications from this update report.

9. Background papers

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

Agenda for Combined Authority meetings: 20 March, 26 April and 31 May 2017.

10. Appendices

Appendix A	Minutes of Combined Authority meeting 20 March 2017
Appendix B	Minutes of Combined Authority meeting 26 April 2017
Appendix C	Combined Authority Forward Meetings plan

11. Inspection of papers

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

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CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY: MINUTES

Date: Monday, 20th March 2017

Time: 2.00p.m. – 4.05p.m.

Present: J Clark – Fenland District Council, S Count – Cambridgeshire County Council, L Herbert – Cambridge City Council, J Holdich – Peterborough City Council, Councillor R Howe (Chairman) – Huntingdonshire District Council, J Palmer – East Cambridgeshire District Council and P Topping – South Cambridgeshire District Council; M Reeve – Greater Cambridge Greater Peterborough Enterprise Partnership

Observers: J Bawden (Clinical Commissioning Group) and A Coles (Deputy Police and Crime Commissioner)

1. MEMBERSHIP OF THE COMBINED AUTHORITY

The Interim Chief Executive welcomed everyone to the inaugural meeting of the Cambridgeshire and Peterborough Combined Authority which was a landmark in the devolution journey towards improving the fortunes of the area. He highlighted the considerable amount of work which had been undertaken by both Government and Councillors.

The Combined Authority considered a report setting out the Members and substitute Members appointed by the Constituent Councils and the Member and substitute Member nominated by the Greater Cambridge/Greater Peterborough Enterprise Partnership (GCGP LEP) as set out in Appendix 1 to the report.

It was resolved to:

- note the Members and substitute Members appointed by the Constituent Councils to the Combined Authority.
- confirm the appointment of the Member and substitute Member nominated by the Greater Cambridge/Greater Peterborough Enterprise Partnership (GCGP LEP) to the Combined Authority.

2. APPOINTMENT OF CHAIR AND CHAIR'S OPENING REMARKS

The Combined Authority was asked to appoint a Chair to the Cambridgeshire and Peterborough Combined Authority Board.

It was resolved to:

appoint Councillor Robin Howe as Chair of the Cambridgeshire and Peterborough Combined Authority Board until 8 May 2017.

3. APPOINTMENT OF VICE-CHAIR

The Combined Authority was asked to appoint a Vice-Chair to the Cambridgeshire and Peterborough Combined Authority Board.

It was resolved to:

appoint Councillor Holdich as Vice-Chair of the Combined Authority Board until 8 May 2017.

4. APPROVAL OF CAMBRIDGESHIRE & PETERBOROUGH AUTHORITY ORDER 2017

The Combined Authority considered a report detailing the Cambridgeshire and Peterborough Combined Authority Order 2017. The Chair reminded the Authority that the Secretary of State for Communities and Local Government, The Right Honourable Sajid Javid MP, had together with the Combined Authority formally signed the devolution agreement at a meeting in Wisbech on 16 March 2017.

It was suggested that a plain English version of the Order should be prepared and published on the Authority's website. **Action Required.**

It was resolved to:

adopt the Cambridgeshire and Peterborough Combined Authority Order 2017 as set out in Appendix 1 to the report.

5. APOLOGIES FOR ABSENCE

Apologies received from J Ablewhite and Councillor P Brown (observers), and M Whiteley (Programme Director).

6. DECLARATIONS OF INTERESTS

There were no declarations of interest.

7. FORWARD PLAN

The Combined Authority noted a revised Forward Plan of Executive Decisions dated 16 March 2017. The Chair commented that the Forward Plan was updated on a regular basis. (A copy of the current version was available at the following link https://cmis.cambridgeshire.gov.uk/ccc_live/Documents/PublicDocuments.aspx)

It was resolved unanimously to:

approve the Forward Plan of Executive Decisions.

8. APPROVAL AND ADOPTION OF CONSTITUTION

The Combined Authority received a report detailing its Constitution, which had been prepared in two phases. The Authority was asked to consider Phase 1 which related to the essential elements for holding meetings and decision making. Phase 2 which would include the budget framework, the officer scheme of delegation and other codes and conduct, and internal procedural rules would be presented to the next meeting in April.

The Portfolio Holder, Councillor Herbert, welcomed Councillor Batchelor who was representing the Overview and Scrutiny Committee; this Committee had met informally a week ago. In introducing his report, Councillor Herbert proposed two amendments, seconded by Councillor Palmer, relating to the need to delete “public sector” from paragraph 3.1 (Chapter 4 Part 2) to enable non-public sector organisations to be considered for “observer status”, and the need to delegate authority to the Chief Executive to exercise the general power of competence in consultation with the Chair on any matters within the remit of the Combined Authority functions until the next meeting of the Combined Authority subject to any exercise of this power being reported to that Combined Authority meeting. Both amendments were supported by the Authority. Councillor Herbert also raised the need to consider at the Annual Meeting whether his portfolio should be represented on both working groups.

The Chair advised that there were likely to be numerous and frequent changes to the Constitution of a newly formed organisation in order to ensure it was fit for purpose.

It was resolved to:

1. Approve phase one of constitution set out in Appendix 1, subject to:
 - (a) consultation with the shadow Overview and Scrutiny Committee on the scrutiny arrangements set out in chapter 6 of the constitution, and the financial limits set for a key decision.
 - (b) The deletion of “public sector” from para 3.1. (Chapter 4 Part 2) to enable non-public sector organisations to be considered for “observer” status
2. Agree the Monitoring Officer be requested to report to the next meeting on the Shadow Overview and Scrutiny Committees’ comments.
3. Agree the following general delegations until approval of the scheme of delegation
 - (a) The Chief Executive, Monitoring Officer and Section 151 be authorised to progress any matters within the budget allocations approved to ensure the smooth and effective running of the Combined Authority;
 - (b) This would be subject to the delegation not being

- (i) in respect of a matter reserved to the Board
- (ii) relevant officer consulting the Chair and any relevant portfolio holder.

(c) That the Chief Executive be delegated authority to exercise the general power of competence in consultation with the Chair on any matters within the remit of the Combined Authority functions until the next meeting of the Combined Authority subject to any exercise of this power being reported to that Combined Authority meeting.

4. Note that Phase 2 of the constitution will be presented for approval at the next meeting in April.

9. VOTING RIGHTS FOR THE GREATER CAMBRIDGE GREATER PETERBOROUGH LOCAL ENTERPRISE PARTNERSHIP

The Combined Authority was asked to confirm the Shadow Combined Authority's decision to grant the Greater Cambridge/Greater Peterborough Enterprise Partnership (GCGP LEP) voting rights on the Board.

It was resolved to:

agree that the Greater Cambridge/Greater Peterborough Enterprise Partnership (GCGP LEP) shall have one vote on the Combined Authority Board, subject to certain voting qualifications in the Cambridgeshire and Peterborough Combined Authority Order 2016.

10. APPOINTMENT OF PORTFOLIOS

The Combined Authority was asked to appoint portfolio holders to the Combined Authority who would be in operation until the election of the Mayor. The outline terms of reference for each portfolio were detailed in Appendix 1 to the report and included in the constitution.

It was resolved unanimously to appoint the following members to specific portfolios until the election of the Mayor:

Councillor Steve Count
Public Service Reform (including responsibility for future devolution deals)

Councillor John Clark
Economic Growth (including Business Support)
Councillor Lewis Herbert
Communities

Councillor John Holdich
Skills and Training

Councillor Robin Howe
Fiscal

Councillor James Palmer
Transport and Infrastructure

Councillor Peter Topping
Housing

11. APPOINTMENT OF WORKING GROUPS

The Combined Authority considered a report detailing a proposal to establish two non-decision making working groups of officers and Members covering Investment and Delivery. The terms of reference of the working groups and the appointment to those groups were set out in Appendix 1.

It was resolved unanimously to approve:

1. the terms of reference of the working groups, and
2. the appointment to those groups

12. OBSERVERS TO THE COMBINED AUTHORITY

The Combined Authority was asked to appoint observers to the Board. Members welcomed the appointment of observers for their special input and focus on areas of their responsibility. However, it was noted that they would not have voting rights. Members acknowledged a request from one Member to review the name “observer” as it implied that these representatives had a passive role. **Action Required.**

It was resolved unanimously to agree that the following bodies be given Observer status for 2016/17:

- (a) The Police and Crime Commissioner for Cambridgeshire;
- (b) Cambridgeshire and Peterborough Fire Authority representative;
- (c) Clinical Commissioning Group representative.

13. APPOINTMENT OF SHADOW SCRUTINY COMMITTEE MEMBERS

The Combined Authority was asked to appoint members to the Shadow Overview and Scrutiny Committee. The Committee remained in Shadow form until it came into effect on 8 May 2017. The nominations received from Constituent Councils based on two per Council were attached at Appendix A. It was also recommended that the Constituent Councils appoint substitute Members from the same party as the Member they were substituting for to maintain political balance.

The Portfolio Holder, Councillor Herbert, requested a dialogue before the Annual Meeting of the Combined Authority with the Chair of the Combined Authority, Councillor Batchelor and the Monitoring Officer, to consider how scrutiny could contribute to aspects of delivery. He acknowledged the Overview and Scrutiny Committee’s right to scrutinise independently but welcomed the opportunity for the Committee to add real value to the work of the Combined Authority. **Action Required.**

One Member highlighted the importance of the overview function and hoped that the Committee would help the Authority get decisions right in the first place. Another Member stressed that overview and scrutiny was a key part of the Combined Authority. It was queried whether the Combined Authority had to appoint members nominated by the Constituent Authorities rather than just approve the political breakdown for each Authority or if the appointments could be delegated. Members were keen to avoid any delay in appointing a representative to the Committee if change occurred between meetings of the Combined Authority. The Monitoring Officer agreed to investigate.
Action Required.

It was resolved unanimously to:

1. Appoint the members nominated by the Constituent Authorities to the Overview and Scrutiny Committee as detailed in Appendix A.
2. Agree the Monitoring Officer request Constituent Councils to appoint at least one substitute member onto the Overview and Scrutiny Committee. The substitute member must be from the same political party as the appointed member.

14. RECRUITMENT OF THE CHIEF EXECUTIVE

The Combined Authority received an update on the process to recruit a permanent Chief Executive, and Interim Chief Executive arrangements. It was noted that the recruitment process had produced a longlist of candidates. Unfortunately, it had not provided a broad spread of choice with a limited number of applicants from the private sector with commercial experience. It was therefore proposed to undertake a further search process in order to target potential candidates from the private sector with commercial experience. It was important to note that this extended recruitment approach did not suggest the current field of candidates should be disregarded.

The Portfolio Holder, Councillor Howe, reported that there was a need to appoint a full-time interim Chief Executive to lead on delivering the various Authority work programmes. It was therefore proposed to appoint the current Delivery Director, Martin Whiteley, from 3rd April to 30th September 2017. One Member commented that he had been keen to make a smooth and rapid appointment. He raised the need to ensure that the Authority did not lose further time. However, he acknowledged that the Mayor needed to get on with the Chief Executive. The Authority thanked the current part-time interim Chief Executive, Paul Medd, and acknowledged the positive support and contribution he had made to the Combined Authority despite balancing this role with his substantive role as Chief Executive of Fenland District Council.

It was resolved unanimously to:

1. Approve the revised recruitment process and associated timescales for the appointment of the Combined Authority's permanent Chief Executive.
2. Note that the current part-time interim Chief Executive will cease on the 2nd April 2017.

3. Approve the current Delivery Director, Martin Whiteley, is appointed to the full-time interim Chief Executive and Head of Paid Service role on a fixed-term contract from 3rd April 2017 to 30th September 2017, with an opportunity to review this in light of the appointment to the permanent role.

15. APPOINTMENT OF STATUTORY OFFICERS

The Chairman asked the officers detailed in the recommendation to leave the room whilst this item was discussed.

A report detailing the statutory officers who would support the Combined Authority until May 2017 or until the appointment to those positions of a permanent appointment was presented to the Authority. One Member, with the agreement of the Authority, raised the need to remove “earlier” from the recommendations as he felt that any appointments were likely to take place after May.

On behalf of the Authority, the Chairman thanked officers who were effectively doing two jobs for the work carried out to date. The Authority stressed the importance of recruiting full-time members of staff to these posts as soon as possible.

It was resolved unanimously to appoint the following Officers to act as the statutory officers to the Combined Authority until May 2017 or the appointment of a permanent appointment to those roles:

- (a) Kim Sawyer, Director of Governance at Peterborough City Council as Monitoring Officer; and
- (b) John Harrison Corporate Director Resources at Peterborough City Council as section 151 Officer.

16. RATIFYING DECISIONS OF SHADOW COMBINED AUTHORITY

The Combined Authority was asked to ratify the decisions taken by the Cambridgeshire and Peterborough Shadow Combined Authority detailed in Appendix 1.

It was resolved unanimously to:

ratify the decisions taken by the Cambridgeshire and Peterborough Shadow Combined Authority set out in Appendix 1.

17. HOUSING: DEVELOPING OUR STRATEGY AND AFFORDABLE HOUSING

The Portfolio Holder, Councillor Topping, supported by the Lead Officer, Antoinette Jackson, introduced a report detailing work underway to develop a Housing Strategy for Cambridgeshire and Peterborough. He drew attention to the principles of the strategy which would facilitate the provision of a large number of houses including affordable homes by 2037; this included new types of building construction and Community Land Trusts. As well as building houses, it was important to ensure that infrastructure was available to support new housing. Members were reminded that £100m was available for Cambridgeshire and Peterborough to deliver over 2,000 affordable homes. An additional £70m had been ring-fenced for Cambridge to meet housing needs. A full

Business Case covering both funding streams had been agreed with Government and was attached at Appendix A. Given the experience of South Cambridgeshire District Council in this area, it was proposed that it should act as Lead Partner.

In welcoming the report, the Authority raised the following issues:

- queried the reason for the difference between average build cost subsidy from the programme overall of not more than £25k per home on page 180 and the cost of £50k per home reflected in the paper. It was noted that it was not a straight grant and depended on the relationship between “Viability Assessment Intervention”, “Site Purchase Assistance” and “Infrastructure Funding” detailed on page 182. Members were advised that the Authority was aiming for the benchmark of the build cost subsidy of £25k but it was important to note that development was not just about the build cost.
- the importance of using the £100m to pump prime sites in order to receive a payment back in the future.
- the importance of accelerating house building in order to get buildings finished within the five year time period. However, it was acknowledged that five years was not a long time in house building. Whilst the professional skills of South Cambridgeshire District Council and the core model provided a valuable base, there was a need to consider other options. It was suggested that further private sector investment should be sought to bring forward sites which were not progressing because of builder or landowner issues. There was also a need to focus on the rental market and other options. It was important to over programme because it was likely that a number of schemes would drop out. The Authority needed to ensure that the Government did not take its money back due to non-delivery.
- the need to communicate the difference the Combined Authority could make. It was noted that some sites could not deliver market housing because they could not afford to provide affordable housing. The Authority could assist which would provide a lot more than the £170m provided by Government. The Chair raised the need to check against the large stock of sites whether any could be developed rapidly within the next six months.
- the need to widen the provision of Community Land Trusts as detailed on page 183 as they could operate just as effectively in Market Towns and Cities at no cost to the Council Tax payer.
- queried whether there was any need to define what constituted the affordable market. The Portfolio Holder reported that the text relating to this issue had been lifted from the Devolution Agreement. However, he offered to include it as part of the documentation.
- expressed concern about the impact of the core criteria relating to size of site and the exclusion of any scheme under 50 units in total particularly in Fenland. It was noted that there was flexibility to bring in smaller sites. However, the Authority had been keen not to spread its resources too thinly. It was acknowledged that 50 units in some areas could be classified as a big site.

- welcomed the affordability and mixed tenure to help meet the problem of recruiting social care and health staff.

The Chair raised the need to remove the spurious recommendation on page 192.

It was resolved unanimously to:

1. Note the proposed strategic principles upon which the Combined Authority Housing Strategy would be based and that further work would be undertaken to develop the strategy would a further report to the Combined Authority in June 2017,
2. Approve the attached business case for £100m to deliver 2,000 affordable homes in Cambridgeshire and Peterborough (Appendix A),
3. Ask the Chief Executive, Finance and Legal Officers of the Combined Authority to develop a partnership model with South Cambridgeshire District Council nominated as the Lead Partner to deliver the £100m programme and the development of the CA Housing Strategy, with the final arrangements coming back to the Combined Authority Board for approval,
4. Ask the Chief Executive, Finance and Legal Officers of the Combined Authority to develop a partnership model with Cambridge City to be the Lead Partner on the delivery of the £70m affordable housing programme, ring-fenced for Cambridge.

18. BUDGET REPORT 2016/17 TO 2020/21

The Combined Authority was asked to approve the resolutions made by the Shadow Board on 22nd February 2017. The Portfolio Holder, Councillor Howe, set out the strategic context and purpose of the report. He drew attention to the fact that the Combined Authority could contribute an additional £7 billion to the economy of Cambridgeshire and Peterborough. He highlighted the importance of a small in size and strategic in nature Authority delivery public sector reform. Members were advised of the more detailed work undertaken on the likely costs of delivering the Authority and the significant outcomes associated. He drew attention to the General Balances, the appointment of an external auditor, future income streams and efficiency savings, and the various strategies underpinning the budget.

One Member stressed the importance of public service reform and queried where the income and efficiency streams were included within the report as agreed at the last meeting. The Section 151 officer explained that he had updated the reference in the report to the Shadow Board in the strategic context in the covering report. Another Member stressed the importance of the Authority recouping its operating costs in order to avoid imposing an extra burden on the tax payer.

The Authority was reminded that it had already agreed to replace “Neil Darwin” with Martin Whiteley in relation to the Accountable Officer for the work streams listed on page 209.

The Chair, with the agreement of the Authority, proposed a number of amendments (highlighted in italics) to Recommendation 1, one amendment to Recommendation 2 and an additional recommendation 14:

It was resolved unanimously to approve the resolutions made by the Shadow Board on 22nd February 2017, subject to the following amendments:

1. Approve the budget and indicative resources for 2016/17, 2017/18 and Medium Term Financial Forecast for 2018/19 to 2020/21 *subject to the following amendments to the budget for 2016/17, 2017/18:*
 - a) *Provision of £25,000 be made available to commission an investment fund strategy;*
 - b) *Provision of up to £75,000 to be made towards the production of a market towns strategy;*
 - c) *That the interim Chief Executive, in consultation with Chair, be authorised to source and enter into a contract with suitably qualified consultants to produce the two strategies; and*
 - d) *That the £100,000 be met from the existing unallocated revenue resources in 2017/18.*
2. Approve that the minimum working balance be set at *£500,000*.
3. Approve the Passporting of Highways capital funding to the original transport authorities in line with their original resource allocation for 2016/17 and 2017/18.
4. Approve the revenue transport levies from the transport authorities, along with the return of the funds to them to deliver the transport services, and delegate authority to the Chief Finance Officer (CFO) to update the levies if further guidance is received from the Department for Communities and Local Government (DCLG).
5. Approve the Treasury Management and Investment Strategy.
6. Appoint Peterborough City Council's Service Director Financial Services as the interim Deputy S151 Officer.
7. Approve that the Combined Authority's external Auditors be sourced via PSAA Ltd.
8. Note that a bank account has been established via Peterborough City Council's bankers, Barclays.
9. Note that the further report on 2017/18 and future years includes:
 - a. Spending plans, including a review of the minimum working balance, and
 - b. Income and efficiency streams with particular emphasis on public service reform will be presented at the March 2017 Combined Authority meeting.

Approve the following additional recommendations:

10. Consider the budget proposals in the context of the plans set out for economic growth and public service reform.
11. Approve the updated Strategic Context and Public Service Reform plans as set out in paragraph 1.
12. Approve the update to the Expenditure Plans to include Local Transport Plan capital grant and transport levy funding streams, as set out in paragraph 3.1.
13. Note that a further report on 2017/18 and future years spending plans, will be presented at the April 2017 meeting.
14. *That from 2018/19 the budgets include a provision to meet the costs of the next mayoral elections in 2021/22. The sum to be set as a quarter of the 2017/18 costs, ie £260,000 per annum.*

19. DATE OF NEXT MEETING

It was resolved unanimously to note the date of the next meeting – Wednesday, 26 April 2017 at 10.00am at Huntingdonshire District Council offices, Pathfinder House, Huntingdon

Chairman

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AGENDA ITEM No: 1.5

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY: MINUTES

Date: Wednesday 26th April 2017

Time: 10.00am – 10.50am

Present: Councillors J Clark – Fenland District Council, S Count – Cambridgeshire County Council, L Herbert – Cambridge City Council, W Fitzgerald – Peterborough City Council (substituting for J Holdich), R Howe (Chairman) – Huntingdonshire District Council, J Palmer – East Cambridgeshire District Council and P Topping – South Cambridgeshire District Council; M Reeve – Greater Cambridge Greater Peterborough Enterprise Partnership

Observers: J Ablewhite (Police and Crime Commissioner) and Dr G Howsam (Clinical Commissioning Group – substituting for J Bawden)

20. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were received from Councillor J Holdich, J Bawden (observer - Clinical Commissioning Group) and Councillor Sir P Brown (observer - Cambridgeshire and Peterborough Fire Authority observer). There were no declarations of interest.

The Chairman introduced Martin Whiteley as the new Interim Chief Executive of the Combined Authority pending the appointment of a permanent Chief Executive later in the year. The Interim Chief Executive post had previously been discharged by Paul Medd and the Chairman thanked Mr Medd for his work during the transition from the Shadow Combined Authority and commended him on doing a fine job.

21. MINUTES – 20TH MARCH 2017

The minutes of the meeting held on 20th March 2017 were agreed as a correct record.

22. PETITIONS

No petitions were received.

23. PUBLIC QUESTIONS

No public questions were received.

24. FORWARD PLAN

The Combined Authority noted a revised Forward Plan of Executive Decisions dated 26th April 2017. The Chair commented that the Forward Plan was updated on a regular basis. (A copy of the current version was available at the following link

https://cmis.cambridgeshire.gov.uk/ccc_live/Documents/PublicDocuments.aspx)

The Monitoring Officer advised that consideration of Item 7: Interim Support for the University of Peterborough and Item 10: Independent Remuneration Panel Recommendation on the Mayor's Allowances would be postponed until the meeting on 28 June 2017 to avoid publication during the Purdah period preceding the General Election.

Some Members expressed concern that delaying a decision on the Mayor's Allowances could have a detrimental financial impact on the incoming Mayor. The Monitoring Officer advised that the Mayor would be paid an annual allowance and that, once approved, the full sum would be paid pro-rata across the remainder of the period or as agreed with the incumbent. Substantive advice would be provided once the Independent Remuneration Panel's report was received. Members' wish that the arrangements should not cause the incoming Mayor any financial difficulty were noted.

Some Members were concerned that delaying consideration of Interim Support for the University of Peterborough might lead to a loss of momentum with the project. The Monitoring Officer advised that a tabled amendment to the agenda item on the Constitution would, if approved, delegate authority to the Chief Executive to exercise the general power of competence in consultation with the Chair which would enable him to address any issues which required immediate attention. However, all Key Decisions would remain a matter for the Board.

It was resolved to:

approve the revised Forward Plan of Executive Decisions dated 26 April 2017, subject to the following amendments:

1. Item 7: Interim Support for the University of Peterborough. Decision date revised from 31 May 2017 to 28 June 2017;
2. Item 10: Independent Remuneration Panel Recommendation – Mayor's Allowances. Decision date revised from 31 May 2017 to 28 June 2017.

25. CONSTITUTION

The Combined Authority received a report detailing its Constitution, which had been prepared in two phases. Phase 1 related to the essential elements for holding meetings and decision making, which had been approved at the

Combined Authority Board's first meeting on 20th March 2017. Phase 2 included the functions of the Mayor, the budget framework, contract standing orders, the officer scheme of delegation, codes and conduct and internal procedural rules. Those parts relating to the Mayor would come into effect following the Mayoral election in May, and the parts relating to the Overview and Scrutiny and Audit and Governance Committees would come into effect on 8th May 2017.

Councillor Herbert expressed his thanks to colleagues and officers at Peterborough City Council for their support in producing a robust and prudent Constitution which reflected learning and best practice from across the Combined Authority's constituent members. This included arrangements for an Employment Committee which included clear governance arrangements and a process for employing staff which was broadly similar to a local authority model and contract procedure rules which established a visible and accountable process with clear benchmarking. Following discussion at the previous meeting 'observer' status had been amended to 'co-opted member' status to better reflect the contribution being sought from these key partners and the Communities Portfolio had been removed from membership of the investment working group.

At the request of the Combined Authority, the Shadow Overview and Scrutiny Committee had considered the section of the Constitution relating to the scrutiny arrangements and the Combined Authority's financial definition of a key decision. It had agreed with the Board's proposal to set the financial limit for key decisions at £500,000. It had also agreed with the proposal to set the call-in limit of five members of the Overview and Scrutiny Committee. It had further agreed that these limits should be reviewed after the local and mayoral elections and once the Overview and Scrutiny Committee had been formally established. Dialogue with the Overview and Scrutiny Committee was continuing regarding the detail of its role and it was accepted that this aspect of the Constitution might need to be revisited in due course.

In response to questions, the Monitoring Officer stated that the Constitution contained a Schedule that would be updated annually to specify the co-opted members. She further stated that the jurisdiction of the Combined Authority Overview and Scrutiny Committee would include co-opted members' contributions to the work of the Combined Authority, but that it did not extend to scrutiny of the functions of co-opted members' respective organisations.

In commending his report to the Board, Councillor Herbert proposed an amendment, seconded by Councillor Count, to delegate authority to the Chief Executive to exercise the general power of competence in consultation with the Chair on any matters within the remit of the Combined Authority functions, subject to any exercise of this power being reported to the next meeting of the Combined Authority and any decision not including Key Decisions. This would enable business to be progressed outside of meetings in accordance with the principles established by the Board.

It was resolved:

1. to note the comments of the Shadow Overview and Scrutiny Committee;
2. to approve the Constitution set out at Appendix 1;
3. that the Chief Executive be delegated authority to exercise the general power of competence in consultation with the Chair on any matters within the remit of the Combined Authority functions, subject to any exercise of this power:
 - a) being reported to the next Combined Authority meeting;
 - b) any decision not including Key Decisions.

26. BUDGET REPORT 2016/17 TO 2020/21

The Combined Authority received an update to the 2016/17 and 2017/18 budget together with the Medium Term Financial Forecast to 2020/21. The Chairman announced his intention as Fiscal Portfolio Holder to move the recommendations from the Chair and drew members' attention to the variations in voting arrangements in relation to Recommendation 3 which required that Transport Budget decisions received the support of two thirds of constituent councils including both Cambridgeshire County Council and Peterborough City Council (giving these two councils a veto if not in favour).

During discussion of the report and in response to questions, members noted that:

- The Combined Authority had received its first tranche of funding from the Department for Communities and Local Government (DCLG) on 20th March 2017. The £40.5m received consisted of £20m 2016/17 Gainshare, £10.5m Investment top up for Cambridge housing and £10m General Housing and Infrastructure Grant. These funds had been put on short term deposit in accordance with the Board's approved Treasury Management and Investment Strategy;
- Notification of funds for 2017/18 had been received since the report was published. The sum received in relation to housing was £10m less than had been expected and this was being followed up by the Interim Chief Executive;
- Expenditure allocations had been updated to include £25,000 to commission an investment fund strategy and £75,000 towards the production of a market towns strategy;
- The Authority had been granted rights to reclaim VAT against non-business revenue;

- The 2017/18 highways maintenance block had been received and the funds would be passported to Cambridgeshire County Council and Peterborough City Council as agreed previously by the Board;
- The sum of £1.155m shown in the Pothole Action Fund for Cambridgeshire County Council did not include the additional £2.5m funding which the county council had allocated to address potholes, grass verge maintenance and associated works;
- The DCLG had changed their advice regarding the financial accounts for 2016/17 and had now advised that the Combined Authority would need to prepare financial accounts for the period from the date that the Combined Authority Order came into effect on 3rd March 2017 to 31st March 2017. It was proposed that the Chief Finance Officer be authorised to negotiate the fee for the 2016/17 audit;
- The costs of establishing the Combined Authority remained as previously reported (Appendix C referred);
- Costs relating to the establishment of the Combined Authority and the Mayoral office had been kept lean and the additional funding which would flow from these bodies would be of significant and long-term benefit to local residents;
- A member requested that the minutes should include an explanation of the acronym 'PSAA' at paragraph 3.5.1 of the report and details of the members of the PSAA Board (Clerk's note: PSAA stands for Public Sector Audit Appointments. The PSAA Board comprises Steve Freer (Chairman), Caroline Gardner, Dr Clive Grace OBE and Stephen Sellers);
- Any decision to use the borrowing facility described at paragraph 3.7.2 would be a matter for the Combined Authority Board, subject to any budget or policy frameworks;
- Local residents should be informed about the effective use being made of the additional funding attracted by the Combined Authority once the Purdah period was over.

It was resolved to:

1. Approve an additional budget allocation of £18,700 and authorisation for the Chief Finance Officer to procure necessary insurance cover for the Combined Authority.
2. Note that an additional external audit cost would be incurred for 2016/17 and authorise the Chief Finance Officer to negotiate and agree a fee for the audit with the auditors.

3. Approve the payment of the updated Transport Capital Grant for 2017/18 as set out in paragraph 3.4.
4. Note the appointment of EY LLP as the Combined Authority's auditors for the period 3 March 2017 to 31 March 2018.
5. Note that the Combined Authority would be preparing 2016/17 financial accounts for the period between 3 March 2017 and 31 March 2017.
6. Note that the Combined Authority had joined the Debt Management Account Deposit Facility and had been set up with the Public Works Loans Board Facility.
7. Note the updated budget and indicative resources for 2016/17, 2017/18 and Medium Term Financial Forecast for 2018/19 to 2020/21 as set out in the Appendix.

27. DATE OF NEXT MEETING

It was resolved to note that the Board would meet next on Wednesday 31 May 2017 at 10.00am at Alconbury Weald Enterprise Campus, Alconbury Weald, Huntingdonshire PE28 4XA.

Chairman

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY MEETING DATES JUNE 2017 - MAY 2018

PUBLIC MEETINGS	TIME	MAY	JUNE	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Combined Authority Board (Wednesday)	10am		28	26		27	25	29	20	31	28	28	25	
Annual Council (Wednesday)	10am	31												30
COMMITTEES (PUBLIC)														
Overview & Scrutiny Committee (Monday)	2pm		26	24		21Thurs	23	27	18	29	26	26	23	29(Tues)
Audit & Governance Committee (Monday)	10am		26			21 Thurs			18			26		
Employment Committee (unscheduled)														
INFORMAL WORKING GROUPS														
Investment Working Group (Mon 3-5pm)	3pm	30	12 & 26	10 & 24			9		4	15	12	12	9	
Delivery Working Group (Thurs)	10am		15	13		7		16		18		15		
OTHER BODIES														
Combined Fire Authority	2pm		15				26				8			
Cambridgeshire Police and Crime Panel (Wednesday)	2pm		14			6		15		31		14		
Eastern Shires Purchasing Organisation (ESPO)	11am		21			20		29						
CONFERENCES														
Conservative Party							1-4							
Labour Party Annual Conference						24-27								
Liberal Democrats Autumn Conference							16-20							
UKIP National Conference														
Local Government Association Annual Conference				4-6										

Bank Holidays 2017 - 2018

29 May 2017 - Spring Bank Holiday
 28 August 2017 - Summer Bank Holiday
 25 December 2017 - Christmas Day
 26 December 2017 - Boxing Day
 27 December 2016 Bank Holiday Substitute day
 (for Boxing Day)
 1 January 2018 - New Year's Day
 30 March 2018 - Good Friday
 2 April 2018 - Easter Monday
 7 May 2018 - Early May Bank Holiday
 28 May 2018 - Spring Bank Holiday

Summer Term 2017

Opens 26 April
 May Day Monday 1 May
 Half Term 29 May to 2 June
 Ends Friday 20 July

Autumn Term 2017

Opens Monday 4 September
 Ends Tuesday 19 December

Spring Term 2018

Opens Wednesday 3 January
 Half Term 12 to 16 February
 Ends Thursday 29 March
Summer Term 2018

Opens Monday 16 April
 May Day Monday 7 May
 Ends Tuesday 24 July

NB: Dates in italics are additional, provisional dates for any urgent business and may be cancelled

NB: dates in red potential clashes with other bodies

Rules

Board meets monthly on Wednesday

Overview and Scrutiny Committee to meet Monday before Board

Audit Committee to meet 4 times a year, Must meet by end of June and end September in 2017 to sign off accounts and by end of May and end of July in 2018 onwards

Working groups - every 2 months with additional meetings for investment board in run up to budget setting

Investment Working Group

- Deputy Mayor (Chair)
- Fiscal (Vice Chair)
- Strategic Planning
- Chair of the Local Enterprise Partnership
- Chief Executive/Chief Finance Officer

Delivery Working Group

- Deputy Mayor (Chair)
- New Homes (Vice Chair)
- Employment & Skills
- Transport & Infrastructure
- Chief Executive

**Current
membersip**

- 17/18**
- Cllr Howe
 - CllrCount
 - Cllr Herbert
 - Mark Reeves
 - M Whiteley
 - Chris Malyon

Consultees

First Consultees

- MOs of CC
- M Rowe
- M Whitely
- J Harrison
- J Russell
- D Thorpe
- A Gardiner



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

Report by: Daniel Ritchie, Development Manager, City Centre Management, Markets & Street Trading

Relevant scrutiny committee: Strategy & Resources
3/7/2017
Scrutiny Committee

Wards affected: Market, Petersfield, Trumpington

CAMBRIDGE BUSINESS IMPROVEMENT DISTRICT SECOND TERM BALLOT
Not a Key Decision

1. Executive summary

Cambridge Business Improvement District (BID) initial five year term concludes on 31st March, 2018. Cambridge BID intends to seek a second five year term, by way of a ballot of businesses within the geographical area it proposes to cover, in the autumn of 2017. The second term would run from 1st April, 2018, to 31st March, 2023. The City Council is a non-domestic ratepayer in respect of a number of properties within the BID area and, as such, will be entitled to a number of votes in relation to these properties. The decision on how to cast its votes falls to the Council's Executive. The Leader exercised the Council's voting entitlement at the BID's initial term ballot in 2012, reflecting that the BID activity impacts across several Executive Councillor portfolios.

2. Recommendations

The Executive Councillor is recommended:

To exercise the City Council's voting entitlement in the forthcoming Cambridge BID second term ballot.

To support, in principle, Cambridge BID in the second term ballot, in view of their performance in the successful delivery of services against the term one proposal; and the value for money Cambridge BID provides the City Council, balancing our levy contribution against expenditure the Council might otherwise be expected to commit to.

3. Background

3.1 Cambridge BID has completed feasibility and planning exercises as it prepares for a second term ballot to support continued delivery of BID activity over the period 1st April, 2018, to 31st March, 2023. The intention is for the ballot to be held between 6th October and 2nd November 2017 with the result of the ballot to be announced on 3rd November, 2017. The BID proposal for its second term will be published by 31st August, 2017 and the BID business plan will be published by 21st September, 2017. In order for this timescale to be met, and in line with the schedules of the BID legislation, the City Council, as Ballot Holder, needs to notify the Secretary of State of its intention to hold a second term ballot by 11th July, 2017. Based on this timetable, the ballot will have been open for voting before the next Strategy & Resources (S&R) Scrutiny Committee on 9th October 2017, hence why this report and its recommendations are being presented to the July S&R Committee for approval.

3.2 To support the second term ballot planning, the Cambridge BID Board established a BID second term task force in December, 2016. This group is made up of individuals from businesses and other stakeholders representing different sectors of the BID area, including the City Council, and reporting to the BID Board. The City Council is represented on the BID Board by the Executive Councillor for Environment Services and City Centre. In autumn, 2016, the BID Board commissioned consultants, Central Management Solutions Limited, to support the task force and ensure second term ballot is compliant with the legislative schedules and demonstrates best practice.

3.3 Destination management in Cambridge has developed in distinct stages over the past 8 years. In 2009, the initial stage saw the establishment of Cambridge City Centre Partnership Ltd (Love Cambridge), which then evolved into the Cambridge BID, in 2013, following the success of the initial BID ballot in 2012.

3.4 In February, 2016, Visit Cambridge and Beyond was established, with the support of the City Council, as the new Destination Management Organisation responsible for delivering tourism services in Cambridge and the surrounding area. Since its launch, Cambridge BID has worked very closely with Visit Cambridge to minimise duplication of activity and to identify opportunities for collaboration.

3.5 Term two of Cambridge BID presents some real opportunities to build on this collaborative work, further ensuring that the strategies and activity of both organisations are closely aligned, that delivery is complimentary and that any economies of scale are realised. In practical terms this commitment to collaboration is supported through cross representation on both the

Cambridge BID and Visit Cambridge Boards with four Directors. Both organisations are committed to exploring opportunities for closer working with other organisations such as Cambridge Live, Meet Cambridge, Cambridge Network and Cambridge Ahead.

3.6 Cambridge BID intends, in its second term, to include the railway station area as a key gateway to the city. It will continue to provide a strong voice for business in its workings with the City Council, City Deal and other statutory bodies. It will build on existing collaborative work with the City Council, as evidenced by the recent night market and pop-up cinema in Market Square, to further enhance public spaces across the city for all residents, visitors and businesses. The BID is not in a position to be able to disclose any specific firm proposals, until the publication of its second five year term business plan on 21st September, 2017.

3.7 A summary of Cambridge BID's achievements, from its initial five year term, is included in appendix A. Cambridge BID's 2016/7 annual report to be presented at their AGM on 20th June, 2017, is included in Appendix B

3.8 As indicated in 3.1, the BID proposal and business plan are not yet finalised. However, by the end of March 2018 Cambridge BID will have invested more than £3.5 million in projects and initiatives specifically designed to promote economic growth in the city centre. It is unlikely that without this mandatory funding model this level of investment would have been achieved. Furthermore without Cambridge BID, it is certain that the burden for delivery of projects and initiatives designed to promote the city centre, would have had a greater impact on the resources of the City Council.

Cambridge BID is responsible for many projects that were previously delivered by the City Council or Love Cambridge, as well new initiatives. For example, Cambridge BID is wholly responsible for the delivery of the Christmas Lights project which historically was covered by the local authority and voluntary contributions from city businesses and stakeholders. The BID also supports the employment of Taxi Marshalls and Street Pastors every payday and other high risk weekends ensuring Cambridge residents and visitors are kept safe on their night out.

Cambridge BID represents a business community that would otherwise be challenged to organise its collective interests and, working with stakeholders within the city such as the Universities, Colleges and the City Council, are able to develop and launch initiatives that focus on creating a welcoming, dynamic and safe city centre that is attractive to all.

Cambridge BID provides a performance report that combines footfall information, car park data, Park & Ride passenger figures and stats collated

by ambassadors. This report is shared with many City Council departments to inform their objectives.

4. Implications

(a) Financial Implications

4.1 It is incumbent on the City Council to cover the costs of holding the second term ballot. Electoral Reform Services has been engaged, on behalf of the City Council, to provide all relevant notifications, ballot papers, voting documentation and storage in line with the schedules of the BID legislation. The cost to the Council of holding the ballot is likely to be less than £4,000 and will be found from within the existing budget.

4.2 Cambridge BID final consultation document (Appendix C) indicates that the proposal for the second term would maintain the levy at 1%; increase the threshold from £20,000 to £30,000¹ but also introduce an inflation link to levy contributions. Assuming the City Council's properties retain the same ratings assessment and an inflation rate of 2% over the next five years the levy burden would be;

	Levy Contribution
2018/19	£43,562
2019/20	£44,433
2020/21	£45,322
2021/22	£46,228
2022/23	£47,153
5 year overall	£226,698 ²

(b) Staffing Implications

There is one member of City Council staff working on secondment for Cambridge BID. The implications of an unsuccessful second term ballot will be managed in accordance with the Council's Organisational Change Policy.

(c) Equality and Poverty Implications

There are no equality and poverty implications, arising from the second term ballot.

¹ If a business within the BID area pays £20,000 or more in business rates they are legally obliged to pay a 1% levy to Cambridge BID. The proposal for the second term is that this figure increases to £30,000 meaning that all businesses that pay less than this will avoid the levy.

² This figure assumes a 5 year BID levy liability of Park Street car park. Given the advanced plans for its redevelopment, this is unlikely to be the case as it will be deleted from the Ratings List, meaning a reduced overall liability on the City Council.

(d) Environmental Implications

There are no equality and poverty implications arising from the second term ballot.

(e) Procurement

There are no procurement implications arising from the second term ballot.

(f) Consultation and communication

The BID legislation sets out the requirements for consultation and the process the development of a BID should follow. The consultation undertaken by the BID task force with businesses began in earnest in January 2017. Appendix C details the outcomes of the consultations with businesses.

A BID is a business led partnership where businesses will be the principal contributors. The City Council is a partner by virtue of its physical presence operating in the city centre. Formal consultation is not undertaken with residents as essentially whether to support a BID is a decision about the city centre organisations' willingness to accept the levy system, which they alone would be paying. In addition there are no proposed changes to any council policies as a result of the BID second term ballot being successful.

(g) Community Safety

There are no community safety implications arising from the second term ballot

5. Background papers

None

6. Appendices

Appendix A: Summary of Cambridge BID's achievements, from its initial five year term.

Appendix B: The Cambridge BID 2016/7 report to its Annual General Meeting on 20th June 2017.

Appendix C: Cambridge BID final consultation document

7. Inspection of papers

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

Author's Name: Daniel Ritchie
Author's Phone Number: 01223 - 457466
Author's Email: daniel.ritchie@cambridge.gov.uk

Appendix A

Summary of Cambridge BID achievements April 1st, 2013 to present.

Cambridge BID's proposal for its current term was based on four themes; Pride & Promotion, Welcoming & Vibrant, Safe & Clean and Business Support. Below is a summary of achievements made against these key themes.

Business Support

Has provided a unified voice for businesses, independent from an alternative City Council led economic development role, within the district boundary ensuring that their views are represented in response to City Deal and other proposals.

Has led a Cost Saving Initiative (CSI) aimed at reducing business overheads particularly with telecoms and utility costs. Identified savings through the CSI total in excess of £130,000 with efficiencies made by independent businesses significantly more than national/multi-store operations.

Participation in 'Mystery Shopper' initiatives, and further training seminars aimed at delivering improved customer service and sales, has grown year on year.

Safe & Clean

The introduction of a 'Rapid Response' shop front cleaning service, initially covering part of the week but now a seven day operation, receives consistently high praise in feedback from BID businesses.

Has provided financial support to the City Council in launching the Street Aid project which aims to reduce the level of rough sleeping in the city.

Has sponsored the introduction of Taxi Marshalls and Street Pastors on pay day and other weekends where the city is well patronised, ensuring revellers are provided with assistance in getting home safely.

Welcoming & Vibrant

Cambridge BID is solely responsible for the array of festive lighting throughout the city centre and the organisation of the big switch on event that sees thousands descend on Market Square to witness the switch on.

The BID employ a team of easy-to-identify ambassadors to greet and assist users of the city centre on their way. Over 170,000 individuals have been helped since the introduction of ambassadors in 2013.

Ambassadors also visit BID businesses to ensure that owners are briefed on support and initiatives the BID provides. They collect data on graffiti, damage to street furniture, anti-social aspects and report to the relevant authority.

Pride & Promotion

Production of a variety of free city guides, available at prominent locations across the city, and seasonal publications delivered to 75,000 local addresses provide BID businesses with a low cost/free form of advertising.

The BID provides a fund that organisations can source grants from to put on events. Beneficiaries include the Jazz Festival, Open Cambridge Festival and the Cambridge History Festival.

The BID has worked in collaboration with the City Council in the delivery of late night shopping events in Trinity Street for the last two years. This success has been built upon to deliver a series of night markets and pop-up cinema events in the Market Square throughout 2017.

Investing in our evolving city

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Annual Report 2016/17



Overview

**Working together:
1,100 city centre businesses**

Cambridge Business Improvement District (BID) consists of 1,100 businesses, working together to promote and improve the city centre.

Launched on 1st April 2013, following a favourable majority ballot by eligible businesses within the BID area, Cambridge BID has a mandate to promote the city to visitors, residents and workers, while ensuring they experience a welcoming and vibrant street scene that is both clean and safe; businesses in the BID area also receive tailored support to help them remain competitive and sustainable.

The aims of Cambridge BID are addressed within four work streams, which are supported by Advisory Groups attended by BID area businesses and chaired by a member of the Board of Directors.

The work streams are:

- Pride & Promotion
- Welcoming & Vibrant
- Safe & Clean
- Business Support



Five years of investment in our city

By the end of March 2018 Cambridge BID will have invested more than £3.5 million in projects and initiatives specifically designed to promote economic growth in our city centre. Without Cambridge BID this level of investment simply would not have been available.

Cambridge BID is one of more than 250 Business Improvement Districts (BIDs) that have been developed by businesses across the UK, most of which focus on town centre locations. Each BID operates for a maximum of five years before working with local businesses to extend and redevelop their combined vision for the town centre over the subsequent five years.

As we near the end of a very successful first term – read about our achievements on your behalf in the pages that follow – we have been hard at work canvassing BID area businesses of all shapes, sizes and sectors, to gather your views on the future of Cambridge city centre.

We will shortly be issuing a business plan for the next five years, which brings together the investment priorities you identified, and on which we will ask you to vote in our Autumn renewal ballot.

By continuing to work together, through a time of great challenge and change for the high street, we can leverage significantly more economic benefit for Cambridge than if each of our 1,100 businesses works alone.



"Cambridge BID supports us in the form of marketing, improving safety & cleanliness and providing practical advice and hands-on workshops. We're happy to pay the BID levy in order to keep these valuable services going and to help make the city centre a better and more vibrant place."

Meggy Yip,
Co-owner of Bridges café





Foreword from the Chairman

Over the last four years Cambridge BID has taken seriously your directive to manage the place that is Cambridge. With each new initiative that we have launched, on your behalf, our focus has remained squarely on creating a welcoming, dynamic and safe city centre that is attractive to locals and visitors alike, and this plays a key part in why new businesses wish to move here.

Taking care of our city

This year, we've broadened the scope of our most successful programmes. Our bowler-hatted Ambassadors have regularly manned a stand at the updated train station. As an add-on to their work in the historic city they have done an excellent job in providing a welcoming first impression, answering queries and helping visitors navigate the city. This also brings a greater connectivity between the station area and the city centre.

We've also refined our street deep-cleansing programme, targeting 57 specific streets and grot spots over the past year and playing a significant part in ensuring that the city centre looks its best year-round. We've extended our popular Rapid Response service, which now runs from 8am to 11am seven days per week, so that businesses can make a single phone call in order to have their shop fronts cleared of all types of debris.

Showcasing our shops

I'm delighted that our Mystery Shop programme, which nurtures the highest levels of customer service, saw a record 200 businesses sign up to receive undercover shopping visits and bespoke feedback from our independent consultants. Our Awards evening in September showcased the top performers, who also found themselves in the media spotlight thanks to our partnership with Cambridge News. Follow-on customer service training sessions in January enabled all participants to raise their game even further, helping us all to unite in providing a high-quality, city-wide shopping experience that can hold its own against the impersonal, but convenient, online alternatives.

Cutting-edge conversations

We have consistently been at the forefront of conversations about the future of Cambridge, seeking out opportunities to liaise with influencers and decision-makers across the city. We have involved you, our businesses, in consultations on the City Deal and A-boards, and we sponsored a mayoral hustings so you could hear what the new mayor will do for business.

We are championing better use of the under-utilised Market Square, because we recognise that the future of the high street will increasingly depend on the city's ability to offer experiences and events that draw people into the centre. Accessing the city can be a challenge however, which is why we are also keen to pursue and support initiatives that tackle congestion and improve air quality – such as a last mile delivery project that holds the potential to reduce the number of delivery vehicles on our roads.

Read on to discover more about the above highlights, as well as details of our other projects. Most importantly, please connect with us to ensure that the interests of your business are well-represented in the proposals for the medium-term future of our city.

We look forward to welcoming you to our 2016/17 AGM on Tuesday 20th June 2017. An invitation is enclosed with this report or can be downloaded from the business pages of our website, at business.cambridgebid.co.uk.

Ian Sandison

Chairman, Cambridge BID Board

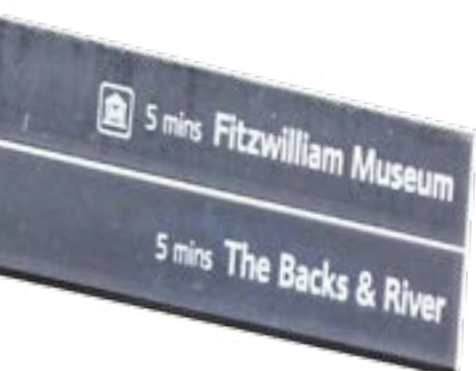


"I found the Mystery Shop training session very enlightening - a lot of useful, good information and also a great opportunity to meet other business people from Cambridge, all pushing in the same direction. Very well done to Cambridge BID for putting this on!"

Bill Brogan, **St John's College Catering Department**



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Pride & Promotion

Reaching your audiences

Cambridge BID once again made it easy for city centre businesses to access a range of marketing and promotional opportunities at low cost or without charge. Our social media campaigns and consumer emails (the latter reaching a monthly audience of 8,044) highlighted various city centre events and local business promotions throughout the year.

Our family of city guides, with a total print run of 120,000, profiled 60 businesses without charge and was available for free pick-up across the city and online. Our Christmas magazine, distributed through 75,000 ABC1 Cambridgeshire letterboxes with free pick-up across the city and Park & Ride sites, encouraged visitors into the city centre over the festive period, with heavily subsidised advertising rates for BID businesses.

Championing our Indies

Over 30 Cambridge independents took part in Independents' Week in October, through in-store events and promotions. We worked in partnership with Cambridge Independent newspaper to spread the word and increase consumer engagement, footfall and sales. Additional media coverage was achieved in Cambridge Edition, East Life, Cambridge News and Cambridge TV.

Seasonal support events

Over the last 12 months we set aside a budget that enabled organisations to apply for funding to run creative and engaging projects that would support, complement or add to the BID's objectives. In 2016 we supported a record number of events that included: The Cambridge Jazz Festival, Festival of Cambridge History, Christmas in the Heart of Cambridge, The North Pole Ice Rink and Market Stall Stories (part of the Open Cambridge Festival).

Our fourth Christmas lights Big Switch On event attracted around 5,500 visitors and helped create a lively start to the festive shopping period. In December, we helped to boost the early evening economy by hosting and promoting a Festive Fayre, providing another opportunity for shoppers and visitors to sample the very best that Cambridge has to offer at Christmas.



"Cambridge Indie Week is a great way to highlight all the wonderful shops we have to offer. It certainly helps raise awareness that Cambridge is a city with a creative flair. Our high street has an interesting mix of unique and unusual shops, of which our team at Cuckoo is so proud to be a part."

Hayley Butler, **Cuckoo Clothing**

The Stats



5,500

attendees at our Christmas lights Big Switch On event, featuring Cambridge United



£5,500

raised for Jimmy's Night Shelter at our annual Sparkle & Shine charity ball



649

entries to our Valentine's competition for consumers



8,044

local people received our consumer email each month



6,238

people reached through our social media channels



48

businesses participated in our Christmas Window competition



"Being an ambassador is easy; being a good ambassador is harder. You need to be friendly, welcoming AND have buckets of common sense. I always try hard to enrich each visitor's trip to Cambridge.

I never know what the day is going to bring, who I'm going to meet, or what I'm going to encounter. Every day is different but that's one of the best things about the work I do.

At the end of the day, as I head back to the BID offices, I often bump into people I've helped and they tell me what a difference I made to their visit. You don't get better job satisfaction than that."

William Harris,
Cambridge BID Ambassador

The Stats

- 45 days of sparkle with our festive lighting scheme
- 3,366 business visits carried out by the Ambassadors
- 1,538 environmental incidents reported by the Ambassadors, including:
 - 1,469 punt touts reported
 - 46 reports of damage to roads or pavements
 - 23 issues with signs, street furniture or bollards

Welcoming & Vibrant

Warm welcome for visitors

Our friendly team of Ambassadors provided a warm welcome, guidance and assistance to city centre users year-round. Easily distinguishable in their smart uniform and bowler hats, they've met with over 170,000 people since their introduction in 2013. In 2016 we extended the meet and greet service provided by the Ambassadors to include the train station, where there is now a permanent visitor information kiosk.

The five-strong team, who are on duty 363 days of the year, also provide a vital link between businesses within the BID area and Cambridge BID – making 3,366 scheduled and unscheduled visits over the past year, to keep business owners informed about our initiatives and to find out about any pressing issues or problems that you are facing.

Monitoring Environmental Issues

Our Ambassadors also played a critical role in reporting back to the City and County Council on various environmental and other issues in the city centre, to ensure that Cambridge is the best it can be for all users. Last year they reported and followed through on 1,538 issues, using their handheld PDAs, including punt touts, damage to street furniture, graffiti and broken street lights.

Lighting up Cambridge

Once again, we lit up the city centre over Christmas, creating a magical atmosphere for shoppers, visitors and residents, with 45 days of sparkle from 25 different LED lighting schemes, stretched across 22 streets.



"Lion Yard Shopping Centre worked closely with Cambridge BID to enhance the Christmas lights coverage for Petty Cury. These additional lights have helped highlight the business offering in this area and we have received some excellent feedback from customers, staff and businesses. We are delighted with the lights and thankful to the BID team for all their efforts!"

Amy Rhys-Davies,
Lion Yard Management





"The partnership between Cambridge BID and CAMBAC helps ensure that students enjoy a safe night out in Cambridge. The Taxi Marshal's scheme has proven to be highly effective in reducing illegal 'pick ups', controlling taxi queues and improving the safety of vulnerable persons and dealing with confrontational situations. The Street Pastors are also a welcome addition to our city centre streets. They care for our students when they are out at night and help them get back to their colleges safely."

Keith Willox, **Sidney Sussex College**



The Stats



7

days a week, enhanced Rapid Response service available to city centre businesses



125

Rapid Response call-outs received from BID businesses



115

BID businesses benefitted from their CAMBAC membership paid for by Cambridge BID



57

city centre streets deep-cleaned across the year



23,569

people got home safely thanks to our funding of the late night Taxi Marshals



3586

hours of night patrol by the Street Pastors, supported by Cambridge BID

Safe & Clean

Deep-cleansing our streets

City centre streets have benefitted from our enhanced deep-cleansing regime, which tackles pigeon fouling, grot spots and chewing gum. Over the last twelve months 57 streets and pavements in high-traffic areas were deep-cleaned, supplementing the work of the City Council. These comprised:

- King's Parade
- Rose Crescent
- Market Hill
- Peas Hill
- Bene't Street
- Wheeler Street
- Guildhall Street
- Corn Exchange Street
- Fisher Square
- Silver Street
- Queens Lane
- Mill Lane
- Granta Place
- St Mary's Passage
- Trumpington Street
- Round Church Street
- Park Street
- Market Passage
- Hobson Street
- King Street
- Christ's Lane
- Emmanuel Street
- Botolph Lane
- Fitzwilliam Street
- Free School Lane
- Pembroke Street
- Tennis Court Road
- Downing Street
- Park Terrace
- Parker Street
- Drummer Street
- Gonville Place
- Jesus Lane
- Malcolm Street
- Manor Street
- Maids Causeway
- Newmarket Road
- Short Street
- New Square
- Fair Street
- Salmon Lane
- Fitzroy Street
- Burleigh Street
- James Street
- Christchurch Street
- Napier Street
- Wellington Street
- East Road
- Bradmore Street
- Broad Street
- Dover Street
- Severn Place
- Nelson Close
- Bridge Street
- Sydney Street
- St Andrew's Street
- Lion Yard entrance area

Restoring shop entrances

Our highly-praised Rapid Response cleansing service, available to all businesses within the BID area for the removal of bodily fluids, cardboard from rough sleepers, broken glass, pigeon fouling and other detritus, was extended to cover seven days a week (8am-11am) following feedback from BID businesses.

Keeping the public safe

We continued to provide financial assistance to support the work of Cambridge Business Against Crime (CAMBAC), a not-for-profit organisation set up in August 2007 to ensure that the city remains a safe place to live, work, shop and enjoy leisure time. All levy paying businesses receive free membership of CAMBAC, when they hire a CAMBAC radio that enables them to report crime and anti-social behaviour quickly and effectively.

Our sponsorship of CAMBAC's Taxi Marshal service enabled 23,569 people to get home safely from the city centre at night. We also provided financial support to the Street Pastors – a voluntary organisation that patrols the city centre streets each Friday and Saturday night to help those in difficulty.

Street Aid initiative

In November 2016 Cambridge BID supported Cambridge City Council in the launch of the Street Aid Initiative to help rough sleepers in the city. Our support funded the development of marketing materials and action to get the business community on board. Designed to encourage the public to give to this fund rather than individuals, Street Aid has raised over £7,000 in its first few months. Grant applications have started, with the fund already assisting a number of individuals to get back into work or find housing. We will continue to support this project.

Business Support

Improving customer service

Our Mystery Shop programme, which recognises and rewards excellent customer service in the city, continues to grow from strength to strength. Nearly 200 businesses (more than twice as many as last year) signed up to take part and there was record attendance at our Awards evening in September. Following the two mystery shop visits in Spring and Summer of 2016, all participants were given bespoke feedback on their customer service from our mystery shop partner, Storecheckers, and the opportunity to take part in five training sessions held in February, that looked to strengthen areas in which, as a city, we performed less well.

Footfall and city performance monitoring

Throughout the year our weekly and monthly performance monitoring reports have given businesses a better understanding of how Cambridge is performing across a range of metrics including footfall, Park & Ride patronage, Guided Busway and car park usage. Five cameras - used to capture pedestrian footfall - are now in place across the BID area, on King's Parade, Bridge Street, Sidney Street, Fitzroy Street and Regent Street. Our quarterly performance group meetings, with expert guest speakers in attendance, covered a range of key city centre issues and helped BID businesses to compare trading patterns.

Reducing business overheads

Our Cost Saving Initiative continued to help businesses secure cheaper rates on their energy, utilities, merchant fees and telecoms bills, as well as pest control and other services. Since the initiative began, £234,396 savings have been identified and £136,676 already realised. This figure will continue to rise as contracts with existing suppliers expire over time and 90% of these savings are within independent businesses.

Voicing your concerns

Cambridge BID continues to champion the views of BID businesses and organisations both in media debates and high-level strategic discussions, ensuring that there is a clear and assertive business voice on issues affecting the city centre. We have taken a prominent role in raising awareness among city centre businesses of City Deal proposals to tackle congestion, facilitating conversations between decision-makers and local employers.

We have also continued our exploration of last-mile delivery solutions that could help to reduce the number of delivery vehicles entering the city's historic core, working with key stakeholders to help establish pilot projects.

"As a small independent business we are grateful to Cambridge BID for encouraging us to assess our energy supply and costs. This resulted in us changing supplier and delivered a great saving for our business. Many thanks Cambridge BID - good job."

Joanne Molloy, **Finn Jordan**



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The Stats

 196

businesses took part in our Mystery Shop and Awards (up from 90 in 2015)

 5

businesses scored 100% in both rounds of the Mystery Shop programme

 40

businesses attended at least one of our five Mystery Shop training sessions held in February

 200

businesses read our monthly Performance Report emails

 £234,396

of savings identified to date through our Cost Saving Initiative

 £136,676

of savings realised by BID area businesses



Board of Directors

As governed by the business plan, the Board of Directors, representing key sectors from within the BID area, were elected to deliver the agenda on which BID area businesses voted at the beginning of the BID term. Directors and officers share a strong commitment to a diverse, dynamic and welcoming city centre that enjoys sustained economic growth.

The following directors were in post at the end of March 2017:

Ian Sandison (Chairman)	Boudoir Femme	(Independent)
Amy Bannell	Jacks on Trinity	(Independent)
Dominic Joyce	John Lewis	(National)
Johns King	H&M	(National)
Colin Jones	Hewitsons LLP	(Professional)
Charles Anderson	La Raza/Ta Bouche	(Night Time)
Michael Wiseman	Former Grafton Director	(Property Owner)
Shara Ross	Hotel Felix	(Tourism)
Roy Badcock	Former Cambridge Building Society Executive	(Financial)
Keith Willox	Sidney Sussex College	(Educational)
Andy Lloyd	Cambridge University	(Educational)
Amy Rhys-Davies	Lion Yard	(Shopping Centre)
Robert Davey	Metro Bank	(National)
Peter Roberts	Cambridge City Council*	
Mathew Shuter	Cambridgeshire County Council*	

*Local Authority appointed



"Retail businesses represent a huge part of the BID and it's important that we therefore have seats at the table representing our sector. There has been some fantastic work that has taken place during the last 12 months to make the city safer, cleaner and more inviting to those who live, work and visit here. It is so important to remember that having a BID within our city gives us all the opportunity to help shape how Cambridge should, could and is perceived by all who interact and engage in it. The potential is still vast."

Dominic Joyce, **John Lewis**



Financial Snapshot

The Board of Directors has monitored the budget closely to ensure that the BID levy and voluntary contributions were used efficiently by Cambridge BID to meet with the stated aims of promoting and improving Cambridge city for businesses, organisations, visitors and residents.

Cambridge BID would like to thank the following voluntary funders and supporters of the BID:

The Grafton | Grand Arcade | Stagecoach East

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the
grafton

GRAND ARCADE
CAMBRIDGE

 **Stagecoach**

2016/17

Income

BID levy	£689,782
Voluntary BID contributions	£17,500
Sponsorship	£26,550
Ticket sales	£4,850
Fold-out maps	£1,970
Interest receivable	£514
Other income	£4,075

Total **£745,241**

Expenditure

Operating costs	£162,850
Pride and Promotion	£95,210
Welcoming and Vibrant	£266,038
Safe and Clean	£105,958
Business Support	£80,439
Other projects	£4,252

Total **£714,747**

Pre Tax (Loss)/Surplus for the Year **£30,494**

Surplus carried forward* **£121,398**

*The surplus funds shown will be invested in the delivery of the BID Business Proposals.



"Cambridge BID gives businesses a great opportunity to reach out to the local area completely free of charge, through great social media campaigns, competitions and events. They are always happy to support us in how to get the most out of these opportunities and to give advice on how best to promote our products to customers."

Lynsey Milner, **Thaikhun Restaurant**



The Year Ahead

Over the months ahead, in addition to delivering our business plan we will be consulting with BID businesses about what the next five years should hold for Cambridge as we continue to address your existing priorities for the city.

Service sector career progression

One of our key aims for 2017-18 is to raise awareness of the opportunities for career progression within our service sector. Cambridge's economy can only benefit from the recruitment of high-calibre staff for our shops, hotels, restaurants and venues – yet positions in these areas are often viewed as stop-gap jobs instead of serious career choices.

To address this, we are working with Form the Future, a City Deal funded skills provider and will launch a summer work placement programme in the summer of 2017. This will connect city centre businesses with students from local schools. Young people will benefit from hands-on experience of the career possibilities open to them here in Cambridge, while we gain the opportunity to influence the future development of apprenticeships for this important sector. This programme will be of particular benefit to smaller, independent businesses who don't have the infrastructure to arrange such connections for themselves.

Cambridge Gift Card

We are excited about the forthcoming launch of the Cambridge Gift Card, our brand-new initiative to encourage local spending. Consumers will be able to purchase and use the Cambridge Gift Card in participating local outlets - such as shops, clubs, restaurants and hotels. The scheme will be straight-forward for businesses to implement: it will be compatible with existing card machines and no new technology will be needed.

Market Square plans

One of our other projects for the year ahead centres on Market Square. The existing seven-day produce and craft market is a great asset for Cambridge, but we are in ongoing discussions with the Council about achieving a more flexible and creative use of this space – particularly from 5pm onwards, when there is huge potential for al fresco dining, music and entertainment. This will begin in May with the first in a series of Night Markets.

Economic success

With our new Mayor, Brexit and a General Election, there will undoubtedly be challenges ahead but also opportunities. Cambridge BID remains committed to working on your behalf, as custodians of this beautiful city. Let's invest in our shared future and work together to ensure our city's continued economic success for generations to come.



"Cambridge BID provides excellent, practical support to help our staff deliver the best possible service to customers. At the same time, they have helped to bring Cambridge businesses together to find that synergy which comes from being 'joined up' and this is especially important to local independent businesses."

Julian Finbow, **Primavera Gallery**



Let's Talk

To tell us what else you would like to see Cambridge BID deliver, or to comment on any of our projects, email becky.burrell@cambridgebid.co.uk

To receive regular email updates from Cambridge BID on issues relevant to your business, send your preferred contact details to becky.burrell@cambridgebid.co.uk

To connect with us on social media, where we regularly support social media campaigns run by BID businesses and organisations, visit:

 @CambridgeBID
 @CityAmbassadors
 @CambridgeBIDCEO
 @CambridgeBID
 /CambridgeBID

Contact Information

Cambridge Business Improvement District (BID)

Dashwood House, 185 East Road, Cambridge, CB1 1BG

01223 903 300

info@cambridgebid.co.uk

cambridgebid.co.uk

business.cambridgebid.co.uk





BID Term 2 Final Consultation

**Creating a world-class experience for all who visit,
live and work in Cambridge, a global city**

You said, we listened, together we will...

Five years on

In 2012 a partnership of local businesses and stakeholders came together to create the Cambridge Business Improvement District (BID) Company. A BID offered the potential for a sustainable model for City Centre Management.

Following in-depth consultation with businesses and stakeholders alike about their key business priorities, a business plan covering four key areas was proposed: Pride & Promotion; Welcoming & Vibrant; Business Support and Safe & Clean.

Businesses chose via a vote to support the BID for a five-year term and since then the team has been working with you, the businesses, to deliver our business plan.

The first five years has flown by and the time has now come for the BID to propose a further five-year plan, building on its recent successes, achievements and extending its area.

The Cambridge BID's new business plan will be published in September and this Final Consultation document pulls together all the strands of research we have carried out with you and outlines the direction you believe the BID should be heading in.

From 6th October 2017 you will be able to vote for a further five years of BID support. The BID has ambitious plans to be part of ensuring Cambridge is, and continues to offer, a world class experience for all who visit, live and work in the city.

cambridgebid
loving cambridge...





Gathering your feedback; listening and learning...

We are continuously asking for your feedback so we can improve delivery. Here are some of the main ways we have consulted with you about the next five years.

ambassadors

Constant access to our on-street team to feed in your views and ideas. Ambassadors visit on average 230 businesses per month.

face-to-face

Individual meetings between businesses and BID staff are ongoing, this gives you the opportunity to give specific ideas to the team.

annual survey

In 2016 we completed an annual survey to guide our project delivery. All BID businesses received a copy and were invited to complete.

project feedback

We seek feedback following the completion of all our projects, this gives us valuable information to help shape future projects.

groups

Access to a number of groups which feed directly into the Board which include the Pride & Promotion Advisory Group and our quarterly Cambridge Performance Group.

workshops & meetings

In March 2017, we held 6 workshops at different times and dates to suit sector needs. All BID businesses were invited to attend and contribute to the discussions. Since then, further stakeholder meetings have been taking place across the city and will continue through the summer.

agm

All BID businesses are invited to attend our annual AGM and Summer Business Event where you can meet the team and hear from our Chairman who gives an overview of the previous year's activity as well as an insight into how our work will benefit you over the year ahead.

informal social evenings

We are holding a series of informal events which will allow you to relax, chat and meet other city representatives along with members of the Cambridge BID team.

have your say research

In January 2017 you received a renewal specific survey which gathered views on our projects to date and ideas for the future.



So far you have said Cambridge BID 2018 – 2023 should:

Provide a unified and welcoming visitor experience during the day and at night

Be the coordinated voice for businesses on key issues

Enable greater strategic connectivity between BID businesses

Enhance the online and digital platform for Cambridge

Seek to animate our open spaces, for example Market Square and Station Square

Term two proposal and potential new projects

Thank you all for providing such in-depth and forward-thinking feedback. It has given the 2018–2023 business plan a very clear direction. Without doubt, you are proud of your city and want to remain so by offering a consistent world-class visitor experience. The three themes for 2018–2023 along with some key projects you told us you would like to see are listed below. Many continue the good work already carried out whilst some represent new strategic activity.

Welcome:

Continue our very popular street cleaning and rapid response programme

Experience:

City events bringing together the office, retail, residents and visitor community

Support:

Increased opportunities to develop a sense of community amongst businesses

Supporting the day and night-time economy by working with CAMBAC, the Taxi Marshalls and Street Pastors

Animating our city, with a particular focus around the delivery of food, cultural and independent themed activity

Increased mystery shopping programme to ensure we are converting footfall in our businesses

Develop the City Ambassador service to increase visibility and cover the larger area and presence at the Rail Station

Unified marketing platform / plan for the city with Visit Cambridge & Beyond

A dedicated independent 'fund' for celebrating independent businesses

Creating a unified visitor experience across the city

One collaborative set of guides and maps – both print and digital media to be used by all businesses

Delivery of local knowledge sessions through Ambassadors

Connecting the city centre to one of the key gateways into the city through the inclusion of Hills Road, Station Road, Cambridge Station and the CB1 area

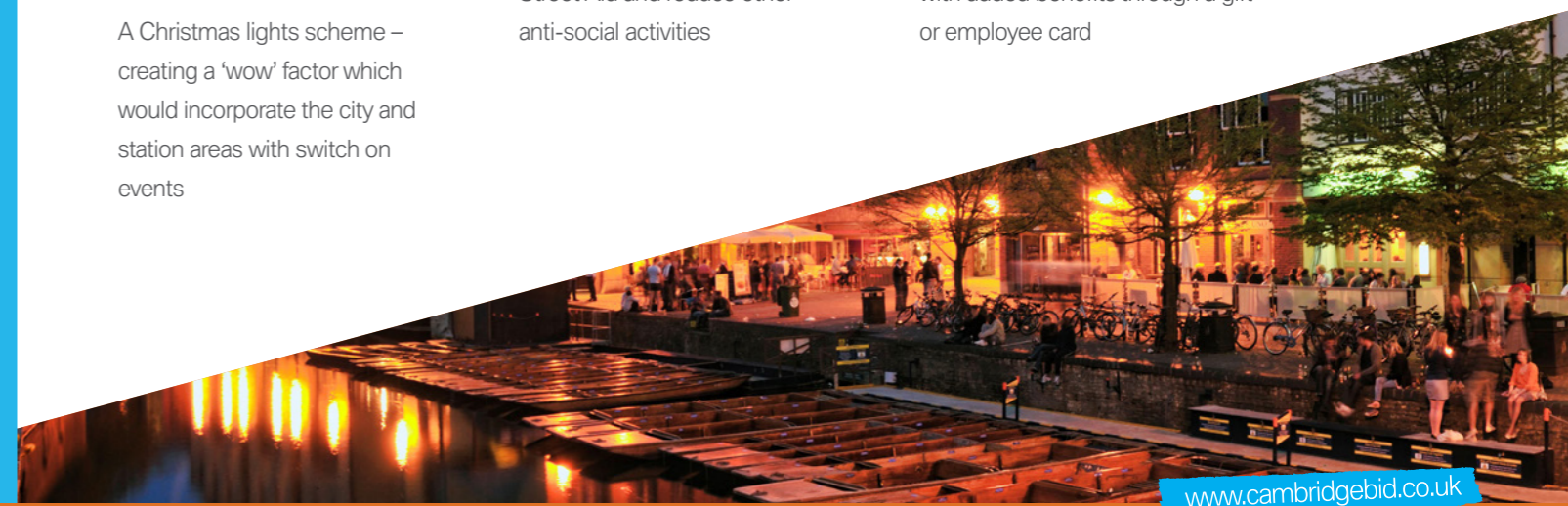
Park & Ride promotion to residents, staff and visitors alike

Structured business support packages on topics such as HR, legal, social media and online trading

A Christmas lights scheme – creating a 'wow' factor which would incorporate the city and station areas with switch on events

Work with partners to support Street Aid and reduce other anti-social activities

Provide BID Business employees with added benefits through a gift or employee card





Businesses with a rateable value under **£30,000** will be exempt from paying the levy

We propose to keep the levy static at **1%**



Support to expand the boundary to encompass the Rail Station and CB1 area

The BID has developed in confidence and delivery over the last four years and is intent on forging even stronger strategic alliances to ensure we do just that. It will also continue to deliver the staple projects which help to keep the city clean, vibrant, safe and welcoming.

A Business Improvement District (BID) is how Cambridge businesses pool their resources, agree activities and make them happen. It covers a defined geographical area.

During our consultation, it has become clear you want a world-class experience for all who visit, live, work and play in Cambridge, a truly global city. The BID is committed to supporting this.

We will continue to communicate with businesses over the next few months including at our AGM on June 20th, our monthly drinks events and at key stakeholder meetings. We will be contacting you in early September with a copy of the business plan and details on how you can cast your vote.

June

Distribution of final consultation document

August

Preparing the Business Plan

September

Business Plan delivered to you

October Ballot starts 6th October

November

Ballot closes – 2nd November
Results announced

Ongoing

Meetings, listening, shaping

In the meantime, any further feedback is welcomed and can be provided by contacting Ian Sandison, Cambridge BID Chairman at the BID office at:

Ian Sandison

T: 01223 903 300

E: chair@cambridgebid.co.uk

W: cambridgebid.co.uk | business.cambridgebid.co.uk

🐦 @CambridgeBIDCEO

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To: Executive Councillor for Strategy and Transformation: Councillor Lewis Herbert
Report by: Helen Crowther, Equality and Anti-Poverty Officer
Relevant scrutiny committee: Strategy and Resources Scrutiny Committee 03/07/2017
Wards affected: Abbey Arbury Castle Cherry Hinton Coleridge East Chesterton King's Hedges Market Newnham Petersfield Queen Edith's Romsey Trumpington West Chesterton

SINGLE EQUALITY SCHEME 2015-2018

Key Decision

1. Executive summary

- 1.1 The Council's Single Equality Scheme (SES) was approved by the Executive Councillor for Strategy and Transformation at the Strategy and Resources Committee on 13 July 2015. The SES sets out how the organisation will challenge discrimination and promote equal opportunity in all aspects of its work over a three year period (2015-2018).
- 1.2 This report provides an update on progress in delivering key actions set out in the SES for 2016/17. It also proposes some new actions for delivery during 2017/18.

2. Recommendations

- 2.1 The Executive Councillor is recommended to:
 1. Note the progress in delivering equalities actions during 2016/17.
 2. Approve the actions proposed in the SES for delivery during 2017/18.

3. Background

- 3.1 The Public Sector Equality Duty (PSED) in the Equality Act 2010 requires local authorities to: publish information annually to demonstrate how they meet the equality duty; and publish one or more equalities objectives at least every four years.
- 3.2 The Council has developed a Single Equality Scheme (SES) for April 2015 to March 2018. The scheme was approved by the Executive Councillor for Strategy and Transformation at Strategy and Resources Committee on 13 July 2015.
- 3.3 The SES identifies 5 objectives for the Council's work on equalities issues. It sets out a total of 32 actions for the Council during 2016/17 to help deliver the 5 objectives. It sets out 46 new actions for the Council to deliver in 2017/18. A summary of progress in delivering these actions is provided at 4.0 in this report. A summary of actions set for 2017/18 can be found in section 5.0 of this report. Further detail can be found in the full Single Equality Scheme Annual report.

4. Progress during 2016/17

- 4.1 During 2016/17, we undertook a number of steps to increase our understanding of the needs of Cambridge's growing and increasingly diverse communities so that we can target our services effectively (SES Objective 1, including:
- Working with partners to develop a database of schemes across Cambridgeshire which provide accommodation for people with disabilities. This research helps us understand current and future housing needs for people with different types of disabilities.
 - Carrying out an audit of citywide community facilities in order to ensure that services are aligned to those in the greatest need, and reflect changing needs and the growth of the city. We have drafted a Community Centres Strategy based on these findings.
 - Consulting a representative group of residents and businesses on a number of savings proposals, and analysing the results by equalities group, as part of the Council's annual budget consultation.

4.2 We delivered a number of actions which aimed to improve access to and take-up of services from all residents and communities (SES Objective 2), including:

- Providing equalities-focused training for staff that included: a dedicated session on equality and diversity as part of the corporate induction for new staff; disability awareness training; mental health awareness training; mental health first aid training and transgender awareness training.
- Continuing to provide a corporate interpreting and translation service for customers that need them, and actively managing the contract to ensure good standards of service.
- Employing two Arabic-speaking Support Workers to support Syrian refugees in Cambridge with language barriers that prevent them from accessing services like housing, health and benefits.
- Helping increase digital accessibility for those who need it most:
 - 215 learners attended drop-in digital sessions at a 'Microhub' established in partnership with Cambridge Online and other organizations at the Meadows Centre.
 - The 65+ Getting Online project trained 4 digital champions to carry out digital workshops in sheltered housing schemes. 25 learners were engaged in 2016/17.

4.3 We have progressed a number of actions to promote equal access to public activities and spaces in Cambridge and help people to participate fully in the community (SES Objective 3), including:

- Helping accommodate 31 people recovering from mental health problems in Cambridge City Council move-on accommodation.
- Supporting older people to remain independent and socially active through the City Council's Housing Related Supported for Older People. We directly helped 614 people through the service.
- Putting in place a specialist project worker to talk with young people about issues they wanted to be addressed within their local communities and support they need to get involved with the Council's formal decision-making.
- Expanding the outreach advice project delivered by the Citizens Advice Bureau from one to four health centres (East Barnwell Medical Centre, Nuffield Road Surgery, Meadows Community

Centre and Trumpington Pavilion). From April 2015 to December 2016, the service supported 205 patients who were experiencing health issues as a result of debt and other financial problems.

4.4 We undertook a number of activities to tackle discrimination, harassment and victimisation and ensure that people from different backgrounds living in the city continue to get on well together (SES Objective 4), including:

- Working with partners to support and deliver celebratory activities including events to mark Black History Month, Cambridgeshire Celebrates Age, Disability History Month, Holocaust Memorial Day, International Women's Day, Lesbian Gay Bisexual Transgender History Month, and Refugee Week.
- Continuing to participate in the Safer Spaces pilot project to ensure that our services are safe spaces that lesbian, gay, bisexual, transgender and queer people would feel comfortable using.
- Helping to prevent radicalisation and the development of violent extremism. We provided Prevent Wrap 3 training to 200 staff to explore grooming from a safeguarding perspective. We also continue to work with the police and other partners to look at referred cases of individuals who are identified as a concern under Prevent in order to identify appropriate support for them.
- Achieving re-accreditation for Cambridge as a White Ribbon Town and appointing 7 ambassadors to deliver actions to reduce domestic violence and abuse.
- Holding a Cambridge Arts Network conference with 100 delegates from the arts, cultural and equalities sectors. The conference considered how to address diversity issues in the sectors.

4.5 We took a number of steps to ensure that the Council's employment and procurement policies and practices are non-discriminatory and to work towards a more representative workforce within the Council (SES Objective 5). We have:

- Published data on the Council's workforce, recruitment and training attendance by equality group as part of the annual Equality in Employment report.
- Recruited 10 apprentices to date on the Cambridge City Council Apprenticeship Scheme that have worked in a diverse number of services.

5. New actions for 2017/18

5.1 A further 46 actions have been identified to help deliver the objectives of the SES in 2017/18. Some of these are new actions that have been developed in response to consultation, research or emerging local issues, while others are an extension or evolution of activity delivered during 2016/17.

5.2 There are 3 key actions/ areas of work that will involve all services during 2017/18. These are to:

- Increase visibility amongst service users and staff members in Council locations that we are signatories of the **Equality Pledge**. We will also work with other organisations that are signatories of the Pledge to develop Equality Pledge objectives and identify how we can achieve these across Council services.
- Continue to participate in the **Safer Spaces** pilot in partnership with the Encompass Network. We will identify actions for different Council services that help people of all genders and sexualities feel welcomed and supported.
- Identify actions to improve **dementia awareness** across Council services, as part of the Council's commitment to the Dementia Action Alliance.

5.4 We have also identified a number of other actions to be delivered by specific services. To increase our understanding of the needs of Cambridge's growing and increasingly diverse communities so that we can target our services effectively (SES objective 1), our work will include:

- Exploring how to support young people aged 12 to 15 to further their influence on Council decisions.
- Supporting a feasibility study into whether there is a demand for a Council of Faiths in Cambridge.
- Continuing to work with partners to develop evidence on current and future need for housing for people with different types of disability.

- Leading on a Cambridgeshire-wide project to understand how Disabled Facilities Grants can be used to provide more joined-up services across housing, health and social care.
 - Working with other Equality Pledge signatories to develop objectives for the Pledge and a communications plan to share good practice around equalities, and encourage other organisations to become signatories.
- 5.5 To improve access to and take-up of services from all residents and communities (SES objective 2), our work will include:
- Continuing to provide interpretation and translations services for customers that need them and monitoring the effectiveness of the services. We will also provide ESOL classes for Syrian refugees in Cambridge and interpretation and translation support where language could be a barrier.
 - Coordinating a series of digital access activities across the city in a range of venues and with a range of partners in relation to identified need.
- 5.6 To promote equal access to public activities and spaces in Cambridge and help people to participate fully in the community (SES Objective 3), our work will include:
- Providing accessibility and equality training for an estimated 800 new and existing taxi licence holders.
 - Working with Cambridgeshire County Council health and social care services to support up to 800 older people remain independent and socially active. Within Cambridge we will also continue to support older people's groups in a variety of locations in order to help prevent isolation.
 - Continuing to provide 400 open access activities for 1,000 children and young people in local neighbourhoods across Cambridge.
- 5.7 To tackle discrimination, harassment and victimisation and ensure that people from different backgrounds living in the city continue to get on well together (SES Objective 4), our work will include:
- Working with partners in the developing Equality and Diversity Network to support and deliver a wide range of celebratory activities for different equalities groups across the year.

- Reducing racial harassment and hate crimes targeted at all equality groups by continuing to provide a Racial Harassment Service to investigate incidents and working with the Police on strategic issues around hate crime.
- Preventing radicalisation and development of violent extremism by delivering Prevent Wrap 3 training to staff and Councillors and continuing to participate in the Channel Panel for Peterborough and Cambridgeshire to look at referred cases identified as a concern under Prevent and how to support them.
- Continuing to deliver actions to reduce domestic violence and abuse towards women and men.
- Building on the Cambridge Arts Network conference by running a follow-up event to work with Cambridge Arts and Cultural Leaders to put together a diversity commitment.

5.8 To ensure that the Council's employment and procurement policies and practices are non-discriminatory and to work towards a more representative workforce within the Council (SES Objective 5), our work will include:

- Continuing to monitor the profile of the Council's workforce, in particular the Council's targets for BAME (9.5%) and disabled (6.5%) staff as a percentage of the workforce. We will aim to optimize the use of the Council's apprenticeship levy contributions whilst providing a high quality 'Cambridge City Apprenticeship Scheme', and in registering for the Disability Confident Scheme that will replace Two Ticks.

6. Implications

(a) Financial Implications

As equalities has been mainstreamed across all Council services, the activities and actions identified in Appendix A will primarily be delivered through existing service budgets and will not require additional resources. However, the Strategy and Partnerships Team has a small budget to support equalities projects and publications, and a further budget to finance interpreting services to support fair and equal access to and delivery of services. Other services support corporate and service based equalities initiatives through provision of staff resources and

occasionally funds for specific projects. We also work extensively with partner organisations to maximise the impact of our resources.

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

As equalities has been mainstreamed across all Council services, the activities and actions identified in the strategic action plan will primarily be delivered as part of the core responsibilities of staff within the relevant services. The Joint Equalities Group is made up of staff representatives from across all City Council services who are able to input time to supporting the mainstreaming of equalities. These are not specific posts within services, but are roles that have been adopted by staff where departments have been able to absorb additional duties.

(c) Equality and Poverty Implications

No Equality Impact Assessment (EqIA) has been carried out for this progress report on the SES. The SES provides the framework for the City Council's work to challenge discrimination and promote equal opportunity in all aspects of its work, and includes a range of actions that are designed to promote equality of opportunity. The original SES report from 2015 includes a range of evidence on the make-up of communities in Cambridge and the issues they face. In addition, this year's SES review identifies some findings from community needs analyses undertaken in 2015 (with BAME people, disabled people, men with low incomes and women). This means that the original strategy document and the review for 2016/17 are useful resources for the completion of EqIAs for other projects and policies.

The Single Equality Scheme focuses primarily on the nine protected characteristics identified in the Equality Act 2010, but references actions included in the finalised Anti-Poverty Strategy where relevant.

(d) Environmental Implications

The actions identified in the Strategic Action Plan are not anticipated to have any environmental impact, so a 'Nil' rating has been assigned

(e) Procurement

The City Council has taken steps to ensure that equalities considerations are embedded in its procurement processes. For example, we have published a Quick Procurement Guide which looks at

how to deal effectively with equality issues in procurement projects. By doing this, staff can work to ensure that the suppliers and contractors that work for us provide services and supplies that meet the diverse needs of the people that use our services. Our tender reports also ask those bidding for contracts to identify if there is any social value (social benefits) to a contract, which relates to promoting equality and diversity, challenging discrimination and the prevention and alleviation of poverty.

(f) Consultation and communication

Public consultation on the draft Single Equality Scheme took place for 13 weeks from 2 March to 29 May 2015. The findings from the consultation were presented to Strategy and Resources Committee on 13 July 2015. As part of the consultation officers:

- Published the draft strategy and a questionnaire survey on the City Council website. The survey was publicised via the Council's Twitter account and sent directly to relevant partner organisations. A total of 22 responses were received to the survey.
- Held 10 bilateral meetings with voluntary and community groups that represent particular equalities groups
- Sought advice from the Equalities Panel at a Special Meeting of the Panel on 2 February 2015.
- Sought the views of City Council staff via the Joint Equalities Group on 2 March 2015.

The key equalities achievements from 2016/17 will be communicated externally through a report to the Equalities Panel on 12 June, a press release and an article in Cambridge Matters. They will be communicated to Council staff through articles in Management Matters and Insight.

(g) Community Safety

A number of the actions from the SES that have been progressed during 2016/17 will have a positive impact on community safety and cohesion in Cambridge. These actions include:

- Providing a Racial Harassment Service to investigate incidents and identify actions to prevent racial harassment.
- Helping to prevent radicalisation and the development of violent extremism: by delivering Prevent Wrap 3 training and working with

partners, like the police, to identify support for individuals identified as a concern under Prevent.

- Achieving re-accreditation of our White Ribbon status to help reduce domestic violence and abuse towards women and men.
- Starting to provide mandatory Customer Awareness, Safeguarding and Equality & Protection training to all new and existing taxi licence holders.

7. Background papers

The Single Equality Scheme 2015-2018 Year Two Review report was used as a background paper when preparing this report. The report provides more detailed information on how each of the 32 actions in the SES have been progressed during 2016/17 and sets out the proposed actions for 2017/18. This report is included as an Appendix to this report and can also be found on the Council's website at:

<https://www.cambridge.gov.uk/content/equality-and-diversity-performance>

8. Inspection of papers

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

Author's Name:	Helen Crowther
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Cambridge City Council

**Single Equality Scheme
2015 – 2018**

Year Two Review

July 2017



Introduction

Cambridge City Council values the strength that comes with difference and the positive contribution that diversity brings to the city. Our vision for Cambridge is of an international city which celebrates its diversity and actively tackles intolerance and discrimination¹. We want Cambridge to be a place where all citizens feel that they are listened to and have a stake in the community, and which supports and values individual and community initiatives bringing people together. This is reinforced by a clear statement of Equality Values².

Cambridge City Council's Single Equality Scheme sets out our objectives in relation to equalities and diversity from 2015 to 2018. Cambridge City Council believes that having a Single Equality Scheme will help it to ensure that it complies with the general and specific duties of the Equalities Act 2010, assists in tackling discrimination and promoting community cohesion, and improves its knowledge and awareness of equality and diversity issues.

This document will:

- Provide some headline findings from community needs assessment surveys we undertook, and information on hate crime
- Report on progress against the specific actions we identified for the second year of our Single Equality Scheme (2016/17).
- Set out some actions for the third year of the Single Equality Scheme (2017/18) that will further help us achieve these objectives.

Community needs assessments

Background

Cambridge City Council has helped to produce the following five community needs assessments:

- A Lesbian, Gay, Bisexual, Transgender, and Queer/ Questioning (LGBTQ) needs assessment for people living in Cambridge City and South Cambridgeshire (130 surveyed and a focus group was held of 38 people)
- A needs assessment for Black Asian and Ethnic Minority (BAME) people and people of faith in Cambridge City (165 responses to the survey)
- Disabled people's needs assessment for people living in Cambridge City (143 responses to the survey)
- A men's needs assessment for people living in Cambridge City (87 responses to the survey)
- A women's needs assessment (419 responses to the survey)

¹ <https://www.cambridge.gov.uk/annual-statement>

² <https://www.cambridge.gov.uk/equality-and-diversity-policies-and-plans>



The Council commissioned the needs assessments to increase our understanding of the issues and needs of particular equalities groups. The needs assessments identify experiences of discrimination based on a social characteristic or identity, and help determine whether there were significant gaps in the provision of services for a specific social group or if there is a need for additional targeted services.

The LGBTQ needs assessment was commissioned in 2013 by Cambridge City Council and South Cambridgeshire District Council. The research was designed, undertaken and analysed by Encompass Network. The LGBTQ needs assessment was very helpful in identifying actions for the voluntary and community sector and the public sector to undertake in order to promote social inclusion and tackle discrimination of the LGBTQ community. As a result of this success, during the course of 2015, Cambridge City Council undertook four similar needs assessments for other protected characteristics to build our equalities evidence base. This was undertaken in partnership with the Voluntary and Community Sector (VCS).

The questions were mainly the same as those within the LGBTQ needs assessment but we worked with the VCS to identify some questions to address specific concerns for different equalities groups – such as racism and faith-based discrimination for BAME people, accessibility for disabled people, safety and domestic abuse for women and seeking support with health issues for men. The surveys were accessible to respondents via our website (and promoted on social media) and the VCS helped ensure that the under-represented groups they support responded (such as men on low incomes for the men's needs assessment). One-to-one support was available to support respondents to complete the survey, which was provided by VCS staff or Council staff in a VCS setting. This ensured that people with language barriers or learning difficulties, for example, were able to share their experiences.

It should be noted that the results from the needs assessments may not necessarily be representative of the views of the specific social group they are targeting because the sample sizes are too small, the respondents completing the online survey were self-selecting, and those completing the surveys through VCS support were targeted based on specific disadvantages. Nevertheless, the surveys provide some useful insights into experiences of living in Cambridge related to being from the specific social group surveyed.

A full analysis of the findings of the LGBTQ needs assessment has been undertaken and published by Encompass Network. The Council has carried out some analysis of the headline findings from the four more recent assessments, which is summarised below. We have also commissioned an independent market research company to carry out some more in depth analysis, which will be published at a later date.

Black, Asian and Minority Ethnic (BAME) community and people of faith needs assessment

The key findings from the BAME and people of faith needs assessment included:



- Respondents felt positive about living in Cambridge: 32% of respondents felt 'very positive' and 52% felt 'positive'. Respondents overwhelmingly felt that the best things about Cambridge were its multiculturalism and diversity.
- Poor opportunities related to employment were described as the worst things about Cambridge. Some people argued that their unemployment was an issue and others argued that opportunities for progression within the workplace were limited. For instance, one person said there is a "lack of opportunities for people to reskill, retrain, or get support to change career if they are not financially well off." When asked specifically about discrimination at work, 17.2% reported that they had experienced this. Respondents were asked to explain their answer and many explained that they were bullied or faced racist comments, or assumptions were made about their behaviour based on background. Regarding the latter point, one person felt that job interviews went well but they did not get the job due to their ethnicity, and another person explained "it is all very subtle and difficult to prove. Exclusion from interesting work projects when someone else who fits in better is asked".
- 57.6% of respondents to the survey felt uninvolved in local decision-making. Only 50% said that they would feel comfortable approaching an MP or councillor about an issue impacting on them and 35.6% had done so. Only 19.6% would consider standing in local government. Reasons given for reluctance to do so often related to expectations they would face racial discrimination, for example one respondent said "*Don't feel I would be elected because we are the minority*".
- The respondents overwhelmingly wanted more opportunities to socialise and meet new people (93.2%). Of these, 9.6% described themselves as isolated.
- Black History Month and the Mela were important to respondents, as 47% took part in these activities. Also, it was felt that people needed events and activities for their own ethnic community as well as for all ethnic groups. Some comments made included, "*we are a small community that needs a social space to celebrate our vibrant culture and festivals*" and "*sometimes it's helpful that people of certain groups can gather to break their isolation*".
- Respondents also felt that events and activities for all ethnic groups would be important to "*learn from each other from all the different ethnic groups and the wider community as a whole*" and to promote "*social cohesion*" by "*allowing for better integration and understanding*".
- Some explained that the threat of racism prevented them from engaging with activities or services for their ethnic group or celebrating diversity. For example, one respondent commented on "*the stigma that is attached to going to them - people who aren't from a minority do not look favourably to these activities*".
- Language barriers were an issue for people filling in the survey. Many comments were made about not understanding the questions. Also, when



asked about what specific services would be helpful for the BAME community some shared that they wanted more opportunities to learn English.

Disability needs assessment

The key findings from the disability needs assessment included:

- Respondents identified their disabilities as developmental, learning-related, mental health or emotional, unseen, physical and sensory.
- Overall their experience of living in Cambridge was considered a positive one, with 59% rating it as positive and 21% as very positive. People said that the best things about Cambridge related to its size and how *“everything is relatively central”*, that there is lots to do, *“excellent hospital and other NHS services”* and that the *“people are very positive”*.
- When people explained what the worst parts about Cambridge were, most mentioned access issues. This often related to parking and congestion, and people had specific issues regarding the condition of pavements. People were concerned with the condition of pavements causing unevenness, difficulty navigating kerbs, narrowness of pavements, cluttered pavements (obstructions like bins, bikes or vehicles, placement of lighting), and the lack of highlighted steps, stairways, bollards and entrances.
- A large proportion of respondents felt isolated. When asked how their disability affects them, 60% responded to say they felt different from others and 49.3% felt isolated and excluded. Only half of respondents were happy with their network of friends. Respondents were least likely to want to socialise with other people with disabilities, suggesting that people wanted more opportunities to socialise in the Cambridge community overall.
- 44% said that they needed some activities specific for disabled people and 34% said they needed activities only for them. People explained that events for disabled people could help them to develop *“support”*, *“confidence”*, *“safe space”* and to feel *“less isolated as meet people in similar situation”*. However, there was concern amongst some respondents that events solely for disabled people could lead them to be *“ghettoised”* or *“insular”* or lead to failures for the rest of the community to adapt existing events for all.
- 52.2% felt excluded from decision-making in their local area but 84.1% reported that they felt comfortable talking with their MP about issues affecting them. A total of 51.1% had spoken with their MP about an issue before. Only 22.7% felt comfortable standing for local government and where they explained why, reasons given mostly related to physical barriers as a result of their disability.
- Disabled people were least likely to be in paid work compared to respondents of all 4 surveys. Some comments in the survey revealed that the respondents felt discriminated against in the labour market. For example, one respondent



said *“Many employers cannot see past my disability (Aspergers’s and mental health problems). They either think I can’t hack the job, will take time off sick, or am socially inept. They don’t see the skills and talents that I do have.”*

- When asked about discrimination at work, the respondents answered by sharing employers’ failure to provide reasonable adjustments, For example, one respondent said: *“Reasonable adjustments were not taken into consideration before I had to give up my job, and go into the re-deployment pool. Which was later over turned having proved otherwise on a later review of medical reports.”*
- The respondents felt that disability was not taken seriously, and this extended to behaviour of their colleagues: *“Ableist language occurs frequently at work, though no training is provided for staff on what ableist language is and why it ought to be challenged.”*

Men’s needs assessment

The key findings from the men’s needs assessment included:

- 30.9% of respondents felt very positive about living in Cambridge and 45.7% felt positive. When asked about what was best about living in Cambridge, the respondents felt that there was a lot to, good accessibility and scenic open spaces. Respondents were most critical about the high cost of living in the city and congestion.
- A majority of respondents did not feel involved in decision-making in their local area (55.8%). Only 35.8% would feel comfortable standing for local government and the main reason for not doing so related to lack of time.
- 45.4% of respondents to the men’s needs assessment survey wanted more opportunities to socialise (9.1% of which said they felt isolated).
- A significant proportion of respondents had experienced mental health issues. Of those, who had experienced anxiety and depression, 28.3% did not know how to get help and 23.3% had not asked for help.
- Support with emotional/ psychological health issues was the health issue that respondents were least likely to get help with – most explained that they would put off asking for help for a period (49.2%). More than any other health issue, respondents reported that they would not seek help with these type of issues at all (11.1%).
- Respondents were asked what would encourage men to get more help with health problems in general. Respondents felt that the most significant change required related to how boys and men talk about health with peers, and around social expectations of how men and women should be.
- Respondents who answered that they had felt suicidal were given the opportunity to explain what could have helped them. Many responses related



to support from GPs, having the opportunity to talk about their issues in therapy and reducing waiting lists for this.

- Most of the respondents had experienced bullying or harassment at work or school (52.5%). Where this took place at work, comments around their experiences often related to managers, for instance: *“Bullying by senior manager, to get me to leave because they wanted a new profile in the team”* and *“discriminatory & imbalanced attitude by a previous manager; he favoured certain staff over others. I just developed a dislike of him & accepted his poor skills.”* Some comments on bullying and harassment related to discrimination due to disability or sexuality.
- In the men’s needs assessment survey, most of the respondents had not heard of the White Ribbon campaign (65.6%) that encourages men to pledge to oppose violence against women and girls.

Women’s needs assessment

The key findings from the women’s needs assessment included:

- 32.4% felt very positive about living in Cambridge and 49.5% felt positive. Some main positive comments linked to how there is a lot to do, positive about opportunities for networking and the friendliness of people in Cambridge.
- Safety on the streets was overwhelmingly the main concern for women when answering questions around positive and negative aspects of Cambridge. Although women had more positive comments to say than negative, it is still concerning that safety was the most major consideration for women, and for the other three needs assessment surveys this was not as noticeable. Respondents were asked separate questions on how safe they felt at night and during the day. Only 10.3% respondents reported that they felt very safe at night compared to 58.9% who felt very safe during the day. 8.8% felt very unsafe at night compared to 0% who felt very unsafe during the day. In order to improve safety, in the survey comments were made around street lighting, visible street policing and public transport at night.
- Of the respondents, 23.7% had experienced domestic abuse or sexual violence only 23.1% of these respondents reported it to the police. Of those who reported domestic abuse, only 28% felt completely satisfied with support they received (scored support 5 out of 5) but 24% felt completely unsatisfied (so scored the support at a 1 out of 5). The women were most likely to tell friends and family about the abuse.
- 58% of women felt excluded from decision-making in their local area. Only 63.7% reported that they would feel comfortable talking with their MP about issues impacting on them (compared to 90% of men in the men’s needs assessment survey). 19.9% of women had spoken to their MP about issues affecting them, compared to 56.9% of the men. Only 18.1% would feel



comfortable standing for local government. Women mainly explained that they would not stand due to time commitments (including having to care for family).

- 49% of women would always appreciate women-only events and 35% would like women-only events sometimes. Reasons they gave concerned safety, sense of belonging and shared experiences, “*peer support*”, and avoiding unwanted attention. Respondents to the survey commented that women-only spaces could be important for safety too.
- Another main theme for respondents in the survey related to opportunities at work. Many felt that the most positive aspect of living in Cambridge related to opportunities. For example, “*best are the opportunities are more equal than in some parts of the country*” and “*high level of professional women*”. However, of the 52.2% of respondents who had experienced indirect bullying, harassment or gender-based crime in Cambridge, 52.2% had experienced this at work or in their place of study. Examples of this that respondents gave in the survey related mainly to exclusion from opportunities in the workplace. Respondents commented on the pay gap between men and women, under-representation in some professions like maths, being over-qualified and managers’ refusals of flexible working requests.

LGBTQ community needs survey

The key findings from the LGBTQ needs assessment included:

- Overall the experiences of living in Cambridge and South Cambridgeshire was reported as being a positive one, with 54% of respondents rating it to be positive and 21 % very positive. Terms used to describe the area included: liberal, open-minded, accepting, tolerant and multicultural.
- LGB respondents used a wide range of terms to describe their gender-identification. Rather than simply using ‘heterosexual’, ‘homosexual’, or ‘bisexual’ respondents also used a combination of categories to describe their sexual orientation. This reflects the diversity within the LGB community, and that there is no one single LGB identity.
- Those who are traditionally categorised as ‘transgender’ are using a huge variety of terms to describe their gender identification. The majority of the survey respondents described themselves as having a fluid gender identity, or more than one gender identity. This was closely followed by the high number of respondents who described themselves as having no gender identity.
- Only 18% of LGBTQ respondents felt involved in local decision making in their area, with 67% of respondents not feeling represented. Only 18% of LGBTQ respondents had spoken to their local MP about LGBTQ issues in their local area. However, 79% of Cambridge City respondents said they would feel comfortable to do so. 44% of LGBTQ people would not stand for political office, and many explained this was due to discrimination or a fear of facing direct discrimination.



- Many LGBTQ people in Cambridge and South Cambridgeshire experience isolation, with 67 % of respondents wanting more opportunity to socialise, and 63 % saying that they knew few LGBTQ people.
- Both the survey and the focus groups identified the need for more LGBTQ events, and a specific LGBTQ space, as potential solutions to the experience of isolation. There was strong support for an LGBTQ Pride event in the City, but there was also support for incorporating LGBTQ needs in mainstream events such as the Big Weekend.

Hate crime

Hate crimes are those crimes that are committed against someone because of their disability, gender-identity, race, religion or belief, or sexual orientation. They can include threatening behaviour, assault, robbery, damage to property, inciting others to commit hate crimes and harassment.

Since the referendum on the UK's membership of the European Union, hate crime has risen substantially across the UK. In Cambridgeshire, 179 hate crimes were reported in July to September 2016, which represents a 9% rise on the previous quarter (April to June 2016). This is the highest quarterly figure since comparable records began in April 2012. The Equality and Human Rights Commission (EHRC) said the findings suggested a small number of people used the Brexit vote "to legitimise inexcusable racism and prejudice".

However, the findings of the needs assessment suggest that hate crime was an issue affecting people from equalities groups in Cambridge prior to the referendum. In the 2015 needs assessments, respondents reported having experienced hate crime:

- From findings in the community needs surveys, women were most likely to experience discrimination or hate crime (52.2%), followed by LGBTQ people (40%), BAME people (29.9%), then disabled people (23%). Faith-based hate crime impacted on 10.3% in the BAME/ people of faith needs assessment.
- For all groups, hate crime was most likely to take place in the street.
- The vast majority of respondents reported that they had not reported their experience of hate crime. For instance only 10% reported hate crime in the disabled people's needs assessment and 11% in the LGBTQ needs assessment.



Community needs assessments and SES objectives

There are many actions that we have been undertaking in 2016/17, or have planned for 2017/18, that relate to issues that were raised in the community needs assessments. These include:

- Helping provide groups with opportunities to socialise and break feelings of isolation – for instance, we have initiated a review of community provision (objective 1, pages 13 and 32). We also promote and support activities aimed at combatting isolation amongst older people (objective 3 pages 22 and 38).
- Supporting local events and awareness-raising campaigns that are run for different groups (objective 4 pages 26 and 40).
- Helping to increase safety on the streets at night, which was an issue raised in the Women’s needs assessment - we are providing funding to maintain brightness of street lights at night (see action for 2017/18 under objective 3 on page 38).
- Supporting under-represented groups, like BAME people and disabled people, into employment at Cambridge City Council (objective 5 pages 30 and 43).
- Funding voluntary and community sector organisations that provide support to develop confidence in order to promote progression of women in employment, and that tackle discrimination in the workplace (objective 3, page 25).
- Helping ensure that language barriers do not stop people from getting help they need from Council services (objective 2, pages 17 and 36).
- Raising awareness of terminology related to LGBTQ people and experiences of transgender people through training (objective 2 pages 16 and 36, objective 4 page 28)
- Providing safer spaces for the LGBTQ community (objective 4 pages 28 and 40).
- Combatting domestic abuse and promoting the White Ribbon campaign (objective 4 pages 29 and 41).

There are some issues that were raised in the community needs assessments, which we have not yet identified an approach towards. These will be considered in the next three-year Single Equality Scheme strategy (2018 – 2021) that will be published in July 2018. Once the independent market research company has analysed the findings in full, we will disseminate the findings to services to inform service planning (as stated under objective 1, page 12).

There are also other issues raised through the community needs assessment where the Council is not the organisation that is best placed to take action. Where this is the case, we will share the findings from the needs assessments with the relevant organisations and agencies.



Issues that we especially need to identify actions around are:

- Supporting people to have more influence in making decisions on their local area, although we have been undertaking some work with young people in this area (objectives 1 and 3, pages 22 and 30).
- Improving access for disabled people following our Cambridge City Centre Accessibility Study in 2015 (objective 3 pages 17 and 35).
- Working with partners to support initiatives or campaigns to encourage men to report health concerns more, especially around mental health.

What have we achieved during 2016/17?

The Single Equality Scheme identified 5 objectives for the Council's work on equalities issues and there were 22 actions for the Council during 2016/17 to help deliver the objectives. Details of all the actions and the progress we have made in delivering them are set out in the tables below:



Objective 1 – To further increase our understanding of the needs of Cambridge’s growing and increasingly diverse communities so that we can target our services effectively

<u>In the second year of the plan (2016/17) we aimed to:</u>	<u>In the second year we:</u>
<p>Commission a partner organisation to analyse the results of needs assessments of women, men on low incomes, people with disabilities, and BAME/faith communities, and disseminate findings to services so that they can be used to inform service planning</p>	<p>We have carried out some analysis of the headline findings, which is presented above. We have also commissioned an independent research organisation to undertake an in-depth analysis of four needs assessment surveys (for the Black and Asian Minority Ethnic Community, disabled community and men and women). The results will be available from summer 2017.</p> <p>The reports will help the Council better understand the needs and experiences of different communities living in Cambridge. They will be used to identify how Council services can better respond to the needs of particular communities. The Council will seek to respond to those issues which it has direct influence over, but there may be other issues which will be for partner agencies to address. The findings of the needs assessment will also be used by the developing Equalities Partnership, and will be used by voluntary and community organisations as part of grant applications.</p>
<p>Continue to lead the Cambridgeshire-wide project to increase information available on the housing needs of people with disabilities</p>	<p>Working with partners we have, for the first time, developed a database of schemes across Cambridgeshire which provide accommodation for people with disabilities.</p> <p>We are now working together to understand what the current and future need for housing for people with different types of disability might be. This should help the Cambridgeshire local authorities, and their partners, to plan more effectively to meet housing needs – whether through new development or through making better use of existing homes.</p> <p>For more information on the project group, see: http://cambridgeshireinsight.org.uk/housing/specialist-housing-group.</p>



<p>Work with developing Equalities and Diversity Network to collect data, develop a robust evidence base of existing community provision, and identify where there are gaps and oversupply in provision. This evidence base will be used to inform a strategic review of community provision and ensure that the Council's resources are being targeted most effectively at delivering existing and future needs.</p>	<p>The review of community provision was initiated to ensure that services are aligned to areas of greatest need, and to reflect the changing needs and growth of the city. An audit of citywide community facilities has been completed and an analysis completed to assess where there are gaps in provision and where resources should be re-aligned to meet the highest needs.</p> <p>For the purposes of the review, a community centre or community facility was defined as being “A building that is available for use by the wider community, and/or for hire by local groups for a range of community/social activities and meetings, for at least some of their opening hours each week. The facilities have to be accessible to everyone, particularly those covered by the protected characteristics of the Equalities Act 2010.” Including the eight City Council-run community centres, 107 facilities responded and met the criteria to be included as part of compiling the evidence base for the review.</p> <p>Analysis of the evidence base has supported the development of proposals within a draft Community Centres Strategy, which identifies that changes are needed to seven of eight City Council-run community centres. An extensive 12 week consultation is currently being completed on the draft proposals with local communities and other interested stakeholders.</p>
<p>Carry out the City Council's 2016 residents' survey and budget consultation, including securing a representative sample of the Cambridge population and analysing the results by equalities group</p>	<p>The budget consultation and residents' survey was completed by sending out a postal questionnaire to a random sample of 4,400 residents. There were 1,250 responses. This was carried out by an independent market research company, MEL Research, during late August and September 2016. Where views of different equalities groups were significantly different from the wider population, this was highlighted in the research report. While the findings of the survey were positive overall, showing that a higher proportion of residents were satisfied with the way the Council runs things in 2016 than in 2011, there were a number of findings that had equalities implications:</p>



	<ul style="list-style-type: none"> • When asked whether they agree or disagree that their area is a place where people from different ethnic backgrounds get on well together, fewer residents agree (78%) this year compared to the 86% in agreement in the 2008 Place Survey. • Residents from a white ethnic background are significantly more satisfied with their area as a place to live (90%) compared to Asian residents (79%). • A significantly greater proportion of residents from an Asian ethnic background agree that the local area is a place where people from different ethnic backgrounds get on well together, compared to those from a White background (89% vs. 77%, respectively). • Significantly more residents aged 25 to 44 (47%), 45 to 59 (52%) and 60 to 74 (50%) have contacted the council compared to others. • A greater proportion of pensioners would also prefer to contact the council by letter, personally visiting Mandela House or via their elected councillor, compared to others. This may be because significantly fewer older residents than younger residents reported that they had access to the internet. Virtually all of those aged 44 and under (99%+) have access compared to 87% of those aged 60 to 74 and 58% of those aged 75 and over. <p>The full report can be found here: https://www.cambridge.gov.uk/sites/default/files/residents-survey-2016-report.pdf</p>
<p>Work with partners across the city to establish an effective Equalities and Diversity Network</p>	<p>We have started to develop the Equalities and Diversity Network by working with Rape Crisis, the Kite Project and Cambridgeshire Alliance. There are 15 voluntary and community sector organisations that are now part of the network. We have organised a number of training sessions running from May to November 2017 to help develop relationships between the 15 different organisations and develop an overall understanding of the equality and diversity sector.</p>



	<p>We will continue to work with the sector to identify themes in common and further support for the partnership. For instance, we have identified that the Equalities Network participants want to develop intersectional work within their individual organisations. In other words, the equalities organisations want to develop projects to make their work that is typically focused on one equalities group open to other equalities sub-group.</p>
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Objective 2 - To continue to work to improve access to and take-up of Council services from all residents and communities

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<u>In the second year of the plan (2016/17) we aimed to:</u>	<u>In the second year we:</u>
Deliver 2 training sessions on carrying out effective Equality Impact Assessments (EqIAs) and promote them to all services as part of the City Council's corporate Learning and Development programme	We did not run any EqIA training sessions this year. We initially had 4 sessions scheduled but these were eventually cancelled due to the availability of the trainer. To ensure we can carry out this training in the future, two staff members have attended a 'Train the Trainer' course, which will enable us to offer this course in-house in 2017/18.
Produce and circulate a briefing pack on equalities issues and circulate this to all new Councillors	We circulated a briefing pack to all new councillors on equalities. This contained details around how we are organised, how we deliver our objectives and key officer contacts at the Council for equality and diversity work.
Ensure that all new starters understand the importance of equality and diversity, and that staff are able to further their	<p>We ran the following courses in 2016/17:</p> <ul style="list-style-type: none"> • 9 Corporate Induction courses on equality and diversity, which were attended by a total of 58 people. The course provides an introduction to equality and diversity legislation



<p>understanding as part of their ongoing development, by delivering:</p> <ul style="list-style-type: none"> • Equality and diversity induction courses • 2 disability awareness training courses • 2 mental health awareness training courses • 4 mental health first aid training courses • 3 transgender awareness training courses 	<p>and legal responsibilities of staff members.</p> <ul style="list-style-type: none"> • 2 disability awareness courses, which were attended by a total of 12 people. The course helps staff to understand how to provide a service to best meet the needs of disabled customers. • 2 mental health awareness training courses, which were attended by a total of 14 people. The course aims to help build confidence with all colleagues who may come into contact with someone who has poor mental health. • 2 mental health first aid courses, which were attended by 13 people. The course teaches people how to provide help to someone experiencing a mental health crisis before that person accesses professional help. • 4 transgender awareness training courses. The training seeks to develop confidence to support trans service users and create a culture of inclusion in the workplace.
<p>Continue to provide corporate interpreting and translation services for customers that need them and continue to monitor the interpreting and translation contract effectively to ensure that interpreters meet the needs of customers and Council services</p>	<p>We have continued to provide a corporate interpreting and translation service for customers that need them:</p> <p>Of those who used the interpretation service and provided feedback on this in 2016/17:</p> <ul style="list-style-type: none"> • 35% of interpretations were in Arabic, 30% were in Turkish, 15% in Bulgarian, 15% in Polish and 5% in Spanish • 70% of interpretation provided was face-to-face and 30% on the phone. • 70.6% of staff booking interpreters felt very satisfied that the information interpreted was understood and 23.5% felt satisfied. <p>The Safer Communities Team provides ESOL classes for the Syrian refugees and has also employed 2 Arabic-speaking Support Workers to help with all aspects where language could become a barrier; helping organise appointments with GPs, dentists, benefit offices, housing, etc.</p>



<p>Develop the Council's digital inclusion strategy and work with Cambridgeshire County Council and voluntary groups to deliver a series of digital inclusion clubs for residents in community centres</p>	<p>The Council's digital access strategy has been drafted and will be presented to Strategy and Resource Committee in October 2017. The strategy sets out how we will help Cambridge residents to gain the skills, knowledge, equipment and confidence to use the internet. It identifies older people, people with disabilities, council tenants and residents on low incomes as groups that are more likely to experience barriers to getting online.</p> <p>The Council has allocated £50,000 from the Sharing Prosperity Fund for activity during 2016/17 and 2017/18 to increase digital accessibility for those with the greatest need. Two key projects were taken forward in 2016/17:</p> <ul style="list-style-type: none"> • The 65+ Getting Online project has trained 4 digital champions have been trained to carry out digital workshops for older people, initially in sheltered housing schemes, and then in community centres and other settings. 25 learners have been engaged to date, and a further 23 people are on waiting lists to join a group in their area. • 215 learners have attended drop-in digital sessions at a 'Microhub' established in partnership with Cambridge Online and other organisations at the Meadows Centre³
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Objective 3 - To work towards a situation where all residents have equal access to public activities and spaces in Cambridge and are able to participate fully in the community

<p><u>In the second year of the plan (2016/17) we aimed to:</u></p>	<p><u>In the second year we:</u></p>
<p>Implement key actions identified for</p>	<p>The Cambridge City Centre Accessibility Study was completed and presented to the</p>

³ Sessions at the Microhub have been funded through a combination of the SPF, the Councils Community Development service and voluntary and community partners



<p>2016/17 in the action plan which was developed following the review of accessibility of Cambridge City Centre for people with disabilities, older people and others with mobility issues.</p>	<p>Council's Community Service Committee in March 2015. As a result of this, the Council has been looking into supporting action to regulate against the over-proliferation of physical obstructions that increase inaccessibility for blind or partially sighted people, and people with physical disabilities. 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. Voluntary removal was only supported by 63% of business respondents, and it was concluded that, adopting such an approach, would not resolve the issue to an acceptable level and that access obstructions would continue to remain as a result. However, the Council has developed an advertising signage policy. In January the proposed policy was set out, and underwent consultation that closed at the end of April. The guidelines contained within the advertising signage policy are applicable to the placing of advertising signs on the public highway and other such public lands and must be met in all cases. The conditions include stipulations that only advertising sign per licensed/ registered business premise will be permitted and must be positioned in a certain way and of a certain size/ type. At Committee, it was also agreed that the policy would be applied to Cambridge as a whole and not just the City Centre.</p>
<p>Carry out consultation on the Council's new draft taxi policy, including the disabled access element, and seek approval for the finalised policy at the Council's Licensing Committee in October 2016. It is proposed that the new policy will focus on training and awareness on disability issues as part of mandatory safeguarding training for all taxi drivers.</p>	<p>The new policy was approved at the Licensing Committee in October 2016. All new and existing licence holders are now required to attend mandatory Customer Awareness, Safeguarding, and Equality & Protection Training.</p> <p>The training was launched in January 2017 and commenced in April 2017.</p>



<p>Sign the Cambridgeshire and Peterborough Mental Health Crisis Concordat, and implement the actions that the Council is responsible for</p>	<p>The Council has continued to work with partner organisations and the Mental Health Concordat's delivery team to help create a seamless pathway for local people in mental health crisis, with specific emphasis on prevention and intervention.</p> <p>For example, we are working with partners to develop stronger joint working with our housing and homelessness services through the introduction this year of a Dual Diagnosis Street Team in the City and the Trailblazer project, which monitors the impact of the local homelessness prevention protocol, to help improve the way we work together to help support local people in mental health crisis.</p> <p>In addition to this, we supported 71 clients to sustain their tenancies in 2015/16 78% of whose primary needs was mental ill health. Once their initial crisis had been resolved, 30% of tenants were referred to appropriate long term mental health support. 100% of tenancies were maintained and the service increased the tenants' income (non-housing benefits) by £26,000. A large number of staff completed mental health training in order to provide a better service to our customers.</p>
<p>Work with Citizen's Advice Bureau to expand the outreach advice project to cover three additional GP practices in Cambridge in addition to East Barnwell Medical Practice. The project will provide advice sessions for up to 300 residents experiencing mental health issues due to low income, debt or addiction. It aims to identify £450,000 in additional income for these residents.</p>	<p>The Council has funded a pilot outreach advice project by the CAB at East Barnwell Medical Centre since April 2015. The service was expanded to other health centres during 2016/17, including Nuffield Road Surgery (East Chesterton) in June 2016, the Meadows Community Centre (Arbury) in August 2016, and Trumpington Pavilion in September 2016. 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.</p>



<p>Continue to provide move on accommodation for up to 40 adults recovering from mental ill health, in conjunction with Cambridgeshire County Council and Metropolitan Housing Group</p>	<p>We have 22 units of accommodation that we set aside from our general stock for the short term use of adults recovering from a mental health problem. Visiting support is provided by Metropolitan Support (they can help check on wellbeing, help with benefits, rehousing, initiating medication reviews, help target young people who are Not in Education, Work or Training and so on). There were 31 people accommodated within Cambridge City Council Move on Accommodation in the last 12 months. There have been 8 new people this year, so 22 units plus 8 turnovers since April.</p>
<p>Work with partner organisations to provide 5 awareness raising activities and events on mental health issues for City Council staff and local communities as part of World Mental Health Week in May 2016.</p>	<p>We delivered 5 events and activities for City Council staff and local communities, including:</p> <ol style="list-style-type: none"> 1. A meeting was held with service managers in April 2016 on mental health. We looked at how to support communities to proactively maintain their health and ability to cope, and the Mental Health Crisis Concordat. 2. We supported partners in the Community and Voluntary Sector to run stalls in the market square on positive mental health. This was part of the “Love Your Local Market Campaign” on Tuesday 17th May 2016. 3. On the 18th May 2016, we held a free arts and craft session in the Grafton Centre. People were invited to think about the relationships they have in their lives / community and celebrate these relationships. 4. On 17th May 2016, we organised a “staff café” with free refreshments and a variety of activities. Activities included using Lego to imagine what a city look like if it was designed primarily for positive mental health, and sharing resources and information on supporting people with mental health issues. 5. We did a series of blog posts for staff on the Cambridge City Council intranet around mental health at work.
<p>Continue to run and support groups for older people in Trumpington, Abbey, Arbury, Akeman Street</p>	<p>The Council’s Neighbourhood Community Development Team have supported the following groups:</p>



<p>Community Centre, and Ross Street Community Centre</p>	<ul style="list-style-type: none"> ➤ A 50+ friends group at 82 Akeman Street in Arbury ➤ We set up a new group for isolated older people at Ross Street Community Centre in partnership with the Independent Living Service ➤ Developed a programme of activities at Buchan Street Neighbourhood Centre in partnership with older people including a quiz afternoon and social events. ➤ Supported the crochet group which meets at No. 37 Lawrence way (Kings Hedges Neighbourhood Partnership) ➤ Coordinated Abbey seniors' events in Abbey ward (for Abbey People). ➤ Supported the Bingo group in Trumpington with promotion and key holding to the pavilion.
<p>Work with partners and voluntary groups to develop and deliver a programme of up to 30 inclusive and accessible events for older people as part of the annual "Cambridgeshire Celebrates Age" festival for 2016</p>	<p>We continue to support the Cambridgeshire Celebrates Age steering group to develop a programme of activities delivered around the county by different partners. This included over 25 activities in the city. Our Community Development Team delivered /supported a number of events in the programme of activities to mark international day for older people on October 1st, including the Abbey Seniors Fair on behalf of Abbey people, Tours of the museums and the Queen Edith flu jab event.</p>
<p>Continue to provide support for up to 800 older people aged 65+, working with health and social care services at Cambridgeshire County Council and local housing associations to connect them with services to help them remain independent and socially active</p>	<p>In total during the last 12m, 767 older people were reached by the City Council's Housing Related Support for Older People service. 614 people were directly supported by the service. The majority of those in need of support had a physical need as the main reason for support. There are also a high number of people with mental health and learning difficulties as their main support need.</p> <p>Some of these have been referred to us for "one off" support such as the installation of an alarm, to set up a housing application or to apply for a care review or a sheltered housing support plan review.</p> <p>Over the year, the service has also assisted 70 people to increase their non-housing related</p>



	<p>incomes by £264,212.</p>
<p>Work with Forever Active and the Clinical Commissioning Group's Falls Prevention Team to reach 5000 attendees at the 15 sports development classes currently offered to older people to help them to stay active and reduce falls, and explore opportunities to expand the number of classes into the new growth sites community centres.</p>	<p>The Council has continued to deliver a programme of 15 classes per week around Cambridge for the over 55s in partnership with Forever Active and the Cambridgeshire and Peterborough Clinical Commissioning Group's Falls Prevention Team. There have been 4,976 attendances by older people at these classes to date.</p> <p>These classes include 7 strength and balance sessions designed to help reduce falls amongst older people. Over the last 2 years participation in these classes has increased by around 100 attendances per month.</p> <p>Free Exercise Referrals from surgeries across the North and Eastern wards for the city has reached over 100 free referrals being taken up on the scheme over the last 9 months. The attendance and completion rates for those on the scheme have also been at some of the highest over recent years with currently over 72% completing the 12 week programme. There are around 240+ referrals from other surgeries around the city on to the scheme in general with the Council at Chesterton Sports Centre, GLL, and Hills Road Sports Centre.</p>
<p>Continue to provide 325 open access activities for 5000 children and young people in local neighbourhoods across Cambridge, including a programme of summer activities</p>	<p>We provided 436 open access activities for 12270 children and young people. We delivered SummerDaze 2016 citywide on parks and open spaces and in community facilities. These included sports, games, crafts and 4 Big Wednesdays.</p> <p>We put in place a specialist project worker to talk to young people about how they wanted to engage with the Council, to find out about the issues that they want addressed within their local communities and the kind of support they need to get involved with the Council's formal decision-making, so that they can develop new skills, have their say and be heard.</p> <p>During the year we ran four Agenda Days alongside additional summer activities in each of the four area committee areas with children and young people who presented their findings</p>



	<p>to each area committee. They also engaged in several neighbourhood activities such as litter picking in Abbey and consultation on S106 funding projects in parks and open spaces. The Council supported 30 children in an event in the Guildhall as part of National Take Over Day where they gave lots of feedback on community safety, highways and environmental issues. We found out that young people have a lot to say and that by listening, especially at our Area Committees, our decisions can be better informed. The findings from the Children's Summer Survey 2016 will shortly be shared with members and will inform summer programme 2017.</p>
<p>Continue to provide free swimming lessons at Council-owned pools for 300 children who are from low income families or who cannot swim at the key stage 2 assessment point, and expand the programme to include additional sessions for those attending Sure Start sessions at Abbey and Kings Hedges Pools</p>	<p>In 2016/17 we had 150 children and 16 adults engage in free additional swimming lessons. The scheme has gone well with most age groups and schools, and regular referrals are being made via schools and lesson programmes. Additional sessions are being provided at Abbey and Kings Hedges pools to meet demand. There have been 2,864 sure start visits: 1,942 at Abbey Pool and 922 at Kings Hedges Pool.</p>
<p>Continue to provide £900,000 in Community Grants to projects which reduce social and/or economic inequality for city residents, by reducing barriers for residents with the highest needs. These barriers may be caused by low income or through inequalities caused by disability, gender, ethnicity or other protected characteristics</p>	<p>Community Grants for 2017/18 were approved at the Community Services Scrutiny Committee on 19 January 2017. A total of 105 activities have been allocated funding. Decisions to allocate funding were based on identifying projects that could best help reduce social and economic inequality. The projects funded addressed a range of issues, including a number of projects which aim to support people from particular groups including: older people, young people, disabled people, BAME people, LGBTQ residents and women. Some major projects we are funding include:</p> <ul style="list-style-type: none"> • A race equality service, run by Cambridge Ethnic Community Forum, working towards eliminating discrimination and reducing social and economic inequality by improving access to services. The service will provide good practice, information, advice and training on race discrimination and equalities.



	<ul style="list-style-type: none"> • Cambridge Online services 5 days per week to help disabled and disadvantaged people to access computers and adaptive hardware and software, and provide specially trained staff, tutors and mentors. • Employment skills and confidence building programme for women run by Cambridge Women's Resource Centre. • The Centre 33 service that provides information, advice and support to young people to help them make a successful transition to adulthood and progress towards social, economic and emotional wellbeing.
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Objective 4 - To tackle discrimination, harassment and victimisation and ensure that people from different backgrounds living in the city continue to get on well together

<u>In the second year of the plan (2016/17) we aimed to:</u>	<u>In the second year we:</u>
Work with partners in the developing Equality and Diversity Network to support and deliver a wide range of celebratory activities, including programmes of events to mark 7 key regional or national celebrations (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)	<p>The annual programme of celebratory events was delivered in partnership with a wide range of city organisations. It included the following events:</p> <ul style="list-style-type: none"> • Black History Month – there was a diverse range of events across the city. The Council convened and facilitated the steering group, and funded the publicity. • Disability History Month – the Council ran a civic event at the Meadows Centre in December 2016 • Holocaust Memorial Day – the Council funded a civic held at the Cambridge Corn Exchange, which included both local and international speakers and performances featuring local schools. • International Women's Day – the Council organised an event at Ross Street Community Centre which was attended by approximately 60 women sharing food and traditions from a diverse range of backgrounds.



	<ul style="list-style-type: none"> • LGBT History Month – The Council raised the Rainbow Flag and supported the overall programme with officer time and publicity. • Refugee Week - planning was led by Cambridge Ethnic Community Forum, with administrative support and funding for publicity provided by the City Council.
<p>Continue to fund and support local events and festivals which increase community pride and cohesion, such as the Big Weekend, Cambridge Mela, Chesterton Festival, Arbury Carnival and Cherry Hinton Festival</p>	<p>We support a range of community events and festivals. For example, the Big Weekend was held in July in 2016, with a total estimated attendance of 30,000 people. The event included a range of elements designed to increase community pride and cohesion, including the Cambridge Mela, a large health and well-being section, A Big Read marquee, and inclusive sports activities. The Safer Communities Service supported the Big Weekend (Mela) to promote community involvement and awareness and worked with the BAME community groups on the main stage and community tents events.</p> <p>In 2016/17, the Children and Young People’s Service (ChYpPS) supported the Chesterton festival by providing an event in the programme at Brown’s Field Youth and Community Centre, an activity on the main day of the festival and attended the festival planning meetings. The Neighbourhood Community Development Team also ran a stall to promote the Team’s activities and services at Arbury Carnival.</p> <p>The Safer Communities Service worked with the Mosque Committee of Cambridge, in arranging and organising the bi-yearly Eid festival.</p> <p>Through Community Grants funding we are supporting a range of local Voluntary and Community Sector organisations to deliver local events and festivals. These include:</p> <ul style="list-style-type: none"> • Boishakhi Cultural Association (promoting Bangladeshi culture and organising social/cultural activities) • Cambridge Ethnic Community Forum • Cambridgeshire Vietnamese Refugee Community • Cambridge Celebrates Age



	<ul style="list-style-type: none"> • Chinese Families Together • Encompass Network (supports, represents and empowers LGBTQ people, communities and organisations) • Indian Community and Culture Association • The Junction • The Pink Festival Group • Punjabi Cultural Association • Strawberry Fair
<p>Use publicity materials to promote Council buildings and sites as Safer Spaces for LGB&T customers and services users, and continue to support the wider development of the 'Safer Spaces ' initiative by the Encompass Network</p>	<p>We are taking part in the 'Safer Spaces' pilot project, and are working to ensure that our services are safe spaces that LGBTQ people would feel comfortable using. We have:</p> <ul style="list-style-type: none"> • Distributed Safer Spaces posters and information to customer-facing teams. • Commissioned the Kite Trust to deliver 4 transgender awareness training sessions in 2016/17 with staff members to help them develop an understanding of the complexities of gender, develop confidence to support trans service users, and create a culture of inclusion in the Council. • Commissioned the Kite Trust to deliver Transgender Awareness training for 86 front-line workers in the Voluntary and Community Sector. <p>86% of staff members and Voluntary and Community Sector groups who attended the transgender awareness training, and completed a course evaluation, said that they would recommend it to others.</p>
<p>Take action to prevent radicalisation and the development of violent extremism</p>	<p>The Safer Communities Service organised and delivered Prevent Wrap 3 training to around 200 staff in 2016/17. The Wrap 3 training programme was developed by the Home Office to explore grooming from a safeguarding perspective.</p> <p>Safer Communities also sit on the Channel Panel for Peterborough and Cambridgeshire,</p>



	<p>which is a panel of professionals looking at referred cases of individuals who are identified as a concern under Prevent and identifies support for them. Safer Communities is the Prevent Single Point of Contact for referrals of this nature for the City Council.</p>
<p>Continue to support the development of the Pink Festival by LGB&T voluntary and community groups</p>	<p>In January 2017, we allocated a small amount of funding (£5,000) from our Community Grants programme to Encompass Network for the development of the Pink Festival. The event is planned to include a parade, arts and cultural workshops, entertainment, educational events, food and a wide range of support and services from partner organisations.</p>
<p>Continue to deliver actions to reduce domestic violence and abuse towards women and men, as set out in the action plan associated with the Council's White Ribbon status</p>	<p>Safer Communities successfully achieved re-accreditation for Cambridge as a White Ribbon Town from February 2017 until February 2019, which is reflected on the White Ribbon Campaign website (http://www.whiteribboncampaign.co.uk/node/302).</p> <p>In April 2016, a webpage was set up for signposting customers to advice for people affected by domestic abuse (https://www.cambridge.gov.uk/advice-for-people-affected-by-domestic-abuse), which itself links to the County's 'Domestic Violence Directory' (https://www.cambridge.gov.uk/domestic-violence-directory).</p> <p>The Council has appointed 7 White Ribbon ambassadors and has carried out a range of activities to date, including:</p> <ul style="list-style-type: none"> • Launching a community forum • Establishing quarterly forums and subgroups for businesses and education organisations • Holding talks for professionals • Hosting a domestic violence survivors conference • Maintaining a webpage and circulating the newsletter produced by Cambridgeshire County Council. <p>Safer Communities supported "Tough Love", a play raising awareness of coercive control</p>



	<p>and domestic abuse in teenage intimate relationships that was performed at three community venues as part of the International Women’s Day 2017 events. One of the venues was Cambridge United Football Club and this event was opened by the Club Chairman and White Ribbon Ambassador, Dave Doggett. Cambridge United Football Club publicised the event in their Club Match Day programme, which is circulated to some 30,000 club members and supporters.</p>
<p>Use the Cambridge Arts Network annual conference to focus on diversity issues and the arts and cultural sector</p>	<p>The Cambridge Arts Network conference in January 2017 focused on the Cambridge Case for Diversity. It was attended by 100 delegates from arts, cultural and equalities sectors, and there will be a follow up event in Autumn 2017. The conference invited representatives from Cambridge based equalities and voluntary groups, the education sector, and arts and cultural organisations and independent practitioners to attend the conference to meet, participate in breakout sessions together, share experience and network. The speakers and breakout leaders brought a wide range of experience and knowledge of working across diverse communities, from a variety of positions including research, consultation, project delivery, communication, training, audience development, funding and cultural strategy. The day provided an opportunity to bring together these different sectors and to collectively discuss what challenges we need to understand and overcome, and to consider what ‘culture’ means to different groups in society.</p>

Objective 5 - To ensure that the City Council’s employment and procurement policies and practices are non-discriminatory and to work towards a more representative workforce within the City Council

<p><u>In the second year of the plan (2016/17) we aimed to:</u></p>	<p><u>In the second year we:</u></p>
<p>Continue to monitor the profile of the Council’s workforce, in particular the Council’s 2016/17 targets for BAME</p>	<p>Whilst we have not met our target for BAME staff as a percentage of the workforce, the percentage of BAME staff has risen from 6.18% in 2015/16 to 7.71% for 2016/17. There has been a rise of the percentage of staff with a disability from 5.6% in 2015/16 to 6.84% in</p>



<p>(9.5%) and disabled (6.5%) staff as a percentage of the workforce.</p>	<p>2016/17.</p>
<p>Continue to deliver an apprenticeship programme, providing a further 8 apprenticeship opportunities in City Council services by 2018</p>	<p>12 apprentices have commenced their apprenticeships on the Cambridge City Council Apprenticeship Scheme to date. Two of whom have successfully completed their apprenticeships, with 10 currently employed within the Council. The apprentices have worked in a number of different services, including: Estates and Facilities (6), Planning (1), Building Control (1), Revenues and Benefits (2), Finance (1) and ChYpPS (1). The current apprenticeship scheme has funding until April 2018.</p> <p>From April 2017, the new Government Apprenticeship Levy will require us to contribute c£100,000 p.a. to HMRC and to meet our public sector targets of 2.3% (over 4 years) of our workforce to take an apprenticeship. Government will provide an additional 10% to our apprenticeship levy contributions giving us approx. £110,000 to spend on apprenticeships each year.</p>



New SES Actions for 2017/18

Objective 1 – To further increase our understanding of the needs of Cambridge’s growing and increasingly diverse communities so that we can target our services effectively

Achievement within Single Equality Scheme plan	In the third year of the plan (2017/18) we will	The service(s) that will lead on this
1.1 Develop an equalities evidence base to inform the planning and delivery of Council services and improve monitoring of outcomes from projects and service delivery	Continue to support the Equality and Diversity Network in order to develop a robust evidence base of existing community provision and identify where there are gaps and oversupply in provision.	Community Services
	Undertake public consultation with local communities and equalities groups on the draft Community Centres Strategy. Assess the impact of the consultation responses in the preparation of final proposals and a final Community Centres Strategy. Commence implementation of the proposals.	Community Services
	Run quarterly Joint Equalities Group meetings and invite all Council Departments to attend these in order to identify common equalities issues or concerns across the Council, and better coordinate the Council’s activity to support different equality groups.	Corporate Strategy
1.2 Use information gained through City Council consultation exercises to identify the needs of different groups and communities and inform decision making on services	Use findings from the Children’s Summer Survey 2016 to inform the summer programme of activities for children and young people for 2017.	Community Services
	Explore options with young people aged 12-15 to further their influence on Council decisions.	Community Services
	Carry out the City Council’s 2016 budget consultation, including securing a	Corporate Strategy



	representative sample of the Cambridge population and analysing the results by equalities group	
	Work with partners (five Cambridgeshire district councils, County Council, and registered providers) to understand current and future need for housing for people with different types of disability. This work should help the Cambridgeshire local authorities, and their partners, to plan more effectively to meet housing needs – whether through new development or through making better use of existing homes	Strategic Housing
	The government is increasing the amount of money available for Disabled Facilities Grants (DFGs). Cambridge City Council is leading on a joint project to develop a Cambridgeshire-wide policy on how the funding awarded to the district councils can be used to provide more joined up services across housing, health and social care in order to support people to live independently for longer. The policy is due to be agreed by April 2018.	Strategic Housing
	The government has been consulting on changes to how supported housing schemes are funded, in light of planned welfare reforms which will reduce the amount of benefit that some residents are entitled to. The council will need to work with partners to try to minimise the impact on existing supported housing schemes and their residents, and help to ensure that best use is made of available funding to meet both current and future housing needs and priorities. The government proposes that new arrangements be in place by April 2019.	Housing Services
	Undertake consultation with local communities on the Community Centres Strategy, which includes proposals that will see changes to seven of eight Council-run community centres. Analyse responses to the consultation for	Community Services



	impacts on different equalities groups.	
1.3 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	Run 5 training sessions for the 15 organisations that are part of the Equality and Diversity Network between May and November 2017. The sessions will help further strengthen the partnership and develop a strengthened understanding of the equality and diversity sector. The sessions will each focus on a different equality group – women, sexual orientation, minority ethnic, disabled and LGBTQ.	Community Services
	Hold a conference in December 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.	Community Services
	Support feasibility study into whether there is demand for a Council of Faiths in Cambridge. This would bring faith groups together to help coordinate responses or feedback on social issues in Cambridge, and increase community cohesion between faith groups and other communities.	Community Services
	Work with other Equality Pledge signatories to develop objectives for the Equality Pledge and a communications plan to help signatories share good practice around equalities, and encourage other organisations to become signatories. Actions could include developing a webpage to enable organisations to sign up to the Equality Pledge on the Cambridge City Council website).	Corporate Strategy and Community Development
	Increase visibility amongst service users and staff members in Council locations that we are signatories of the Equality Pledge.	Corporate Strategy



Objective 2 - To continue to work to improve access to and take-up of Council services from all residents and communities

Achievement within Single Equality Scheme plan	In the third year of the plan (2017/18) we will	The service(s) that will lead on this
2.1 Ensure that we assess the equality impacts of all decisions on policies and projects which have an impact on residents, visitors and customers in Cambridge	Re-design the Equality Impact Assessment (EqIA) forms in order to make them simpler to complete and ensure that services include all relevant information. Deliver 2 training sessions around how to complete the EqIAs in 2017/18.	Corporate Strategy
2.2 Ensure that Councillors and staff understand equality and diversity principles and are able to apply these to their work	Update Equality and Diversity briefing pack to circulate to Councillors and upload onto staff intranet.	Corporate Strategy
	Deliver equalities training sessions for staff, including: <ul style="list-style-type: none"> • 4 mental health awareness sessions • 8 mental health first aid sessions (resulting in 4 total courses) • 4 transgender awareness sessions • 11 Corporate Induction – equality and diversity sessions. This will include disability awareness training too. 	Corporate Strategy and Human Resources
	Identify actions to improve dementia awareness across Council services, as part of the Council’s commitment to the Dementia Action Alliance. Dementia awareness training will be part of Equality and Diversity Induction training, which will be delivered 11 times in 2017/18.	City Homes



<p>2.3 Ensure that language does not act as a barrier for residents to accessing services or understanding their responsibilities</p>	<p>Continue to provide corporate interpreting and translation services for customers that need them and continue to monitor the interpreting and translation contract effectively to ensure that interpreters meet the needs of customers and Council services.</p>	<p>Corporate Strategy</p>
	<p>Provide ESOL classes for Syrian refugees in Cambridge and support for Syrian Refugees where language could become a barrier such as in helping organise appointments with GPs, dentists, benefit offices, housing and so on.</p>	<p>Community Services</p>
<p>2.4 Support residents to access digital services provided by the City Council and other organisations and businesses by enabling residents to access the internet and develop their digital skills.</p>	<p>In relation to identified need, the Council will coordinate a series of digital access activity across the city in a range of venues and with a range of partners. This includes the following projects:</p> <ul style="list-style-type: none"> • 65+ Older Peoples Project offers to people living in sheltered housing and those who are 65+ opportunities to develop digital skills and access to computers, supported by trained volunteers who have attended a 5 week digital champion course. • Provide training and support around digital access at the Micro Hubs at the Meadows Community Centre and Clay Farm. • Develop a project to offer courses to social housing tenants in a variety of venues and locations. • Increase broadband access by working with the private sector to harness joint working and further opportunities for existing tenants and those in the growth areas. 	<p>Corporate Strategy</p> <p>City Homes</p> <p>Community Services</p> <p>City Homes, Community Services</p> <p>City Homes, Community Services</p>



	<ul style="list-style-type: none"> Digital capacity building training sessions in the voluntary sector working with local partners. 	Corporate Strategy
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Objective 3 - To work towards a situation where all residents have equal access to public activities and spaces in Cambridge and are able to participate fully in the community

Achievement within Single Equality Scheme plan	In the third year of the plan (2017/18) we will	The service(s) that will lead on this
3.1 Tackle barriers to accessing the city centre and playing an active part in the community for people with disabilities	The advertising signage policy, that would aim to regulate against the over-proliferation of physical obstructions through advertising signage, is due back at Committee in June for a decision on whether the policy is to be implemented.	Streets and Open Spaces
	Provide Accessibility and Equality Training for an estimated 800 new and existing taxi licence holders.	Environmental Health
	We have commissioned an independent consultant to look into the level of unmet demand for Hackney carriage taxis (those you can flag down on the street). We issue a limited number of licences and we will use the consultation findings to ensure that we issue enough taxi plates. The consultation will also consider accessibility of vehicles for people with a range of disabilities and will help identify if disabled people have adequate access to such vehicles.	Environmental Health
	We will pay a grant of £10,000 to Cambridgeshire County Council to meet the costs of increasing the lighting levels during the hours of 10pm to 2am	Community Services



	for all street lights of Cambridge (excluding those on traffic routes, as these are subject to statutory requirements) from 60% to 80% light output. This will help communities to feel safer on the streets of Cambridge at night.	
	Develop means to improve accessibility to the city centre as part of City Deal transport proposals.	Planning
3.2 Provide activities to promote physical activity and help reduce the social isolation experienced by some older people in the city	<p>Continue to support older people’s groups in a variety of locations and look at the issues of isolation in particular. In 2017/18 we will support projects in the following areas:</p> <ul style="list-style-type: none"> • Akeman St Community rooms • Buchan St Neighbourhood Centre • Lawrence way Community house • Ross St Community Centre – there is a new hub meeting in partnership with the Independent living team • A partnership project aiming to set up a lunch club in Trumpington area • Supporting Abbey People’s seniors meetings • Activity for Mayfield seniors group in Castle ward 	Community Development
	Continue to provide support for up to 800 older people aged 65+, working with health and social care services at Cambridgeshire County Council and local housing associations to connect them with services to help them remain independent and socially active.	Supported Housing
3.3 Provide positive activities for children and young people	Continue to provide 400 open access activities for 10000 children and young people in local neighbourhoods across Cambridge, including a programme of summer activities	Community Services



<p>3.4 Work with voluntary and community groups to deliver activities which promote equal opportunities for residents</p>	<p>Support the Equalities Network to identify how the Voluntary and Community Sector can work together to coordinate work related to equality and diversity.</p>	<p>Community Services</p>
	<p>Promote the Equalities Pledge within the Voluntary and Community Sector as a means to share good practice around promoting equal opportunities to different equalities groups.</p>	<p>Community Services</p>
	<p>Continue to provide £900,000 in Community Grants to projects which reduce social and/or economic inequality for city residents, by reducing barriers for residents with the highest needs. These barriers may be caused by low income or through inequalities caused by disability, gender, ethnicity or other protected characteristics</p>	<p>Community Services</p>

Objective 4 - To tackle discrimination, harassment and victimisation and ensure that people from different backgrounds living in the city continue to get on well together

<p>Achievement within Single Equality Scheme plan</p>	<p>In the third year of the plan (2017/18) we will</p>	<p>The service(s) that will lead on this</p>
<p>4.1 Work with partners to support and organise a range of events to raise awareness of and to celebrate the different communities that live in Cambridge.</p>	<p>Work with partners in the developing Equality and Diversity Network to support and deliver a wide range of celebratory activities, including programmes of events to mark 7 key regional or national celebrations (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)</p>	<p>Community Services</p>



	Continue to fund and support local events and festivals which increase community pride and cohesion, such as the Big Weekend, Cambridge Mela, Chesterton Festival, Arbury Carnival and Cherry Hinton Festival.	Community Services
4.2 Working with partners to celebrate LGB&T communities in Cambridge and tackle discrimination and harassment they experience	Continue to participate in the Safer Spaces pilot in partnership with the Encompass Network. Identify actions for different Council services that help people of all genders and sexualities feel welcomed and supported.	Corporate Strategy
	Continue to provide funding and support to projects that celebrate the LGBTQ community in Cambridge.	Community Services
4.3 Working with partners and communities to reduce racial harassment and hate crimes targeted at all equality groups	Continue to provide a Racial Harassment Service to investigate racial harassment and identify appropriate action to reduce it.	Community Services
	Continue to work with the Police on strategic issues around Hate Crime and attend the Hate Crime Task Force meetings led by Cambridgeshire Police.	Community Services
4.4 Take action to prevent radicalisation and the development of violent extremism	Deliver 4 dates of Prevent Wrap 3 training for Councillors and City Council staff.	Human Resources and Community Services
	Continue participation on the Channel Panel for Peterborough and Cambridgeshire to look at referred cases of individuals identified as a concern under Prevent and identify support for them.	Community Services
	Continue to support the community as the Prevent Single Point of Contact for referrals of this nature for the City Council.	Community Services



4.5 Work with local communities in Cambridge to reduce domestic violence and abuse	Continue to deliver actions to reduce domestic violence and abuse towards women and men, as set out in the action plan associated with the Council's White Ribbon status.	Community Development
4.6 Work with the arts and cultural sector in Cambridge to develop their role in valuing and celebrating diversity	Run a follow-up event in Autumn 2017, to build on the Cambridge Arts Network conference in January 2017, which focused on the Cambridge Case for Diversity. We are working with Cambridge Arts and Cultural Leaders to put together a Diversity Commitment, and the focus of the next event will be practical action - what organisations are doing to increase diversity.	Community Development

Objective 5 - To ensure that the City Council's employment and procurement policies and practices are non-discriminatory and to work towards a more representative workforce within the City Council

Achievement within Single Equality Scheme plan	In the third year of the plan (2017/18) we will	The service(s) that will lead on this
5.1 Analyse available data to understand how representative the City Council workforce is and identify any issues that need to be addressed	Continue to monitor the profile of the Council's workforce. The Council's Current target for BAME and recommended for disabled people as a percentage of the workforce 9.5% and 7.5% respectively.	Human Resources
	Optimise the use of the Council's apprenticeship levy contributions whilst providing a high quality 'Cambridge City Apprenticeship Scheme'. It is	Human Resources



	<p>proposed that the Council should only recruit new apprentices if there is an identified business case to do so. Where business cases are provided, and approved, the Council will encourage candidates, including from disadvantaged backgrounds, BAME groups and those with disabilities to apply. We will also welcome interest from existing staff employed on parttime contracts to take apprenticeships.</p>	
	<p>Continue to ensure that we are meeting our commitments related to the Fluency Duty, which the government introduced from October 2016, to make sure that all staff in customer facing roles speak English to a level appropriate to their role. Suitability will be assessed at interview for relevant roles, with support available for existing employees if required.</p>	<p>Human Resources</p>
	<p>Register for the Disability Confident Scheme, which will replace the Two Ticks scheme. The new Disability Confident Scheme is a three level journey that helps develop recruitment and retention processes for organisations to attract, recruit and retain disabled people. Registration to the scheme will demonstrate commitment to this and we will be required to report back on action and progression.</p>	<p>Human Resources</p>