



# Public Document Pack

## Cambridge City Council

### STRATEGY AND RESOURCES SCRUTINY COMMITTEE

**Scrutiny Committee Members** : Councillors Taylor (Chair), Boyce (Vice-Chair), Al Bander, Dryden, Herbert, Nimmo-Smith, Shah and Ward  
Alternate : Councillor Benstead and Councillor Brown

**Executive Councillors :**

Leader of the Council, Councillor Reid  
Executive Councillor for Customer Services and Resources, Councillor McGovern

*Despatched: Friday, 1 October 2010*

**Date:** Monday, 11 October 2010  
**Time:** 5.00 pm  
**Venue:** Committee Room 1 & 2 - Guildhall  
**Contact:** Martin Whelan **Direct Dial:** 01223 457012

### AGENDA

**1 APOLOGIES FOR ABSENCE**

To receive 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 Head of Legal Services before the meeting.

**3 MINUTES OF THE MEETING HELD ON 27TH MAY 2010 AND 5TH JULY 2010 (Pages 1 - 12)**

To receive the minutes of the meeting held on 27<sup>th</sup> May 2010 and 5<sup>th</sup> July 2010. (Pages 1 - 12)

**4 PUBLIC QUESTIONS**

Please refer to the scheme at the bottom of the agenda.

**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.

**5 DECISIONS OF THE LEADER OF THE COUNCIL AND EXECUTIVE COUNCILLOR FOR CUSTOMER SERVICES AND RESOURCES (Pages 13 - 22)**

To note decisions taken by the Leader of the Council and the Executive Councillor for Customer Services and Resources since the last meeting of the Strategy and Resources Scrutiny Committee (5<sup>th</sup> July 2010).

- Guildhall Fire Risk Assessment Works
- Disposal of 45/47 Castle Street
- Temporary amendment to the delegation to officers: management and control of the General Market
- Appointment to an outside body –Council Advisory Group on Local Studies and Archives

*(Pages 13 - 22)*

**Items for decision by the Leader of the Council, without debate**

**6 MERCHANT ACQUIRER CONTRACT (CHIP AND PIN) (Pages 23 - 24)**

**Items for debate by the committee and then decision by the Leader of the Council**

- 7 LAA PERFORMANCE REPORT 2009/10: CAMBRIDGESHIRE TOGETHER AND CAMBRIDGE AND SOUTH CAMBRIDGESHIRE LOCAL STRATEGIC PARTNERSHIP (Pages 25 - 46)**
- 8 LAA PERFORMANCE REPORT 2009/10 : MANAGING GROWTH PARTNERSHIP (CAMBRIDGESHIRE HORIZONS) (Pages 47 - 58)**
- 9 LAA PERFORMANCE REPORT 2009/10 - ECONOMIC PROSPERITY PARTNERSHIP (GREATER CAMBRIDGE PARTNERSHIP) (Pages 59 - 64)**
- 10 GREATER CAMBRIDGE-GREATER PETERBOROUGH LOCAL ENTERPRISE PARTNERSHIP (Pages 65 - 72)**
- 11 ANNUAL REVIEW OF EQUALITY (Pages 73 - 94)**
- 12 EELGA ASSEMBLY - CHANGE OF APPOINTMENT**

The Scrutiny Committee is asked to note that on 28 June, the Leader appointed Cllr Nimmo-Smith as the Council's representative on this outside body. Cllr Nimmo-Smith replaced the Leader who had been appointed at the Special Meeting of the Scrutiny Committee held during the Annual Council Meeting on 27 May.

## ***Information for the public***

### **Public attendance**

You are welcome to attend this meeting as an observer, although it will be necessary to ask you to leave the room during the discussion of matters, which are described, as confidential.

### **Public Speaking**

You can ask questions on an issue included on either agenda above, or on an issue which is within this committee's powers. Questions can only be asked during the slot on the agenda for this at the beginning of the meeting, not later on when an issue is under discussion by the committee.

If you wish to ask a question related to an agenda item contact the committee officer (listed above under 'contact') **before the meeting starts**. If you wish to ask a question on a matter not included on this agenda, please contact the committee officer by 10.00am the working day before the meeting. Further details concerning the right to speak at committee can be obtained from the committee section.

### ***Fire Alarm***

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Filming, recording and photography at council meetings is allowed subject to certain restrictions and prior agreement from the chair of the meeting.

Requests to film, record or photograph, whether from a media organisation or a member of the public, must be made to the democratic services manager at least three working days before the meeting.

## STRATEGY AND RESOURCES SCRUTINY COMMITTEE

27 May 2010  
1.11 - 1.13 pm

**Present:** Councillors Taylor (Chair), Blackhurst (Vice-Chair), Bick, Boyce, Dryden, Herbert, Howell, Shah and Ward

### FOR THE INFORMATION OF THE COUNCIL

#### **10/33/SR Appointment of Equalities Panel**

**Resolved** to appoint

Cllrs: Shah, Brown, Walker, Marchant-Daisley

#### **10/34/SR Appointment of Joint Staff Employer Forum**

**Resolved** to appoint

Cllrs: Smart, Bick, Shah, Pitt, Dryden, Todd-Jones  
Alternate: Kightley

Chair: Cllr Smart.  
Vice Chair: Cllr Bick

#### **10/35/SR Appointment to outside bodies**

The Leader and the Executive Councillor for Customer Services and Resources approved the nominations as follows:

##### **City University Forum - ARU (5)**

Cllrs Dixon, Brown, Saunders, Walker, Marchant-Daisley

##### **East of England Local Government Association (1)**

The Leader

##### **Greater Cambridge Partnership (1)**

The Leader

**Local Area Agreement Joint Accountability Committee (County led) (1)**

To agree one nomination only - who must not be an Executive Councillor.  
Substitute member also to be appointed  
Cllr Ward (Liberal Democrat nomination)  
Sub: TBC

**LGA General Assembly (1)**

The Leader

**LGA Urban Commission (2)**

Cllrs: Rosenstiel, Walker

**Local Strategic Partnership (1)**

The Leader, Cllr Herbert

**Cambridgeshire Together (1)**

The Leader

**Joint Strategic Growth Implementation Committee (Cambridgeshire Horizons) (3+2 substitutes)**

Cllrs: Blair, Reid, Herbert  
Alternates: Smart, Newbold

**'Love Cambridge' Partnership (1)**

Cllr McGovern

**Cambridgeshire Horizons (1)**

Cllr Reid (Opposition Spokes: Cllr Herbert)

**Local Government information Unit (1)**

Cllr Rosenstiel

**Member Training Champions (2)**

Cllrs Kerr, Herbert

The meeting ended at 1.13 pm

**CHAIR**

**STRATEGY AND RESOURCES SCRUTINY COMMITTEE**

5 July 2010  
5.00 - 7.30 pm

**Present:** Councillors Taylor (Chair), Boyce (Vice Chair), Al Bander, Dryden, Herbert, Howell, Nimmo-Smith, Shah and Ward

**Executive Councillors:**

Leader of the Council – Cllr Reid

Executive Councillor for Customer Services and Resources – Cllr McGovern

**Also Present:**

Executive Councillor for Community Development and Health – Cllr Bick

Chair of Love Cambridge Partnership – Mr Ian Sandison

**Officers Present:**

Chief Executive - Antoinette Jackson

Director of Finance – David Horspool

Director of Environment and Planning – Simon Payne

Head of Customer Services – Nova Roberts

Head of Accounting Services – Julia Minns

Head of Strategy and Partnerships - Trevor Woollams

Committee Manager – Martin Whelan

<b>FOR THE INFORMATION OF THE COUNCIL</b>
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**10/36/SR Apologies for absence**

There were no apologies for absence.

**10/37/SR Declarations of Interest**

Cllr Dryden a personal interest in item (10/43/SR) as a pub leaseholder and user of the CAMBAC system.

**10/38/SR Minutes of the meeting held on 29th March 2010**

The minutes of the meeting held on 29<sup>th</sup> March 2010 were approved as a true and accurate record.

The committee resolved to defer item 10/39/SR to later in the agenda, but for clarity the minutes have been produced in the order of the agenda.

### **10/39/SR Non Key Decision - Community Empowerment and Local Participation in Decision Making**

**Matter for Decision:** To consider a proposal to pilot a participatory approach in the north of the city.

#### **Decision of Executive Councillor:**

1. Endorsed the proposal to pilot a participatory approach in the north of the City
2. Directed officers to arrange member workshops in the autumn to shape the pilot and agree the boundaries with which the pilot will operate.

**Reason for the Decision:** As set out in the officer's report.

**Any alternative options considered and rejected:** N/A

#### **Scrutiny Considerations:**

Members of the committee welcomed the report and proposed approach.

The following additional comments were made;

1. The approach needs to ensure that all members of the Council not just in North area were kept informed and have opportunities to influence the pilot and any future developments.
2. The need to engage beyond the normal area committee audience.
3. The need to provide clarity on the funding streams available to Area Committees to support this process, and the importance of establishing the overheads of managing this approach to decision making. *Officer confirmed that the pilot would be supported through existing resources in*

*the first year, and that a budget proposal would be developed for subsequent years.*

4. Where possible the need to address participation across the city, with particular reference to elderly and BME communities.

The Executive Councillor for Community Development and Health welcomed the comments, and outlined the developments since the last report in March.

The Scrutiny Committee considered and approved the recommendations by 9 votes to 0.

The Executive Councillor agreed the recommendations.

### **10/40/SR Key Decision - 2009/10 Outturn - Strategy Portfolio**

**Matter for Decision:** To consider the 2009/10 outturn and a carry forward request of £69,200.

#### **Decision of Executive Councillor:**

- (i) Resolved to recommend to Council for approval of a carry forward request of £69,200, as detailed in Appendix C of the committee report.

**Reason for the Decision:** As set out in the officer's report.

**Any alternative options considered and rejected:** N/A

**Scrutiny Considerations:** The Scrutiny Committee considered and approved the recommendations by 7 votes to 0.

The Leader agreed the recommendations.

### **10/41/SR Key Decision - 2009/10 Revenue and Capital Outturn, Carry Forwards and Significant Variances - General Fund - OVERVIEW**

**Matter for Decision:** To consider the 2009/10 Revenue and Capital Outturn, Carry Forwards and Significant Variances.

#### **Decision of Executive Councillor:**

## Revenue

- a) Resolved to recommend approval to Council for the carry forward requests totalling £1,034,280 (including £255,300 for Customer Access Strategy) as detailed in Appendix C of the committee report, subject to the final outturn position.

## Capital

- b) Resolved to recommend approval to Council to carry forward (net) capital resources to fund re-phased capital spending of £3,643,000 as outlined in Appendix D of the committee report.

**Reason for the Decision:** As set out in the officer's report.

**Any alternative options considered and rejected:** N/A

## Scrutiny Considerations:

Clarification was sought regarding the reasons for the under spend. The Head of Accounting Services explained that there were a number of reasons including rescheduling of projects and decisions resulting from the financial climate.

The Director of Environment and Planning agreed to provide the details of the food premises currently being prosecuted to members of the committee.

The Scrutiny Committee considered and approved the recommendations by 6 votes to 0.

The Leader agreed the recommendations.

## **10/42/SR Key Decision - Outturn 2009-10- Customer Services and Resources Portfolio**

**Matter for Decision:** To consider the 2009/10 outturn and carry forward requests

## **Decision of Executive Councillor:**

- (ii) Resolved to recommend to Council for approval a carry forward request of £23,440, as detailed in Appendix C of the committee report.
- (iii) Resolved to recommend to Council for approval a carry forward request of £255,300 for the Customer Access Strategy, as detailed in Appendix C of the committee report.
- (iv) Resolved to seek approval from Council to carry forward capital resources to fund re-phased capital spending of £668,000 from 2009/10 into 2010/11, as detailed in Appendix D of the committee report.

**Reason for the Decision:** As set out in the officer's report.

**Any alternative options considered and rejected:** N/A

**Scrutiny Considerations:** The Scrutiny Committee considered and approved the recommendations by 7 votes to 0.

The Executive Councillor agreed the recommendations.

### **10/43/SR Annual update report on the first year of the Love Cambridge Partnership**

The Chair of the Love Cambridge Partnership (Mr Ian Sandison) and the Head of City Management and Tourism presented an annual update on the work of Love Cambridge.

The committee made the following comments on the presentation;

1. Clarification on the boundaries of the work undertaken by the partnership was sought. *It was confirmed that the main focus of the partnership was the city centre although there were no firm defined boundaries to this. For example the Partnership has worked closely with Mill Rd on their Christmas Lights projects. It was highlighted that given the resources available it was important for the partnership to ensure that the work undertaken remained sufficiently focussed.*

2. How many of the 130 members are residents associations or local community groups? *The Chair of the partnership advised that whilst there were 130 members these included companies with many hundreds of employees. It was agreed that detailed information about the breakdown of membership would be provided outside of the meeting, specifically the number of residents and local community groups.*
3. The need to promote the all year round offer of Cambridge not just Christmas. *The Chair of the partnership emphasised the importance of ensuring a strong viable Christmas, as well as promoting the all year round offer of the city.*
4. Has the partnership considered promoting collaborative recycling particularly involving smaller traders? *The Chair of the partnership explained that this area would be explored in the future, and that the partnership had already been approached regarding potential opportunities.*
5. The positive benefits of the use of the CAMBAC radio system were welcomed. It was noted that the Magistrate Courts were able to add individuals to the CAMBAC system, and failure to follow the instruction of the court was a criminal offence.
6. What are the governance arrangements of the partnership? Is the partnership subject to freedom of information and committed to transparency? *The Chair of the partnership explained that the minutes of the partnership were now published. The membership was confirmed as 143 directors covering a range of interests across the city including a City Councillor and a County Councillor. It was noted that structure and governance arrangements were based on the best practice from 500 similar partnerships.*
7. Can anyone join the partnership? *The Head of City Centre Management and Tourism confirmed that anyone who could positively contribute to the articles of the company was eligible to join. It was noted that no membership applications had been declined to date, and that the AGM was open to the public. The date of the AGM has been confirmed as the 14<sup>th</sup> September and it was agreed that the venue would be circulated separately once confirmed.*

8. How does the partnership manage competing interests? *The Chair of the partnership explained that was the role of an effective chair to manage.*
9. The possibility of engaging with local language schools was suggested. *The Chair of the partnership agreed to review the opportunity to work closely with these types of organisations.*
10. What is the current status of the charter? *The Head of City Centre Management and Tourism explained that 40 companies had already signed up to the charter, and that a programme of awards and seasonal publicity would be launched from September onwards. With respect to the Customer Services Awards the committee were advised that the most likely judging method would be review by a mystery shopping company.*

The Chair and the Executive Councillor for Customer Services and Resources thanked Mr Sandison and the Head of City Centre Management and Tourism for the update.

#### **10/44/SR Non-Key Decision - Customer Access Strategy Outcomes**

**Matter for Decision:** To consider the Customer Access Strategy Outcomes.

#### **Decision of Executive Councillor:**

- (i) Reviewed the outcomes and agreed the conclusion of the CAS programme and the transition from a project basis to one of continuous improvement in a 'business as usual' environment.
- (ii) Endorsed the delivery and achievement of the CAS business case position against the forecast payback model

#### **Scrutiny Considerations:**

The committee welcomed the development of the Customer Services centre and congratulated the Head of Customer Services and the project team on the significant achievements that had been secured through the project. They noted that the project had delivered improved customer services within the

budget allocated for the project and had generated more savings than originally estimated in the business case. It was noted that the Head of Customer Services was leaving the Council. Nova Roberts was thanked for the contribution to the Council and the committee wished her well in her future career.

The committee made the following comments;

1. Concern that certain groups in the community may struggle to access the centre due to the lack of parking within the vicinity of the centre.
2. The importance of sharing the learning from the project throughout the organisation as good practice for project management.
3. Clarification was sought on the arrangements for managing peak times in the centre. The Head of Customer Services outlined a number of processes which had been introduced to minimise the effect of peak times.
4. It was suggested that a facility to allow members of the public email enquiries from within the centre should be provided, rather than queuing.
5. A specific concern was raised as to whether the centre over centralised the administration of the authority and that more subtle interactions would be lost.
6. The potential future use of the Area Housing Offices as satellite centres was suggested. It was noted that the use of the Area Housing Offices would be reviewed in the spring of 2011.
7. The low level of staff turnover was welcomed and the committee agreed that this was a strong indicator of a successful implementation.
8. Members agreed that the layout and design of the centre was excellent and right for the service.
9. It was suggested that departments outside of the Customer Services Centre, should not routinely automatically re-direct calls

to the Centre without providing an opportunity to leave a message with the department.

10. It was agreed that there was a need to ensure all members of the community could access council services even if they didn't have access to email.

The Chief Executive outlined the history of the project and the reasons for the development of the centre, and that this was the beginning of a journey to improve customer services across the organisation. Members were advised that John Frost would be managing the centre prior to the appointment of a new Head of Customer Services following the departure of Nova Roberts.

The Executive Councillor welcomed the comments from the committee.

The Scrutiny Committee considered and approved the recommendations by 6 votes to 0.

The Executive Councillor agreed the recommendations.

#### **10/45/SR Non Key - Lease of Roman Court for Affordable Housing**

The report was withdrawn.

#### **10/46/SR Decisions by Executive Councillors**

The committee noted the decisions taken by Executive Councillors.

The meeting ended at 7.30 pm

**CHAIR**

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**Agenda Item 5**

**CAMBRIDGE CITY COUNCIL**  
**Record of Executive Decision**

<b>APPOINTMENT TO AN OUTSIDE BODY</b>
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**Decision of:** Councillor Reid, The Leader

**Reference:**

**Date of decision:** 28 June 2010                      **Recorded on:**

**Decision Type:** Non Key Decision

**Matter for Decision:** To appoint Dr Alan Baker to the County Council Advisory Group on Local Studies and Archives (Terms of Reference attached)

**Why the decision had to be made (and any alternative options):** Alan Baker attended the last County Advisory Group on Archives and Local Studies in March (it meets twice a year) whilst still a city councillor - the appointment was made by the then Leader in the knowledge of his interest in, and knowledge of, archives and his concerns that the City Council could improve its archive practice. The appointment was not renewed in the May Scrutiny Committee meetings which covers annual appointments.

The Advisory Group on Archives and Local Studies was not appointed to in 2007 as a result of a corporate review of outside bodies, which went to the September S&R Scrutiny Committee and was approved by the Leader, which set new criteria for agreeing which formal councillor appointments should be made to ensure the number of appointments made were manageable and focused. However, the Council's Information Manager now advises that a city council representative would be of benefit to the Council (no officer representation is permitted on this body) as it looks at the issues of records management and archives and this area is developing. This appointment is appropriate under the following criteria of the Council's Policy on appointments:

- 1) the Council is a member (ie. we chose to opt out in 2007)
- 2) it is in the interests for the Council to be a member.

The Council has appointed non-councillors to outside bodies in the past and Dr Baker will be requested to feedback to the Ex Cllr CS&R and spokes and the Council's Information Manager on any matters directly related to the city council following each meeting.

The next meeting of the Advisory Group is on Thursday 1st July and the Leader was asked to make this decision out of the usual cycle so that Dr Baker could attend in a formal rather than informal capacity.

**The Executive Councillor's decision(s):** To appoint Dr Alan Baker to the County Council Advisory Group on Archives and Local Studies.

**Reasons for the decision:** As detailed above.

**Scrutiny consideration:** The Chair and Spokesperson of Strategy and Resources Scrutiny Committee were advised of the Leader's decision.

**Report:** N/a

**Conflicts of interest:** -

**Comments:** Cllr McGovern was copied in to the decision as in future this appointment should sit within the CS&R portfolio which covers the Council's information management.

**CAMBRIDGE CITY COUNCIL**  
Record of Executive Decision

<b>Temporary amendment to the delegation to officers: management and control of the General Market</b>
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**Decision of:** Executive Councillor for Customer Services and Resources, Neil McGovern

**Reference:** 10/URGENCY/S&R/07

**Date of decision:** 31 August 2010      **Recorded on:** 31 August 2010

**Decision Type:** Non-Key

**Matter for Decision:** To delegate to the Head of Internal Audit the authority to:

1. Convene a hearing and to hear allegations against Trader A in accordance with the hearings procedure note attached; and
2. Make a decision on each of the allegations against Trader A and take whatever just and proportionate action she considers appropriate as a result of her decision, including (but not limited to) the making of a recommendation, a formal warning, suspending Trader A's market trader's licence, revocation of Trader A's market trader's licence.

**Why the decision had to be made (and any alternative options):**

Allegations of misconduct have been made against Trader A, a trader holding a stall on the market held on Cambridge Market Square. The trader disputes these allegations and has made counter allegations.

A trader's licence constitutes a possession of which a trader can only be deprived in accordance with law, in pursuit of a legitimate aim and where the deprivation is proportionate. In pursuing its legitimate aims in the management of the market the Council must strike a fair balance between the economic interest of the stallholder and the general interest of society, although a wide margin of appreciation exists.

Adjudications in respect of a trader's licence must be fair. The Council must observe the principles of natural justice. The market trader must be provided with a statement of the allegations, along with supporting evidence. He/she must then have an opportunity to respond to the allegations and produce evidence. A hearing should then take place where the decision maker will weigh up the evidence and make findings of fact. The decision maker will then decide what action to take in the light of the decided facts. Any decision made must be proportionate.

In this case, an independent officer should be the decision maker. City Centre Management has responsibility for management of the market and it is therefore not appropriate for the Director of Environment to hear the case. The Head of Internal Audit, being a senior and independent officer from a different Council department will hear the case.

**The Executive Councillor's decision(s):**

The Executive Councillor agreed:

That the Head of Internal Audit has delegated authority to:

1. Convene a hearing and to hear allegations against Trader A in accordance with the hearings procedure note attached; and
2. Make a decision on each of the allegations against Trader A and take whatever just and proportionate action she considers appropriate as a result of her decision, including (but not limited to) the making of a recommendation, a formal warning, suspending Trader A's market trader's licence, revocation of Trader A's market trader's licence.

**Reasons for the decision:**

These are explained above.

**Scrutiny consideration:**

The decision was sent to the Chair and spokes of Strategy & Resources Committee on xxxx.

**Report:**

**Conflicts of  
interest:**

None

**Comments:**

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**CAMBRIDGE CITY COUNCIL**  
Record of Executive Decision

<b>Guildhall Fire Safety Works</b>
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**Decision of:** Executive Councillor for Customer Services and Resources, Neil McGovern

**Reference:** 10/URGENCY/S&R/06

**Date of decision:** 25 August 2010      **Recorded on:** 25 August 2010

**Decision Type:** Non-Key

**Matter for Decision:** **Financial recommendations –**

- The Executive Councillor is asked to approve commencement of the project, which is already included in the Council's Capital Plan. The total capital cost of the project is £60,000, to be funded from the Admin Buildings Asset Replacement capital programme (programme reference PR023).
  
- There are no revenue implications arising from the project.

**Procurement recommendations:**

- The Executive Councillor is asked to approve the carrying out and completion of the procurement of the Guildhall Fire Safety Works project.

*If the quotation or tender sum exceeds the estimated contract value by more than 15% the permission of the Executive Councillor and Director of Resources will be sought prior to proceeding.*

**Why the decision had to be made (and any alternative options):**

Failure to carry out the required work to meet the Fire Services' requirements could result in a prohibition notice or prosecution being served against the Council and the possible closure of the halls in The Guildhall for public / Council events.

**The Executive Councillor's decision(s):**

The Executive Councillor approved the recommendations as outlined above.

**Reasons for the decision:**

Failure to carry out the required work to meet the Fire Services' requirements could result in a prohibition notice or prosecution being served against the Council and the possible closure of the halls in The Guildhall for public / Council events.

**Scrutiny consideration:**

Under Part 3, Section 9.3.1 (3b) of the Councils Constitution - where the estimated cost is between £15,000 and £75,000, the scheme may proceed *without* scrutiny consideration (providing

that it has been approved by the Executive Councillor and Ward Councillors consulted where appropriate).

The completed Record of Decision will be forwarded to all members of the Scrutiny Committee for information.

**Report:**

See Project Appraisal

**Conflicts of interest:**

None

**Comments:**

**CAMBRIDGE CITY COUNCIL**  
Record of Executive Decision

<b>Disposal of 45/47 Castle Street, Cambridge</b>
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<b>Decision of:</b>	Executive Councillor for Customer Services and Resources, Neil McGovern		
<b>Reference:</b>	10/URGENCY/S&R/05		
<b>Date of decision:</b>	2 <sup>nd</sup> August 2010	<b>Recorded on:</b>	2 <sup>nd</sup> August 2010
<b>Decision Type:</b>	Non-Key		
<b>Matter for Decision:</b>	The disposal of 45/47 Castle Street, Cambridge.		
<b>Why the decision had to be made (and any alternative options):</b>	The reasons for the decision are outlined in the confidential appendix A.		
<b>The Executive Councillor's decision(s):</b>	The Executive Councillor approved that:-  The property be sold to the tenant on the terms as outlined in paragraph 2.12 of the attached confidential appendix A and the proceeds reinvested in an alternative commercial property.		
<b>Reasons for the decision:</b>	As outlined in the confidential appendix A		
<b>Scrutiny consideration:</b>	The Chair and Spokesperson of the Scrutiny Committee were consulted prior to the decision being taken.		
<b>Report:</b>	See Project Appraisal		
<b>Conflicts of interest:</b>	None		
<b>Comments:</b>	<b>The annex is deemed confidential by virtue of category 3 as defined in the Local Government (Access to Information) (Variation) Order 2006.</b>		

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To: Leader of the Council  
Report by: Director of Resources  
Relevant scrutiny committee: Strategy and Resources Scrutiny Committee 11/10/2010  
Wards affected: All Wards

## **MERCHANT ACQUIRER CONTRACT (CHIP AND PIN) Not a Key Decision**

### **1. Executive summary**

- 1.1 The Council's existing contract for Merchant Acquirer services (i.e. the bank processing of debit and credit card transactions through stand alone Chip and Pin terminals) expires on 31<sup>st</sup> March 2011.
- 1.2 This report seeks Executive Councillor approval to undertake, in conjunction with ESPO, the re-tendering and award of the Council's Merchant Acquirer Contract, in line with Part 4G (paragraph 3.1) of the Council's Constitution on contracts – the Contract Procedure Rules.

### **2. Recommendations**

The Executive Councillor is recommended:

- 2.1 To authorise the officers to undertake, in conjunction with ESPO, the re-tendering and award of the Council's Merchant Acquirer Contract (Chip and Pin) for a period of 2 years from 1 April 2011 (with the option for the Council to renew for a further 2 years), subject to the preferred tender price being within 15% over the estimated contract value.

### **3. Background**

- 3.1 The current Merchant Acquirer contract was won by HSBC Bank plc for an initial period of 2 years, commencing on 1 April 2007. On 17 November 2008, this Committee subsequently approved a 2-year extension, as allowed for under the contract terms, to run from 1 April 2009.

- 3.2 This contract gives various Council departments the ability to process debit and credit card transactions using stand alone chip and pin terminals and for the Council's Box Office to process transactions using their bespoke terminals. In addition, this contract now provides for the processing of Folk Festival ticket sales over the internet.
- 3.3 An initial contract period of two years is still considered to be appropriate as this maintains the flexibility for the Council to change supplier should it consider appropriate to do so.

#### **4. Implications**

##### **4.1 Financial**

4.1.1 The estimated total contract value, for the full 4-year term, is £202,000 (i.e. £101,000 for each 2-year period). Departments will already have base budgets for such costs, although it is not known at this stage whether the quotations to be received are likely to show significant changes to any of the transaction charges.

4.1.2 There are no significant adverse VAT implications to this contract.

##### **4.2 Staffing, Equal Opportunities, Environmental and Community Safety**

4.2.1 None

##### **4.3 Procurement**

4.3.1 The Council will be using the appropriate ESPO Framework Agreement for this contract.

#### **5. Background papers**

5.1 There are no background papers to this report.

If you have a query on the report please contact:

Author's Name: Andrew Stannard  
Author's Phone Number: 01223 - 458153  
Author's Email: andrew.stannard@cambridge.gov.uk



To: Strategy and Resources Scrutiny Committee  
Report by: Leader of Council - Cllr Sian Reid  
Relevant scrutiny committee: Strategy and Resources Scrutiny Committee  
Wards affected: All Wards

**LAA Performance Report 2009/10: CAMBRIDGESHIRE TOGETHER AND CAMBRIDGE AND SOUTH CAMBRIDGESHIRE LOCAL STRATEGIC PARTNERSHIP**

**Not a Key Decision**

**1. Executive summary**

1.1 There are four linked reports on this agenda that concern the Council's strategic partnership work.

**Performance**

1.2 In addition to this report there are Local Area Agreement (LAA) performance reports covering:

- The 'Managing Growth' theme (Cambridgeshire Horizons)
- The 'Economic Prosperity' theme (Greater Cambridge Partnership)

These two reports look back at performance against the relevant Local Area Agreement targets for 2009/10. Similar performance reports covering the other LAA themes have been considered during this cycle by the relevant City Council scrutiny committee. This is in accordance with the Council's 'Principles of Partnership Working'.

1.2 This report gives an overview of county-wide LAA performance to March 2010. Scrutiny members should consider the two performance reports above alongside this report.

**Future of the Local Area Agreement**

1.3 The LAA concludes at the end of March 2011. The opportunity for partners to claim 'reward grant' from government had provided an incentive to achieve targets within the LAA and to invest in services to

enable them to stretch their performance. However, it now seems very unlikely that this money will be available when the present agreement concludes at the end of March 2011.

- 1.4 The report highlights a significant change in direction by the new coalition government which means the existing thematic strategic partnership structures, built to support and oversee delivery of the LAA, are no longer practical and need to be fundamentally reviewed. This has been recognised by partners who have commissioned a 'task and finish' group of officers to carry out the review and recommend radical changes which will reduce bureaucracy and focus work on local priorities.
- 1.5 In parallel, government has invited Councils and business leaders to submit proposals for Local Enterprise Partnerships (LEPs). An outline submission was submitted by partners on September 6<sup>th</sup>. Lots of further work is required with partners to agree such things as the detailed role of the LEP, governance arrangements and what the implications might be for other partnerships such as Cambridgeshire Horizons and the Greater Cambridge Partnership. The proposals are set out in the fourth linked report on this agenda.
- 1.6 On 22 July 2010 Council agreed to review the Council's criteria for partnership working. The criteria (Principles for Partnership Working) are included in this report at Appendix B and the Scrutiny Committee is asked to give its views as to whether they are still fit for purpose.
- 1.7 City Council officers have asked a selection of City Council members and officers who attend the existing thematic strategic partnerships for their perceptions about the effectiveness of the meetings. Appendix C summarises their views. This work, together with the 'Principles of Partnership Working' will inform our input into 1.4 above.

### **Cambridge City and South Cambridgeshire Local Strategic Partnership & Reward Grant funding.**

- 1.8 The report also includes an update of the work of the newly formed Cambridge City and South Cambridgeshire Local Strategic Partnership and gives the current position regarding in year cuts to Local Public Service Agreement 'reward grant'.

## **2. Recommendations**

The Scrutiny Committee is recommended to:

- 2.1 Consider the 2009/10 end of year performance against LAA indicators shown in Table 1, under section 4.
- 2.2 Advise the Leader of the Council of any issues that she should feed back to Cambridgeshire Together or the Local Strategic Partnership.
- 2.3 Advise the Leader of any changes that should be made to the Council's Principles for Partnership Working set out in Appendix B

### 3. Background

- 3.1 An approach to our involvement in, and reporting on, county-wide thematic strategic partnerships was agreed by the Leader at Strategy and Resources scrutiny committee on 19 January 2009. Executive Councillors, nominated by the Council, now sit on the Cambridgeshire Together Board alongside other key public service stakeholders in the county and are involved in each of its six thematic strategic partnerships, which presently cover the priority areas shown in the Vision for Cambridgeshire.
- 3.2 The thematic strategic partnerships are:
  - **Cambridgeshire Horizons**, covering the Managing Growth theme
  - **Greater Cambridge Partnership**, covering the Economic Prosperity theme
  - **Community Wellbeing Partnership**, covering parts of the Equality and Inclusion theme
  - **Children's Trust Board for Cambridgeshire**, covering parts of the Equality and Inclusion theme
  - **Environmental Sustainability Partnership**, covering the Environmental Sustainability theme
  - **Safer and Stronger Strategic Board**, covering the Safer and Stronger Communities theme.
- 3.3 Cambridgeshire Together is responsible for negotiating and delivering the improvements required by Cambridgeshire's Local Area Agreement (LAA), now in its third and final year. The LAA was shaped by the 'Vision for Cambridgeshire 2007-2021'. Targets are delegated through the relevant thematic strategic partnerships.
- 3.4 Annual reports from the Executive Councillors showing performance of their partnership up to March 2010 are being reported to the relevant City Council Scrutiny Committee during this cycle. The 'Managing Growth' and 'Economic Prosperity' themed partnership reports are included on this agenda and should be read in conjunction

with this report. This report gives a high level summary of overall performance in section 4 below.

- 3.5 Government had included the incentive of 'reward grant' within the LAA if partners achieved the LAA targets. It now seems very unlikely that this grant will be honoured. The statutory Place and Status Surveys, due to be carried out this autumn and used to collect data to measure some of the LAA target indicators, have already been scrapped and a number of the wider National Indicator Set have been abolished.
- 3.6 The existing strategic partnership structures were developed in order to deliver the Local Area Agreement. They have become complex and overly bureaucratic and will clearly not be appropriate going forward in the context of the coalition government's localism agenda, the abolition of the regional government offices, the significant financial challenges facing public sector organisations and the end of the LAA.
- 3.7 The Cambridgeshire Public Service Board (comprising public sector Chief Executives) has initiated a review which is taking a radical look at partnership working across the county. The focus will be on reducing bureaucracy and enabling officers to come together only when they need to do so in order to deliver local priorities.
- 3.8 This work is being taken forward alongside a joint submission to government for a Local Enterprise Partnership. The submission was made by the government's deadline of 6<sup>th</sup> September and is included in a separate report to this committee.
- 3.9 Proposed changes to partnership working will be taken through the Public Service Board and Cambridgeshire Together and reported back to this committee at a later date.
- 3.10 The Council will need to make sure that any future structures will deliver the Council's objectives. To inform this work:
  - i) On 22 July 2010 Council agreed to review the Council's criteria for partnership working. The 'Principles for Partnership Working' agreed in January 2009 are included in this report at Appendix B. The Scrutiny Committee is asked to give its views as to whether they are still fit for purpose and to recommend any changes to the Leader.
  - ii) Officers asked a selection of members and officers who attend the existing thematic strategic partnerships for their perceptions

about the effectiveness of the meetings. Appendix C summarises their views.

#### 4. Performance against LAA targets

- 4.1 The LAA End of Year Performance Report 2009/10 provides a summary of present performance across Cambridgeshire in each of the thematic blocks and sets out the risk of the targets not being met by 31 March 2011.
- 4.2 Each indicator within each thematic block is weighted equally and has been given a Red-Amber-Green (RAG) status on the basis of either the data given or an assessment of performance drawn from other performance information or results. This is coloured coded using the RAG system as follows:

On target / Low risk of not achieving outcome	<b>Green</b>
Target narrowly missed / Moderate risk of not achieving outcome	<b>Amber</b>
Target missed significantly / Serious risk of not achieving outcome	<b>Red</b>

- 4.3 Overall the assessment of LAA performance by the County Council's Performance Team is given as "Amber".

**Table 1: Summary of performance across LAA thematic areas at end of year 2009/10.**

Thematic Block	Performance	Risks	DoT 2008/09 to 2009/10
Economic Prosperity	<b>Red</b>	<b>Red</b>	↓
Environmental Sustainability	<b>Amber</b>	<b>Amber</b>	↔
Equality & Inclusion	<b>Amber</b>	<b>Amber</b>	↔
Managing Growth	<b>Amber</b>	<b>Amber</b>	↓
Safer & Stronger Communities	<b>Amber</b>	<b>Amber</b>	↔

- 4.4 The block that is causing most concern is Economic Prosperity, which is directly affected by the economic conditions in the country. The LAA was "refreshed" at the end of its second year, following negotiations with GO East, and some targets were negotiated downwards to reflect the changes in the economic environment.

## **5. Cambridge City and South Cambridgeshire Local Strategic Partnership**

- 5.1 In April 2010 Cambridge Local Strategic Partnership (LSP) merged with South Cambridgeshire LSP to form a new single LSP. Two meetings of the new LSP have now taken place. This merger is an acknowledgement of the common problems faced by both districts and a desire for closer working between the agencies covering the areas to help resolve them. It has resulted in fewer meetings taking place and simplified reporting arrangements for the existing partnerships covering the City and South Cambridgeshire.
- 5.2 The LSP is developing a new Sustainable Community Strategy to set out priorities for the two areas (at present it is a statutory duty for local authorities to produce Sustainable Community Strategies). The Strategy will replace the two existing strategies and will run from April 2011 for three years. The LSP is consulting local stakeholders, members and residents about its content.
- 5.3 The LSP has been monitoring the performance of the LAA locally and was looking to ensure that local partnerships and lead partners are contributing effectively to its achievement. The LSP presently uses the performance management reports generated by Cambridgeshire Together and asks lead officers for partnerships, in underperforming areas, to give account for their work.

## **6. Local Public Service Agreement Reward Grant**

- 6.1 Cambridgeshire's Local Public Service Agreement (LPSA) preceded the current LAA. The LPSA contained 'stretch targets' that partners in the county negotiated with government across 12 topic areas. These targets had to be delivered by March 2007. Partners needed to achieve at least 60% of each 'stretch target' in order to be awarded reward grant. Across the County we achieved a total of £9m 'one-off' reward grant.
- 6.2 Cambridgeshire Together used £915,000 of the grant to help support the concessionary fares bus scheme and £525,000 for 'capacity building' to support the county's partnerships. LSPs were asked to decide how the remaining reward grant (approximately £1.5m per LSP) should be used to deliver projects over the period January 2009 to April 2012. Collectively, partners agreed to spend some of the grant on countywide projects that will help achieve the targets in the LAA. The rest is being spent on local projects, commissioned by each of the 5 District LSPs.

- 6.3 These projects are being co-ordinated on behalf of the LSPs by the County Council and the 5 District Councils. Here, they are being co-ordinated by officers in Strategy and Partnerships who are monitoring delivery and managing the budget. Many of the projects are now underway. Some are completed or nearing completion. All projects have to be completed by April 2012.
- 6.4 The government paid half of the reward grant (£4.5m) to the County Council 'up front'. The City Council was drawing down funding from the County Council as the projects progressed through quarterly returns.
- 6.5 In June 2010 government announced that it was making cuts to reward grant. The County Council did not receive the remaining £4.5m and so have been unable to make any further payments to District Councils including the City Council.
- 6.6 City Council officers had negotiated a £250,000 "float" at the outset as part of a Conditions of Grant with the County Council. This was to mitigate the financial risk to the City Council. This is enabling us to honour most of our commitments to projects that were underway. However, a number of projects where agreements had not yet been signed have had to be cancelled and we have negotiated funding reductions to some projects. Government has now confirmed that no further grant payment will be made.
- 6.7 Appendix A lists the projects and their current position.

## **7. Implications**

### **Financial**

- 7.1 The loss of the £4.5m of LPSA reward grant will have an impact on the voluntary sector across the county who are more likely to turn to local authorities for more support.

### **Staff**

- 7.2 A considerable number of City Council staff from all departments are working with partners to deliver the LAA. The partnership review will look to reduce bureaucracy and re-focus efforts on local priorities.

### **Equal Opportunities**

- 7.4 Equality and Inclusion is a key strand of the Cambridgeshire Vision and LAA.

## **Community Safety**

7.5 Strong Communities is a key strand of the Cambridgeshire Vision and LAA.

## **Environmental Implications**

7.6 Environmental sustainability is a key strand of the Cambridgeshire Vision and LAA.

## **8. Background papers**

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

Local Area Agreement, Year End Performance Report - May 2010

<http://www2.cambridgeshire.gov.uk/db/council2.nsf/3a8c0d82ef2ec52b80256b14003ef045/13749c6b74676efc802577230037d6b8?OpenDocument>

Proposals for a New Model of Partnership Working – May 2010

Cambridge LSP, Performance Management Report – January 2010

## **9. Inspection of papers**

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

Author's Name: **Trevor Woollams**

Author's Phone Number: **01223 457061**

Author's Email: **Trevor.woollams@cambridge.gov.uk**

Appendix A LPSA Reward Grant – Current Position

LPSA Reward Grant		Planned Project Costs			Actual Spend
Project Details for Cambridge City					
Status	Theme	Revenue	Capital	Total	Totals to 31.3. 2010
County-wide projects paid directly by County	Domestic Violence	£62,000	£18,000	£80,000	£66,487
	Childhood Obesity	£32,000		£32,000	
	Smoking Cessation	£39,534		£39,534	
	Community Speed Watch		£5,600	£5,600	
	Older People	£21,360	£26,640	£48,000	
	Alcohol Related Harm	£40,000		£40,000	
	3 <sup>rd</sup> Sector Strategy for Cambridgeshire	£8,393		£8,393	
	Community Planning / Engagement			£0	
Local projects paid directly by County	Pupil Performance – CC Education	£60,000		£60,000	£53,800
	Work with at Risk Young Men - OCYPS	£60,791		£60,791	£28,966
	The Streets ASB awareness schools programme - OCYPS	£14,446	£9,700	£24,146	£14,010
	Improving exclusion through learning	£90,000	£89,500	£179,500*	£13,188*
	<b>Subtotal projects administered by County Council</b>	<b>£428,524</b>	<b>£149,440</b>	<b>£577,964</b>	<b>£176,451</b>
Local projects paid directly by SCDC	Connections Youth Bus	£88,558	£70,000	£158,558 <sup>#</sup>	£79,908
	Health & wellbeing of Travellers	£25,000		£25,000 <sup>#</sup>	£1,830
	<b>Subtotal of projects administered by South Cambs. DC</b>	<b>£113,558</b>	<b>£70,000</b>	<b>£183,558</b>	<b>£81,738</b>
Local projects paid directly by City Council	Delivery of Climate Change Charter	£60,000		£60,000*	£25,801*
	Handyperson Service	£70,000		£70,000*	£26,200*
	Specialist Alcohol Community Psychiatric Nurse to reduce levels of street drinking in the City	£118,468		£118,468	£75,095
	Management of Cambridge Wildlife Sites - Wildlife Trust	£14,000	£6,000	£20,000	£10,000
	Income maximisation - CAB	£28,000		£28,000	£28,000
	Community Fund for City - CCDF	£7,500	£150,000	£157,500	£0
	Empowering Communities - CVS capacity building	£60,890		£60,890	£36,588
	LSP Support Officer	£41,355		£41,355	£27,568
	Improving Community Cohesion	£105,000		£105,000	£30,072
	Health Improvement Officer	£45,000	£2,000	£47,000	£0
	Community Recycling Champions	£44,000		£44,000	£14,671
	Street Cleaning	£38,000	£38,000	£76,000	£56,500
	Cambridge Business Against Crime - programme of City Centre initiatives	£29,000	£15,000	£44,000	£38,195
Supporting vulnerable people during economic downturn	£31,500		£31,500	£23,500	
	Contingency	£3,102		£3,102	
	<b>Subtotal of projects administered by the City Council on behalf of the LSP</b>	<b>£695,815</b>	<b>£211,000</b>	<b>£906,815</b>	<b>£392,190</b>
	<b>Total of LPSA Reward Grant allocated/actual spend</b>	<b>£1,126,897</b>	<b>£386,440</b>	<b>£1,513,337</b>	<b>£617,784</b>

<sup>#</sup> Excludes 50% contribution from South Cambridgeshire allocation.

\* Includes approx. 50% of funding from South Cambridgeshire's allocation

1.2 Cambridge City Council, in its Conditions of Grant with the County Council, was administering £906,935 of LPSA reward grant on behalf of the LSP.

1.3 The table above shows a breakdown of how the total grant was allocated by the former Cambridge LSP.

1.3.1 **County-wide projects paid directly by County**

LSPs agreed to support these projects. The projects are being administered directly by the County Council.

1.3.2 **Local projects paid directly by County**

Cambridge City LSP commissioned the County Council to deliver these projects. They are being administered directly by the County Council.

1.3.3 **Local projects paid directly by SCDC**

Cambridge City LSP and South Cambridgeshire LSP jointly commissioned these projects. They are being administered by South Cambridgeshire District Council.

1.3.4 **Local projects paid directly by City Council**

The first two projects were commissioned jointly by Cambridge City LSP and South Cambridgeshire LSP. The rest were commissioned by Cambridge City LSP. They are being administered by Cambridge City Council and have a total value of £906,815 (the slight difference from the Conditions of Grant form is due to amended project costs). By the end of March 2010 the City Council had paid out £392,190.

1.4 Government suspended payment of LPSA grant in June 2010. Officers immediately stopped work on any projects where formal agreements or contracts had not been signed. These projects were:

**i) Community Fund for Cambridge City** **£157,500**

*This will affect the level of future grant that is distributed in the City to support community and voluntary sector organisations.*

**ii) Health Improvement** **£47,000**

*This will affect the ability of the local Health Improvement Partnership to reduce health inequalities in the City*

**iii) Community Roots Arts (part of the Improving Community Cohesion project)** **£15,000**

*This will reduce the range of activities and the extent of involvement in local community centres in the City*

1.5 Officers also negotiated a reduction in the scale of some of the projects (where agreements were already in place) with the lead organisations. These projects were:

**i) Bling Ya Thing (part of the Improving Community Cohesion project)**  
**£10,000**

*This will reduce the number of developmental workshops and qualifying local talent show heats in local community centres but the second talent show will still be run.*

**ii) Handyperson Service**  
**£15,000**

*This will reduce the re-investment that was planned, to enable additional stair rails, etc. to be purchased to support older people to live independently, but the main project will still run.*

**iii) Diversity in Public Life (part of the empowering communities project)**  
**£10,000**

*This may reduce the number of people from different sections of the community who engage in the governance of public agencies. The project is now smaller in scale.*

**iv) Workshops exploring Islam (part of the Improving Community Cohesion project)**  
**£3,000**

*The remaining workshop will still run but will have lower costs.*

**v) Recycling Champions**  
**£5,000**

*The project will continue as originally intended. The reduction represents an under-spend in the first year.*

**vi) Contingency sum**  
**£3,000**

1.6 Given the above the City Council's commitments, as of 1 April 2010, were:

Total amount of Reward Grant administered by the City Council	£906,935
Less: amount already paid	£392,190
Less: amount not yet committed	£219,500
Less: negotiated reductions	£46,000
<b>Remaining commitment</b>	<b>£249,245</b>

1.7 The City Council negotiated a float of £250,000 as part of the Conditions of Grant with the County Council to mitigate financial risk. This sum will allow the remaining commitments to be honoured.

1.8 Cambridge City and South Cambridge LSP endorsed this approach when it met on 21 July 2010.

1.9 The City Council paid out a further £87,836.79 to LPSA projects for the period April – June 2010, leaving £161,140.

## Appendix B

### The Council's Principles for Partnership Working

Extract from a report to Strategy and Resources Scrutiny Committee on 19 January 2009.

#### 5 When should we work in Partnership?

5.1 Working in partnership can bring significant additional benefits to the people who live, work and study in our area, especially when partners pool resources and skills to achieve a common aim. Examples of where this is working well in Cambridge include tackling anti-social behaviour and reducing obesity.

5.2 However, partnership working can sometimes be complicated, over bureaucratic and resource intensive in relation to the outcomes achieved. Therefore, we need to be clear when we will and when we won't join a partnership.

5.3 The criteria in Principle 1 should be used to 'test' whether the Council should enter (or remain) in any partnership.

#### 5.4 **Principle 1**

*The City Council will only work in partnership with other organisations when 1 or more of the following criteria are met:*

- a) *It helps us achieve our MTOs*
- b) *It helps deliver the LAA*
- c) *It helps deliver the Sustainable Community Strategy*
- d) *We have a legal duty to do so*
- e) *It can help us lever in additional funding*
- f) *It saves us money*
- g) *It reduces risk (e.g. to the Council's reputation)*

5.5 Officers believe that the partnerships in Table 1 above comply with this principle.

#### 6. Effective Partnership Working

6.1 We must also ensure that the partnerships we do join are working effectively, that the Council's role is clear and that the needs of the City are met. In particular, we need to ensure:

- Effective governance arrangements are in place

- There is clear accountability between the partnerships and the City Council
- The partnerships are open and accessible
- Resources are identified and used effectively
- Effective scrutiny arrangements are in place

6.2 The following paragraphs include further Principles that should be followed by the City Council to ensure that the partnerships we join are working effectively.

### 6.3 Effective Governance

6.3.1 Effective governance is important to ensure that each partner:

- is clear about the role and focus of the partnership
- takes ownership of an agreed set of objectives
- is clear about how the objectives will be achieved
- is clear about how progress will be measured
- is clear about key risks and how they will be managed

#### 6.3.2 **Principle 2**

*We will ensure the partnerships we belong to have effective governance arrangements including:*

- a) Clear Terms of Reference*
- b) Clear objectives, targets and performance management arrangements*
- c) Effective systems to manage risk*
- d) Effective systems to manage complaints*

### 6.4 Accountability

6.4.1 Clear accountability is important to ensure that informed and appropriate decisions are made and that, where necessary, 'in principle' decisions are brought back through the City Council's own decision making and scrutiny processes to be confirmed (or otherwise).

#### 6.4.2 **Principle 3**

*We will ensure there is clear accountability between the partnerships and the City Council by:*

- a) Ensuring there is appropriate City Council Member representation*
- b) Ensuring the City Council Member representative is clear about their remit and the type and extent of decisions they can make on behalf of the City Council.*

- c) *Ensuring that the City Council Member representative takes relevant decisions back through the City Council's decision making and scrutiny process.*
- d) *Ensuring the City Council Member representative is fully briefed before each meeting*
- e) *Ensuring nominated opposition Spokes are briefed before each meeting (see paragraph 6.7.3 d)*

## **6.5 Openness and Accessibility**

6.5.1 It is important that the partnerships we belong to are open and accessible so that:

- The public and elected Members can easily find out about the issues that are being discussed and the decisions that are being made
- The public and elected Members can find out who to talk to if they want to try and influence decisions
- The public and elected members can attend a partnership meeting to ask questions and listen to debates
- The public and elected Members can read reports before meetings take place and read the minutes afterwards

### 6.5.2 **Principle 4**

*We will ensure partnerships are open and accessible by:*

- a) *Holding all meetings in public*
- b) *Publicising meetings in advance on the Council's website*
- c) *Ensuring agendas and reports can be accessed from our website at least 5 working days in advance of the meeting.*
- d) *Ensuring minutes can be accessed from our website as soon as possible after the meeting.*
- e) *Ensuring the names and contact details of the City Council's lead Member, opposition Spokes (see paragraph 4.9.3 d) and lead officer for the partnership are published on our website.*
- f) *Ensuring those partnerships have effective systems to engage with the public*

*Note: For partnerships administered by the City Council (e.g. Cambridge Local Strategic Partnership) all details will be hosted on the City Council's website. For partnerships administered by partner organisations, clear links will be maintained from the City Council's website to the relevant place on the partner's website.*

## **6.6 Use of Resources**

- 6.6.1 The term 'resources' can mean staff time, money, buildings, equipment etc.
- 6.6.2 We must ensure that the partnerships we belong to have the resources they need to deliver their objectives. We must also ensure that the resources allocated by the City Council are appropriate and used effectively.

**Principle 5**

*We will ensure partnerships have the resources needed to deliver their objectives and that they use them effectively by:*

- a) Ensuring the City Council commits the resources necessary to meet its obligations to the partnership.*
- b) Ensuring City Council resources are used effectively and not duplicated (e.g. by minimising the number of officers attending meetings, disseminating information effectively etc.)*
- c) Challenging partners to ensure they commit appropriate resources*
- d) Reviewing the City Council's resource commitment annually via service plans*
- e) Ensuring City Council Members have opportunities to scrutinise the City Council's partnership work (see section 4.9 below)*

**6.7 Scrutiny**

- 6.7.1 The existing Joint Accountability Committee (JAC) was set up to scrutinise the performance of Cambridgeshire Together and delivery of the LAA. In future it will also be able to make recommendations to the new thematic strategic partnerships. JAC comprises elected Members from the County Council (5) and the District Councils (1 each) and 1 Local Authority appointed Member from Cambridgeshire Police Authority. Cllr Ward currently represents the City Council on JAC. JAC meets twice a year but this is likely to increase to give the committee more capacity.
- 6.7.2 The JAC is an effective means of scrutinising Cambridgeshire Together at a strategic level. However, our own internal systems need to enable our Members to ensure that the needs of residents are met through scrutiny of City Council engagement in partnership work.

## Appendix C      Review of Strategic Partnerships

During August 2010 Members and officers attending the main strategic partnerships at which the City Council is currently represented were asked for their views on the effectiveness of these partnerships, particularly in respect of their capacity to deliver added value for the citizens of Cambridge.

The table below summarises the feedback through the identification of the perceived strengths and weaknesses of each partnership.

This internal review took place in parallel with a County Council led review of these partnerships, from which some initial conclusions have been drawn and proposals made. During the period of this review the Government indicated that it too was reviewing the need for some partnerships or was considering removing some of the duties and responsibilities that underpin the existence of some partnerships e.g. Childrens Trust Board, Local Strategic Partnership

Partnership	Lead Member & Officer	Strengths	Weaknesses
<b>Cambridge City and South Cambs. Local Strategic Partnership</b>	Cllr Reid  Head of Strategy and Partnerships	a) Brings different partners and sectors together to consider priorities for the local area b) Gives a voice to the 'non-public' sector c) LPSA funding for local projects (now stopped) d) Joint-working with SCDC	a) Lack of buy-in from all partners to the role of an LSP b) Not all partners are equal (resources/influence) c) No resource input other than from City and South Cambs d) Has had little measurable impact on services to the public e) Local Area Agreement's are unlikely to continue beyond March 2011 and a key role of the LSP in monitoring the agreement will cease.

Partnership	Lead Member & Officer	Strengths	Weaknesses
<b>Children and Young People's Area Partnership</b>	Cllr Kerr Head of Community Development	<ul style="list-style-type: none"> <li>a) Good representation for key services and 3rd sector</li> <li>b) High profile for 3rd sector (chaired by voluntary sector representative)</li> <li>c) Beginning to firm up role and develop action plan</li> <li>d) Commitment from County. Representation on Children's Trust Board</li> <li>e) Evidence of growing trust and confidence amongst members</li> </ul>	<ul style="list-style-type: none"> <li>a) Inconsistent attendance</li> <li>b) Confusion (but reducing) about role</li> <li>c) Does not meet often enough to really develop role and team work</li> <li>d) Sustainability. Reductions in resources to support it.</li> <li>e) Impact limited as yet but a forum to address common concerns across the City and South Cambs and make best use of joint resources is valuable.</li> </ul>
<b>Cambridgeshire Children's Trust Board</b>	Cllr Bick	<ul style="list-style-type: none"> <li>a) Underpinned by a duty to cooperate in Section 10 of the Children Act 2004</li> <li>b) List of statutory partners</li> <li>c) Clear role and purpose</li> </ul>	<ul style="list-style-type: none"> <li>a) Under review by Government.</li> <li>b) Fundamental purpose of the Board to be removed - requirement to set up a Children's Trust Board and produce a Children and Young People's Plan in April 2011 is to be revoked, the duty on schools to cooperate with Children's Trusts is to be removed.</li> </ul>

Partnership	Lead Member & Officer	Strengths	Weaknesses
<b>Cambridgeshire Horizons</b>	Cllr Reid  Director of Environment/ Urban Growth Project Manager	<p>a) Has generated significant levels of external funding for CCC both revenue and capital</p> <p>b) Have put work and resources into projects that have been important to the council e.g. Quality Charter and Strategic Housing Market Assessment</p> <p>c) Representation to the government on growth has been good</p> <p>d) Has a number of highly respected specialist officers</p> <p>e) The City Council would need to put more resources into generating external funding and lobbying government on growth if Horizons didn't exist.</p>	<p>a) Concerns about effectiveness of governance arrangements e.g. lack of annual business plan</p> <p>b) Fails to assist in resolving some issues important to the Council e.g. Cambridge East, Transport Strategy</p> <p>c) Duplication of some roles with other agencies</p> <p>d) Does not always seem to understand the complexity of the issues facing councils or fully recognise the role of councillors.</p> <p>e) Does not have all the specialist/technical skills needed to support councils in their work</p> <p>f) No remit to get involved in policy but there have been examples of 'mission creep' e.g. Green Infrastructure Strategy.</p>

Partnership	Lead Member & Officer	Strengths	Weaknesses
<b>Cambridgeshire Together</b>	Cllr Reid Chief Executive	<p>a) Concept is right. There is a need for officers and Members to come together in a formal context but work is needed to improve the partnership.</p> <p>b) The dynamic of the partnership is changing. There is now a greater willingness by partners to work together</p> <p>c) Partnership developed with a tangible objective to manage the Local Area Agreement. This purpose will almost certainly cease after March 2011.</p> <p>d) If Place -Based Budgeting becomes a reality then the partnership would be well-placed to take this forward but would need a new constitution and Terms of Reference.</p>	<p>a) Agendas tend to be formulaic and the role of participants not much more than rubber-stamping</p> <p>b) Discussions and decisions are often made in side meetings not at CT</p> <p>c) It can be difficult to get members up to speed on agendas because of the broad range of services covered. This makes member engagement more difficult to achieve</p> <p>d) Turnover of partnership membership is high and this affects development of relationships</p> <p>e) The infrequency of the meetings means that there is little time to build the partnership and develop its effectiveness.</p> <p>f) It is not always clear what needs to be progressed by district LSPs and what by the partnership.</p>
<b>Community Well-being Partnership</b>	Cllr Bick Head of Refuse and Environment	<p>a) Information sharing is good</p> <p>b) Reports such as Joint Strategic Needs Assessments or the Annual Public Health report</p> <p>c) Member interest and engagement on services delivered is good</p> <p>d) Reporting on performance for outcome focused targets</p>	<p>a) Lack of budgets</p> <p>b) Variability in resources committed by partners</p> <p>c) Differing partner needs</p> <p>d) Not all Members are engaged</p> <p>e) Too many priorities</p>

Partnership	Lead Member & Officer	Strengths	Weaknesses
		e) Knowledge of health topics good	
<b>Environmental Sustainability Partnership</b>	Cllr Blair Head of Policy and Projects	a) Partnership has good oversight of environmental issues and indicators.	a) Partnership lacks a clear purpose. Unlikely to have been set up without a clear external driver in the Comprehensive Area Assessment/LAA agenda b) Has not been perceived to have added value to its constituent partnerships.
<b>Greater Cambridge Partnership</b>	Cllr Reid Chief Executive	a) Historically has done good work around targeting skills b) Effective distribution of Investing in Communities money c) Work on Clean Tech market work d) Well-regarded by business and has business involvement e) Provides information about inward investment the City Council would otherwise have to provide f) The City Council's membership provides an important voice because of the city's role in driving the local economy and as the only urban centre in an otherwise largely rural area.	a) The partnership seems to have lost its way a bit and become more of a discussion group b) Research is insufficiently focused sometimes to be of practical value to the organizations that might use it c) Uncertainty about the relevance of the partnership's historic role continuing into the future.

Partnership	Lead Member & Officer	Strengths	Weaknesses
<b>Safer Stronger Partnership Board</b>	Cllr Bick Community Safety Officer	a) Potential to take strategic county-wide view on common issues and services b) Provides a forum for districts to influence Safer and Stronger Communities Funding allocation.	a) Perception that the current composition of the membership of Board (officer and Member) can skew decision-making outcomes. b) Communications can be slow. City officers sometimes don't find out that topics are up for discussion until after decisions have been made.

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To: Strategy and Resources Scrutiny Committee  
Report by: Leader of Council - Cllr Sian Reid  
Relevant scrutiny committee: Strategy and Resources Committee 11/10/2010  
Wards affected: All Wards

## **LAA Performance Report 2009/10: MANAGING GROWTH PARTNERSHIP (Cambridgeshire Horizons)**

### **Not a Key Decision**

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

- 1.1 The City Council is a key partner in Cambridgeshire Together. This partnership had overall responsibility for negotiating the Local Area Agreement (LAA) for Cambridgeshire and is overseeing its delivery.
- 1.2 Cambridgeshire Together has delegated responsibility for delivery of targets within the LAA to six thematic strategic partnerships. The Leader sits on Cambridgeshire Together and an Executive Councillor from the City Council sits on each of the thematic strategic partnerships. It was agreed that they should present an annual report on performance against their partnership's LAA targets to the relevant City Council Scrutiny Committee. This paper relates to the LAA targets delegated to Cambridgeshire Horizons under the theme of Managing Growth. The Leader represents the City Council on this partnership.
- 1.3 The economic downturn has meant that, across the county, the completion of new homes and delivery of affordable housing in 2009/10 was less than in the previous year. There is still some uncertainty about whether the three-year (2008-11) LAA targets for Managing Growth will be achieved, but this needs to be set in the context that the payment of reward grant for meeting the targets is now unlikely.
- 1.4 Whilst the LAA performance indicators and targets have been a helpful tool, the report highlights a number of more pressing issues relating to partnership working on the growth of Cambridge. The key message is that the need for growth, new homes and affordable housing continues. Significant progress is being made on major developments on the city's southern and north-western fringes.

## **2. Recommendations**

The Scrutiny Committee is recommended to:

- 2.1 consider the 2009/10 year-end performance against the LAA indicators assigned to the Managing Growth Partnership;
- 2.2 advise the Leader of any performance issues that she should report back to Cambridgeshire Horizons;
- 2.3 consider which aspects of Horizons' role and which of its projects are important for the growth of Cambridge and need to continue.

## **3. Background**

- 3.1 An approach to our involvement in, and reporting on, county-wide thematic strategic partnerships was agreed by the Leader at Strategy and Resources Scrutiny Committee on 19 January 2009. Executive Councillors, nominated by the Council, now sit on the Cambridgeshire Together Board alongside other key public service stakeholders in the county and are involved in each of its thematic strategic partnerships. It was agreed that they should present an annual report on performance against their partnership's LAA targets to the relevant City Council scrutiny committee. This paper relates to the LAA targets 'owned' by the Cambridgeshire Horizons under the Managing Growth theme. Last year, the annual report for 2008/09 was considered by the Environment Scrutiny Committee on 6 October 2009.
- 3.2 The report on Cambridgeshire Together overall, elsewhere on this agenda, highlights that - even if partners achieved the LAA targets - it is now unlikely that the incentive of 'reward grant' will be honoured.

## **4. Introduction to Cambridgeshire Horizons**

- 4.1 Cambridgeshire Horizons is the local delivery vehicle that co-ordinates the delivery of sustainable growth across the county and leads on the Managing Growth theme. Created by the councils and other agencies, it is a company limited by guarantee. With a core revenue budget of £870,000 and a capital budget of £1 million, it employs 15 FTE staff. Its core objectives are to:
  - co-ordinate development and infrastructure implementation;
  - overcome barriers to sustainable development;
  - secure and manage funding for infrastructure;
  - ensure developments employ high quality sustainable design; and
  - communicate the wider benefits of the planned development to the wider community.

- 4.2 The Horizons Board is the key body through which Horizons' key objectives are agreed. The City Council's representative on the Board is Councillor Reid. Meanwhile, a sub-committee of the Horizons Board, the Joint Strategic Growth Implementation Committee (JSGIC), oversees the progress of major developments on the Cambridge fringe sites. JSGIC is attended by the Leader and the Executive Councillor and the Labour Group spokesperson for Climate Change and Growth (Councillors Blair and Herbert).
- 4.3 At officer level, the Horizons Board is supported by the county-wide Growth Partnership Board (including directors from each of the local authorities in Cambridgeshire), and JSGIC by the Senior Officer Board (with directors from the City Council, County Council and South Cambridgeshire District Council). Both groups are attended by the Directors of Environment and Customer & Community Services, as well as the Director of Joint Planning for the Cambridge Fringes.
- 4.4 Horizons oversees the performance of the following LAA targets:
- NI 154 – Net additional homes provided
  - NI 155 – Number of affordable homes delivered (gross)
  - NI 159 – Supply of ready to develop housing sites (local target).
- 4.5 The targets for these indicators were renegotiated and finalised in February 2010 to lower levels, in order to reflect changes in housing market conditions. These revised targets incorporated projections from the officer-level Cambridge sub-regional Housing Board.
- 4.6 Whilst the Horizons Board oversees the delivery of growth and affordable housing, it is the councils that are instrumental in helping to make new homes and affordable housing happen. Horizons does not have statutory powers, but the councils have the planning policy and development control responsibilities.
- 4.7 Planning applications within the city boundaries are determined by the City Council's Planning Committee. Meanwhile, decisions on applications relating to the major growth sites on the fringes of Cambridge are made by the Joint Development Control Committee for the Cambridge Fringes, which comprises councillors from Cambridge City Council, South Cambridgeshire District Council and Cambridgeshire County Council.

## **5. Performance against LAA targets**

- 5.1 The county-wide performance figures for NI 154 and NI 155 are set out in Table 1, alongside the latest housing targets.

**Table 1: County-wide LAA performance figures**

Indicators	2008/09 Actual	2009/10 Actual	Target 2009/10	Target 2010/11	2008-11 target
Net additional homes provided	2,793	2166	2,024	3,011	7,848
Affordable homes delivered	924	926	960	1,146	3,030

- 5.2 The performance figures for Cambridge in 2009/10 show that:
- 288 new homes were completed, compared to 589 in 2008/09.
  - 128 affordable homes were delivered, compared to 150 in 2008/09. The number of affordable homes in Cambridge in 2009/10 represents 44% of the new homes completed in the city.
- 5.3 The drop in the completion of new homes and affordable housing reflects the recession and slowdown in house-building. Housing completions in the county have fallen for two years in a row, compared to 4,208 new homes in 2007/08. Delays to some major developments also explain why the delivery of affordable homes in 2009/10 was below the revised target. Those affordable homes not completed this year will be counted in the performance figures for 2010/11.
- 5.4 The 2009/10 county-wide target for new homes was met but it remains to be seen whether the 3-year target up to March 2011 will be.
- a. The latest figures for larger sites of more than 100 homes for the first quarter of 2010/11 (300 homes) show a significant drop in completions on the previous quarter (455).
  - b. That said, completions on larger sites in the first three months of the year do tend to be relatively low, compared to the other quarters (244 new homes were completed in April – June 2009).
  - c. The underlying concern, however, is that housing completions are largely dependent on housing starts in previous years. Whilst the number of new homes starting on site increased in 2009/10 (2,385 starts) compared to 2008/09 (1,898 starts), the figures are still comparatively low. In 2007/08, there were 2,974 starts.
- 5.5 What is clear, however, is that considerable progress has been made since March 2009 on the growth sites on the Cambridge fringes:
- Glebe Farm was granted full planning permission in August 2009;
  - Three major housing sites (Trumpington Meadows, Clay Farm, CB1), over 4,000 homes in total, have been given outline approval;

- the Cambridge Biomedical Campus (employment site) received outline planning approval in October 2009 – this will double the size of the Addenbrooke’s Hospital site and create 9,000 new jobs;
- homes are being built on the NIAB frontage land;
- the NIAB main site has received outline approval subject to finalisation of a Section 106 agreement.
- the North West Cambridge Area Action Plan (for the Cambridge University site) has been adopted by the City Council and South Cambridgeshire District Council. It sets sustainability standards for carbon and water reduction higher than any other council policy in the UK for a new development of this size, Of the 3,000 homes planned for the site, 50% will be key worker housing for University staff. 2,000 units of student accommodation are also planned.

5.6 Six of these major growth sites could be under construction in 2011/12. A summary of the milestones achieved towards the growth of Cambridge since March 2009 can be found in Appendix A.

**Table 2:** Growth site applications on the Cambridge fringes

Site	Current status (Sept. 2010)	Work on site expected	New homes	
			Expected By 2015	In total
<b>Southern fringe</b>				
Trumpington Meadows	Outline approval	From 2011	570	1,200
Clay Farm	Outline approval	From 2011	920	Up to 2,300
Glebe Farm	Full permission	From late 2010	286	286
Bell School	Outline approval subject to S106	From 2011	347	347
<b>North West Cambridge</b>				
NIAB frontage	Being built	On-going	880	187
NIAB main	Outline approval subject to S106	From 2012		1,593
University site	Pre-outline application	From 2012	525	Around 3,000
<b>Around Cambridge station</b>				
CB1	Outline approval	From late 2010	331	331

- 5.7 NI 159 (the supply of ready to develop housing sites) is based on developers' housing plans for the next five years - set out in the Annual Monitoring Report (AMR) - divided by the number of homes required annually to meet official targets (1,100 homes) based on the Regional Spatial Strategy (RSS) to 2021. The indicator has not been reported at a county level. In 2008/09, the figure for Cambridge was 131%. There have been two important changes since then.
- a. New official guidance (July 2010) for calculating NI 159 means that the denominator is now based on the notional annual target from the proposed RSS to 2031 (700 homes per year). With developer predictions of 6,550 homes between 2010 and 2015, this would give Cambridge a score of 187% in 2009/10. If the old denominator was applied, the performance figure would be 119%.
  - b. More fundamentally, the Regional Spatial Strategy and its targets for new homes were abolished in July 2010. In this context, it is questionable how much significance should be attached to NI 159.

## **6. Other issues relating to the partnership's performance**

- 6.1 Cambridgeshire Horizons' support for the Growth agenda since March 2009 has included the following initiatives:
- a. Allocating £12.5 million of the county's Housing Growth Fund (HGF) capital award for 2009-11 to a Flexible Fund to enable major developments on Cambridge's southern fringe to move forward in spite of the slowdown in the housing market. Even though the last Government reduced the county's overall HGF award for 2010/11 by £6 million, the Horizons Board maintained a strong commitment to the Flexible Fund.
  - b. Helping to finalise a £4.5 million loan to the developers of Trumpington Meadows from the Flexible Fund. More recently, Horizons has been negotiating the details of a possible equity investment in the Clay Farm development.
  - c. Awarding around £155,000 to growth-related projects in and around Cambridge from the HGF revenue budget. These projects have included the joint local infrastructure study between Cambridge City Council and South Cambridgeshire District Council, the North West Cambridge Retail Study, community engagement on Cambridge's southern fringe, and the joint procurement of community facilities.
  - d. Providing around £575,000 from its Joint Planning Budget in 2009/10 for growth-related posts and associated costs at the City Council, alongside support that it has provided for staffing at the County Council and South Cambridgeshire District Council.

- e. Producing the Cambridgeshire Integrated Development Programme (IDP), which provides an overview of the need for sub-regional infrastructure projects arising from the growth of the county. This looked at three key themes (climate change adaptation & mitigation, strategic transport, and strategic community infrastructure) and the needs of seven areas, including Cambridge's southern, north-western, north-eastern and eastern fringes and around Cambridge station. In 2010, the IDP has been followed by the development of a Cambridgeshire Local Investment Plan with the Homes and Communities Agency.
- f. Developing an approach to the Community Infrastructure Levy (CIL). The CIL regulations came into force on 6 April 2010 but before a local planning authority can introduce CIL, certain steps must be followed. A pilot group has been established with Cambridgeshire Horizons to process the implementation of CIL and includes Huntingdonshire and East Cambridgeshire District Councils, who are ready to proceed with CIL. However, the Coalition Government is yet to make a policy announcement on CIL or the introduction of something similar.
- g. Working with the City Council to put forward a proposal in autumn 2009 for tax increment financing for 'Project Cambridge' (improvements to existing transport infrastructure and the public realm to connect Cambridge Station to the city centre). Whilst proposals made at that time were not taken forward, in September 2010 the Deputy Prime Minister announced that the Coalition Government will give local authorities the go-ahead to raise funds via tax increment financing.

6.2 A recurring issue in the dialogue with Cambridgeshire Horizons over the last 18 months has been the call from the City Council for clearer governance arrangements and the timely engagement of Horizons Board members and other executive councillors. Particular concerns were raised over Horizons' review of the Green Infrastructure Strategy and the need for Horizons to agree an annual business plan.

6.3 In response to these concerns, Horizons has modified the approach to the Green Infrastructure Strategy review, with further public consultation now due to take place in early 2011 prior to the publication of the strategy in Spring 2011. In addition, a draft Protocol for Project Governance was considered by the Horizons Board in March 2010. Horizons' work programme for 2010/11 was also presented to the Board in July 2010. The City Council continues to work closely with Horizons to ensure that the governance arrangements are in line with the Council's principles for effective partnership working.

- 6.4 The future of Cambridgeshire Horizons is still unclear at this stage. The current funding arrangements for the local delivery vehicle and the Housing Growth Fund awards run until the end of March 2011. It remains to be seen how far the Managing Growth partnership will be affected by both the Comprehensive Spending Review and the Government's response to proposals for a Greater Cambridge – Greater Peterborough Local Enterprise Partnership, which is considered separately elsewhere on this agenda.
- 6.5 If government announcements later this autumn mean that Horizons is set to continue next year, its business plan for 2011/12 will need to be considered by the Horizons Board in December 2010. If, however, Horizons is abolished or replaced, alternative arrangements will need to be made to make sure that the growth of Cambridge will be co-ordinated effectively.
- 6.6 For the time being, Members are invited to consider which of Horizons' current projects should be given high priority (and which could be scaled down or stopped) in either future scenario. A summary of Horizons' existing activities, featured in its Horizons' work programme for 2010/11, can be found in Appendix B.

## **7. Implications**

### **Financial**

- 7.1 Failure to meet all the LAA targets at the end of the three-year period (2008/09 – 2010/11) would have reduced the amount of grant awarded to Cambridgeshire Together. However, it now seems unlikely that this money will be available.

### **Staff**

- 7.2 A considerable number of City Council staff from all departments are working with partners to deliver the LAA. Indeed, over 12 FTE City Council, growth-related posts are funded until March 2011 by government funding via Cambridgeshire Horizons.

### **Equal Opportunities**

- 7.3 Equality and Inclusion is a key strand of the LAA.

### **Community Safety**

- 7.4 Safer and Stronger Communities is a key strand of the LAA.

## **8. Background papers**

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

- City Council Annual Monitoring Report 2009 – December 2009
- Cambridgeshire Area Self Assessment – May 2010
- Local Area Agreement, Year End Performance Report - May 2010
- Managing Growth partnership overview to Cambridgeshire Together Board – 24 September 2010
- Work programme for 2010/11 report to Horizons Board – 1 July and 29 September 2010
- Housing update report to Horizons Board – 29 September 2010

8.2 The Horizons Board meets quarterly (March, June/July, September and December). The agenda papers and minutes can be found on the Horizons website ([www.cambridgeshirehorizons.co.uk](http://www.cambridgeshirehorizons.co.uk)) by clicking on 'About Horizons', then 'Who we are', then 'Board meetings'.

## **9. Inspection of papers**

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

Author's Name: Tim Wetherfield, Urban Growth Project Manager  
Author's Phone Number: 01223 457313  
Author's Email: [Tim.wetherfield@cambridge.gov.uk](mailto:Tim.wetherfield@cambridge.gov.uk)

**Growth of Cambridge: summary of milestones since March 2009**

April/May 2009	<ul style="list-style-type: none"> <li>• Consultation on NW Cambridge Area Action Plan ends.</li> <li>• Developers for Clay Farm and Glebe Farm lodge appeals.</li> </ul>
June/July 2009	<ul style="list-style-type: none"> <li>• Horizons and partners agree in principle a substantial loan to the developers of Trumpington Meadows.</li> <li>• City Council Housing Strategy 2009-12 agreed.</li> <li>• Report on lessons from Orchard Park development.</li> <li>• Cambridgeshire Transport Commission publishes findings.</li> </ul>
August/ Sept. 2009	<ul style="list-style-type: none"> <li>• Planning Inspector deems NW Cambridge AAP 'sound'.</li> <li>• Consultation on options for the Regional Spatial Strategy to 2031, run by East of England Regional Assembly, starts.</li> <li>• Clay Farm/Glebe Farm planning appeal commences.</li> </ul>
October/ Nov. 2009	<ul style="list-style-type: none"> <li>• S106 agreements signed and outline approvals given for Trumpington Meadows &amp; Cambridge Biomedical Campus.</li> <li>• County Council decision on Transport Innovation Fund bid.</li> <li>• NW Cambridge Area Action Plan adopted by Cambridge City Council and South Cambridgeshire District Council.</li> </ul>
Dec 2009/ Jan 2010	<ul style="list-style-type: none"> <li>• Horizons Board approves Integrated Development Plan.</li> <li>• Government cuts £6 million cut in Cambridgeshire's Housing Growth Fund capital funding for 2010/11.</li> <li>• Public Art SPD and Cambridge Parks Strategy approved.</li> </ul>
Feb/Mar 2010	<ul style="list-style-type: none"> <li>• Clay Farm / Glebe Farm planning appeals dismissed. City Council policies on 40% affordable housing upheld.</li> <li>• Government scraps Transport Innovation Fund.</li> <li>• NIAB frontage land begins construction.</li> </ul>
April/May 2010	<ul style="list-style-type: none"> <li>• Glebe Farm approved, subject to S106 agreement.</li> <li>• Outline approval for CB1, subject to S106 agreement.</li> <li>• Marshall Group announces that it will not be moving from Cambridge Airport in the immediate future.</li> </ul>
June/July 2010	<ul style="list-style-type: none"> <li>• NW Cambridge Community Forum event held.</li> <li>• Outline approval for main NIAB site, subject to S106.</li> <li>• Regional Spatial Strategies abolished.</li> </ul>
August/ Sept 2010	<ul style="list-style-type: none"> <li>• Full permission for Glebe Farm and outline approval for Clay Farm, following finalisation of S106 agreements.</li> <li>• Consultation on NW Cambridge food store options starts.</li> <li>• Joint bid made for Local Enterprise Partnership.</li> </ul>

## Summary of projects set out in Horizons' 2010/11 work programme

The main areas of activity set out in Horizons 2010/11 work programme are:

- programme and project management;
- securing funding for growth and infrastructure projects;
- a Quality of Life programme;
- promoting growth and communicating the progress being made at a national and local level; and
- working in partnership to overcome barriers to delivery.

Here is list of the strategic projects and activities that the Horizons Board oversees for information or decision.

Project Title	Key Aims
Green Infrastructure Strategy	To update the current Green Infrastructure Strategy to 2031 to reflect the whole county.
Cambridgeshire Quality Panel	To provide a panel of experts in the 4C's of the Quality Charter to provide independent advice to planning authorities on major development site proposals.
Cambridge Area Water Cycle Strategy (WCS)	To deliver a water cycle strategy for the major sites in & around Cambridge. This includes: <ul style="list-style-type: none"> <li>• strategic Infrastructure;</li> <li>• major sites assessments including infrastructure;</li> <li>• a pathway to sustainable water management for Growth.</li> </ul>
East Cambs & Fenland WCS and Strategic Flood Risk Assessment	To deliver a Water Cycle Strategy for East Cambridgeshire and Fenland.
Carbon Offset Mechanism	To provide Cambridgeshire public sector partners with a strategic overview of available options for setting up some form of Carbon Offset Fund, and advise if the options will present real advantages over a 'do nothing' approach.
Low Carbon Development Initiative	A regional delivery vehicle works with the local authorities and partners to identify new renewable energy project opportunities. It then de-risks projects so the market will invest in their delivery. It can form one of the delivery vehicles for the carbon offset fund.

<b>Project Title</b>	<b>Key Aims</b>
Cost Benefit Analysis for delivering new public buildings at zero carbon standards	To identify the costs associated with delivering zero (or low) carbon new public buildings. Identifying if there is a financial benefit to investing early in zero carbon in advance of new standards coming forward. It can be linked with the implementation of the carbon offset fund.
Renewable Energy Infrastructure Plan	To develop a Renewable Energy Infrastructure Plan including: <ul style="list-style-type: none"> <li>• a closed loop energy-waste-transport solutions for a low carbon Cambridgeshire focusing initially on growth sites;</li> <li>• an evidence base for the proposed introduction of community infrastructure levy;</li> <li>• to inform ongoing development of Local Development Frameworks (LDFs).</li> </ul>
Carbon Management Plan for Growth	To develop a carbon management plan to be used as a tool for future infrastructure prioritisation.
Strategic Housing Market Assessment	To provide evidence to support districts' LDF on housing and affordable housing.
Cambridgeshire Local Investment Plan	To provide evidence to the Homes & Communities Agency (HCA) for investment in homes and communities across the county, supporting the single conversation and (later) local investment agreements.
Northstowe Local Investment Plan	To provide evidence to the HCA for investment in Northstowe, supporting the single conversation and (later) a local investment agreement.
Community Infrastructure Levy pilot	To support Huntingdonshire and East Cambridgeshire District Councils as they pilot standard charges on new development through the Community Infrastructure Levy.
Planned communications and community engagement	To raise public awareness of the growth agenda amongst local residents.
Annual conference	To share knowledge and best practice relating to the growth agenda.
Quality Charter Learning & Development Programme	To better equip officers and members with skills and knowledge to deliver high quality new developments.



To: Strategy and Resources Scrutiny Committee  
Report by: Leader of Council – Cllr. Sian Reid  
Relevant scrutiny committee: Strategy and Resources Scrutiny Committee  
Wards affected: All Wards

**LAA Performance Report 2009/10 - ECONOMIC PROSPERITY PARTNERSHIP (Greater Cambridge Partnership)**

**Not a Key Decision**

**1. Executive summary**

- 1.1 The City Council is a key partner in Cambridgeshire Together. This partnership had overall responsibility for negotiating the Local Area Agreement (LAA) for Cambridgeshire and is overseeing its delivery.
- 1.2 Cambridgeshire Together has delegated responsibility for delivery of targets within the LAA to 6 thematic strategic partnerships. The Leader sits on Cambridgeshire Together and an Executive Councillor from the City Council sits on each of the thematic strategic partnerships.
- 1.3 It was agreed as part of the Council's 'Principles of Partnership Working' that they should present an annual report on performance against their partnership's LAA targets to the relevant City Council Scrutiny Committee. This paper relates to the LAA targets delegated to the Greater Cambridge Partnership under the theme of Economic Prosperity. The Leader represents the City Council on this partnership.

**2. Recommendations**

The Scrutiny Committee is recommended to:

- 2.1 Consider the 2009/10 year-end performance against the LAA indicators that have been assigned to the Greater Cambridge Partnership.
- 2.2 Advise the Leader of any performance issues that she should report back to the GCP.

### **3. Background**

- 3.1 An approach to our involvement in, and reporting on, county-wide thematic strategic partnerships was agreed by the Leader at Strategy and Resources scrutiny committee on 19 January 2009. Executive Councillors, nominated by the Council, now sit on the Cambridgeshire Together Board alongside other key public service stakeholders in the county and are involved in each of its six thematic strategic partnerships.
- 3.2 It was agreed that they should present an annual report on performance against their partnership's LAA targets to the relevant City Council Scrutiny Committee. This paper relates to the LAA targets 'owned' by the Greater Cambridge Partnership under the theme of Economic Prosperity. The Leader represents the City Council on this partnership.

### **4. Introduction to Greater Cambridge Partnership**

- 4.1 The Greater Cambridge Partnership Board (GCP) provides a vision to help realise the economic potential of the greater Cambridge. It is also leading on the economic prosperity theme in the LAA and working with partners to achieve the economic prosperity targets.
- 4.2 The GCP has set up a Senior Economic Prosperity Officer Group, which has task groups covering, regulation, culture, economic business development and skills reporting to it. Living Sport, the County Sports Partnership for Cambridgeshire and Peterborough, which is responsible for promoting and encouraging sports and physical activity at all levels across all age groups, reports to this group. The Cambridgeshire Together Board has received regular updates from GCP on the impact of the economic downturn on Cambridgeshire's communities.
- 4.3 A recent duty to produce an Economic Assessment for the county has been placed on Cambridgeshire County Council. The Assessment will act as a shared economic evidence base for the county and district councils. On 23<sup>rd</sup> September 2010 government announced that it "did not intend to monitor or assess assessments" and clarified that local authorities are free to determine the breadth and scope of their own assessments so that they reflect local priorities.
- 4.4 The County Council is working closely with district councils and the GCP to produce the assessment and will incorporate alongside

statistical data, information from business and third sector stakeholders. This will be finalised in December 2010 and will inform work to establish a Local Enterprise Partnership.

4.5 GCP oversees the performance of the following LAA targets:

- NI 163 – Working age population qualified to at least level 2 or higher
- NI 171 New business registration
- NI 182 – Satisfaction of businesses with local authority regulation services
- NI 8 – adult participation in sport

## 5.0 Performance against LAA targets

5.1 The following LAA indicators, shown in Table 1 (below), in this area were thought to be under-performing against their targets at the end of the LAA's second year.

**Table 1: Underperforming Indicators at end of year 2009/10**

NI	Description	Baseline	Current Performance	Target 2009/10
NI 8	<b>Economic Prosperity</b> Adult participation in sport and active recreation	22.2%	22.3%	24.7%
NI 171	<b>Economic Prosperity</b> New Business Registrations	100.8%	89%	Refreshed Target 98%

5.2 Living Sport is leading work across the county to ***improve adult participation in sport*** (NI8) and is coordinating responses through its network to improve performance. The Council is continuing to pursue actions, set out in the recently agreed Sports Strategy 2009/2012, to improve this form of participation locally but believes the indicator provides a fairly limited measure because it fails to take into account people who are active in other ways. This is particularly relevant in the City, where levels of walking and cycling are high, and many people seek to incorporate a physically active lifestyle within their commuting arrangements.

5.3 The Council is lobbying for a more relevant and comprehensive assessment of physical activity and sport that will incorporate our approach to active communities and better reflect present national direction contained in NICE Guidance and "Be Active Be Healthy". Cambridge LSP received a presentation on this matter and supported this approach.

- 5.4 The decline in business start-ups figures, shown in ***new business registrations***, published for 2008, underlines that the local economy was weakening before the country went into official recession in 2009. Discussions with a number of key business leaders in the area indicate that the squeeze on availability of finance for companies began at the end of 2007 and continued throughout 2008 and 2009. Funding for business expansion remains a key issue for companies in Greater Cambridge.
- 5.5 Other reports on this agenda gives details of proposals to radically change partnership structures across the county to take account of the new government's agenda, the end of the Local Area Agreement, pressures on funding and proposals to form Local Enterprise partnerships. It is in this context that work to improve the environment for business growth will be taken forward.
- 5.6 Further information about the work and performance of the GCP can be found at their website: <http://www.gcp.uk.net/>

## **6. Implications**

### **Financial**

- 7.2 Failure to meet all the LAA targets at the end of the 3 year period (2008/09 – 2010/11) would have reduced the amount of reward grant awarded to Cambridgeshire Together. However, it now seems unlikely that this money will be made available.

### **Staff**

- 7.3 A considerable number of City Council staff from all departments are working with partners to deliver the LAA.

### **Equal Opportunities**

- 7.4 Equality and Inclusion is a key strand of the LAA

### **Community Safety**

- 7.5 Safer and Stronger Communities is a key strand of the LAA

## **8. Background papers**

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

Cambridgeshire Area Self Assessment – May 2010  
Local Area Agreement, Year End Performance Report - May 2010  
Proposals for a New Model of Partnership Working – May 2010  
Cambridge LSP, Performance Management Report – January 2010

## 9. Inspection of papers

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

Author's Name: Graham Saint  
Author's Phone Number: 01223 457044  
Author's Email: [Graham.saint@cambridge.gov.uk](mailto:Graham.saint@cambridge.gov.uk)

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To: Leader of the Council  
Report by: Head of Strategy and Partnerships and Urban Growth Project Manager  
Relevant scrutiny committee: Strategy and Resources Scrutiny Committee 11/10/2010  
Wards affected: All Wards

## **GREATER CAMBRIDGE-GREATER PETERBOROUGH LOCAL ENTERPRISE PARTNERSHIP Key Decision**

### **1. Executive summary**

- 1.1 Government wrote to local authority and business leaders in June inviting them to submit outline proposals for new Local Enterprise Partnerships.
- 1.2 This report gives some context to the concept of Local Enterprise Partnerships and gives details about the outline proposal submitted by partners in Cambridgeshire on 3<sup>rd</sup> September.

### **2. Recommendations**

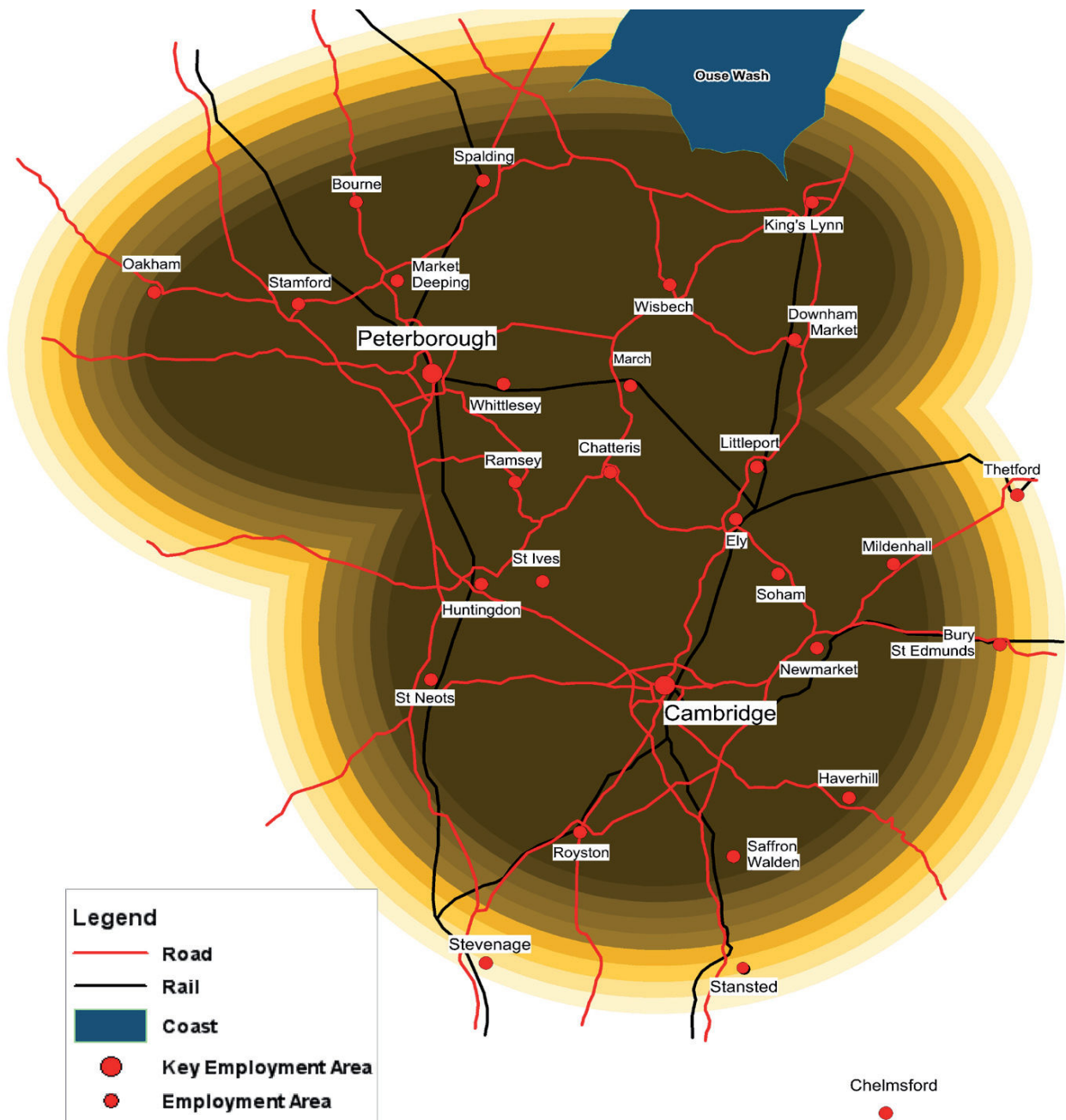
The Executive Councillor is recommended:

- 2.1 To endorse the outline proposal made to government on the 3<sup>rd</sup> September for the establishment of a Local Enterprise Partnership.
- 2.2 To seek the views of scrutiny members on issues which need to be considered and / or addressed, should the proposal be accepted.

### **3. Background**

- 3.1 Vince Cable, Secretary of State for Business, Innovation and Skills and Eric Pickles, Secretary of State for Communities and Local Government wrote to local authority leaders and business leaders on 29<sup>th</sup> June inviting them to submit outline proposals for the establishment of Local Enterprise Partnerships (LEPs). The deadline for submissions was 6<sup>th</sup> September.

- 3.2 Their letter explained that the government is determined to rebalance the economy towards the private sector and is committed to reforming the country's system of sub-national economic development by enabling councils and businesses to replace the existing Regional Development Agencies with LEPs. They said that LEPs will "want to create the right environment for business and growth in their areas by tackling issues such as planning and housing, local transport and infrastructure, employment and enterprise and the transition to the low carbon economy".
- 3.3 The Secretaries of State said that they wanted LEPs to better reflect the natural economic geography of the areas they serve. Therefore they should cover "real functional economic and travel to work areas".
- 3.4 In spite of the unfortunate timing and the very short timescale for the consultation, business, local authorities, university and social enterprise leaders worked together to produce an outline proposal which was submitted to the two Secretaries of State on 3<sup>rd</sup> September. An Executive Summary of the proposal is attached at Appendix A. The full proposal can be seen at this link:  
<http://www.yourlocalenterprisepartnership.co.uk/documents/Gr-Cambridge-Gr-Peterborough-Local-Enterprise-Partnership.pdf>
- 3.5 The area covered by the proposal includes Cambridgeshire, Peterborough City, Rutland, Cambridge, East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire Districts but also extends beyond these administrative boundaries into parts of North Hertfordshire, Uttlesford, St Edmundsbury and Forest Heath; South Holland and King's Lynn & West Norfolk.
- 3.6 The proposal is twin centred around the economic hubs of Cambridge and Peterborough and includes the wider commuter areas of the two cities as shown in the plan below.



3.7 The mission for the new LEP is that it will bring partners together to:

“ lead our area’s growth to 100,000 significant businesses and create 160,000 new jobs by 2025 in an internationally renowned low carbon, knowledge-based economy”

3.8 The proposal is business-driven and aims to achieve a 'bottom-line' of business returns including:

- A doubling of GVA over a twenty year period - from £30 billion to £60 billion annually.

- Growth in number of significant businesses (as measured by Inter-Departmental Business Register) from 60,000 to 100,000 by 2025
  - Creation of 160,000 net new jobs by 2025
  - Delivery of 100,000 new homes over a 20 year period
- 3.9 Government received 56 bids by their deadline with 20 bids from the 'greater south-east'. A number of the bids have been formed around traditional county boundaries such as Norfolk and Hertfordshire. Others, such as ours, span county boundaries and seek to include natural economic boundaries.
- 3.10 It should be noted that the bids were all *proposals* for LEPs. It will be Ministers who decide which, if any, of the proposals are acceptable and can be taken forward. We are unsure of the timing but the DCLG website says that we should receive feedback prior to publication of a White Paper on sub-national economic growth and the introduction of the Localism Bill later this autumn. Officers will update the meeting verbally with any news about the bid.
- 3.11 Scrutiny members are asked for their initial views about the issues that would need to be considered and / or addressed by partners, should the proposal be accepted.

#### **4. Implications**

- 4.1 Financial, Staffing, Equal Opportunities, Procurement, Environmental, Community Safety

Implications will become clearer as negotiations and detailed proposals are progressed. We will need to allocate appropriate staff time to this work to ensure that any future LEP addresses the City Council's objectives.

#### **5. Background papers**

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

- 5.1 The Enterprise Partnership Greater Cambridge – Greater Peterborough. Proposal submitted on 3<sup>rd</sup> September 2010.

#### **6. Appendices**

##### **Appendix 1:**

## **7. Inspection of papers**

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

Author's Name: Trevor Woollams  
Author's Phone Number: 01223 - 457061  
Author's Email: Trevor.woollams@cambridge.gov.uk

## Appendix A Executive Summary

Leaders from businesses, local authorities, universities and social enterprises wish to establish a Greater Cambridge and Greater Peterborough Local Enterprise Partnership based on the complementary functional economic areas of the cities of Cambridge and Peterborough, together with neighbouring market towns and communities.

### An economic geography of scale and national significance

Ours is a significant and distinctive economic geography that makes a net positive contribution to the UK economy and boasts some of the country's most globally competitive clusters which, if fostered, can help to lead the UK's economic recovery over the coming years.

Together, our 1.3 million population (estimated to grow rapidly to over 1.5m by 2031), around 700,000 jobs, and 60,000 businesses generate approximately £30bn a year for the UK economy in sectors with high growth potential. We recognise that meeting the needs and ambitions of this growing area requires a

step change in business success, unlocking the ability of the private sector to create jobs, wealth and offset the impact of public sector job losses.

### Our mission

**We believe our partnership can “lead our area’s growth to 100,000 significant businesses and create 160,000 new jobs by 2025 in an internationally renowned low carbon, knowledge-based economy”.**

We will base our future success on improving the business environment for our area to enable ambitious private sector growth and being identified globally as a place to be successful. We will broaden and deepen:

- The Cambridge ideas brand to become Europe’s leading high-tech research and development centre
- The Peterborough Environment City current designation to become the UK’s Environment Capital
- The strengths, opportunities and synergies of our market towns and rural economy.

Collaboration with other local enterprise partnerships and relationships with adjoining counties, as well as other cities, is a crucial part of creating flexible national and international alliances that will enable our local area to have a global impact. The Greater Cambridge-Greater Peterborough Local Enterprise Partnership will work across boundaries – whatever pattern of local enterprise partnerships emerges and wherever needed – on issues of shared interest, including economic development; strengthening relationships, minimising costs and co-operating to deliver shared outcomes.

### **Our strengths and constraints**

We have a diverse economy with national and international strengths in ICT, creative industries, bio-medical, low carbon and environmental goods, high value engineering and manufacturing sectors – all sectors with significant export potential which have driven our economy to be one of the few net contributors to national wealth.

However, our ability to grow has been constrained by under-investment in transport infrastructure, inadequate broadband infrastructure, skills disparities and shortages, a dependency on public sector employment, and a chronic shortage of affordable homes.

### **Looking forward**

To achieve our mission we have to do things differently. Our proposal is to apply our experience and strong track record of delivery across administrative boundaries. In the larger proposed footprint, delivery is currently fragmented.

The Local Enterprise Board will assess this capacity and form new structures for economic development and work with businesses to mobilise new private sector skills and experience.

Our intention is to turn this outline proposal into a full working plan in order to move to a substantive Greater Cambridge-Greater Peterborough Local Enterprise Partnership during 2011/12.

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To: Leader of the Council  
Report by: Head Of Strategy and Partnerships  
Relevant scrutiny committee: Strategy and Resources Scrutiny 11/10/2010  
committee: Committee  
Wards affected: All Wards

## **ANNUAL EQUALITIES REVIEW 2010 AND EQUALITIES ACTION PLAN 2010-2011**

### **Not a Key Decision**

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

- 1.1 In April the new Equality Act 2010 became law. The new Act paves the way for the introduction of Single Equality Schemes (SES) as a replacement for the current requirement to produce three separate schemes for disability, gender and race. However, at least until the first phase of the Act is implemented from 1 October 2010, the current requirement to provide an annual published update on progress against each of the three schemes, is still required. We have chosen to do this through the publication on our website of an Annual Equalities Review.
- 1.2 We also use the review as a way of recording and celebrating progress against our general equalities agenda as set out in our annual Equalities Action Plan. This year, to fit in with the new proposals for the Council's service planning and performance management framework, the Plan will be more strategic and focussed on those vulnerable groups identified through our Equalities Impact Assessment processes as currently needing further support, or as being likely over the coming year to experience particular inequalities. See Appendix A.
- 1.3 It is anticipated that the high level objectives/actions identified in the Plan will then be picked up and reflected in more detail within the proposed new Annual Portfolio Plans and, where necessary, in more detail still in individual operational plans produced by each Head of Service.

- 1.4 Under this proposed performance management framework individual Executive Councillors will be responsible for 'championing' the progress of equalities implementation within their portfolio.
- 1.5 One of the projects being developed by the Making Cambridgeshire Count initiative was for participating authorities to adopt an Inequalities Charter for Cambridgeshire. The Charter is intended to encourage closer working between partners to tackle inequalities across Cambridgeshire. See Appendix B.
- 1.6 The City Council adopted a new Comprehensive Equalities and Diversity Policy in 2006. Since then there have been changes in the law and in the Council's internal structures and processes that need to be reflected in the Policy, and it has been amended accordingly. See Appendix C.

## 2. Recommendations

2.1 The Executive Councillor is recommended to:

2.1.1 Approve the Equalities Action Plan for publication and the proposed new performance management framework for the delivery of equality in employment and service delivery within the Council and in the Council's role as a community leader.

2.1.2 Approve the adoption by the City Council of the Inequalities Charter for Cambridgeshire.

2.1.3 Approve the up-dated Comprehensive Equalities and Diversity Policy.

## 3. Background

3.1 Equality and diversity in Cambridge continued to face significant change over the past year. Nationally the most notable event was the passing of the Equality Act 2010 in April. The Act brings together all the existing strands of equality and discrimination legislation, with the aim of clarifying existing law, extending it to cover some anomalies in existing discrimination law and creating a stronger set of obligations on public bodies to promote equality.

3.2 Those areas of the Act that are of particular relevance to the City Council include:

- The introduction of a new **Public Sector Equality Duty** from 2 April 2011 which extends the Council's existing duties to eliminate discrimination, promote equality of opportunity and foster good

relations between different groups to the 'protected characteristics' of age, gender reassignment, pregnancy and maternity, sexual orientation and religion and belief, as well as disability, gender and race.

- The introduction of a new public sector duty to consider reducing **social and economic inequality** which will require the Council to take into account how social and economic inequality can be reduced when making strategic decisions about spending and service delivery.
- Banning age discrimination outside the workplace. Age discrimination in the workplace was made illegal in 2006. The Act will make it unlawful to discriminate against someone aged 18 or over when providing services or carrying out public functions.
- Introducing gender pay and equality reports.
- Using public procurement to improve equality.
- Strengthening protection from discrimination for disabled people.
- Protecting people from direct discrimination when they have a combination of two protected characteristics e.g. race and disability (**dual discrimination**)

The Act is due to be implemented in three stages. The first stage is due to be introduced from 1 October 2010 and its provisions include the basic framework of protection against direct and indirect discrimination, harassment and victimisation in services and public functions; premises; work; education; associations, and transport.

3.3 Locally, the effects of the economic downturn and now the impact of expenditure cuts by government to reduce the national debt are likely to be felt in terms of the numbers of Cambridge citizens who may be 'financially excluded' from accessing some services and having opportunities to fully participate in the life of the city. Many of our voluntary and third sector partners with whom we work on addressing inequality within the city, are beginning to be adversely affected as grants and funding are withdrawn or are cut back. The Council will continue to give priority to important services and functions of which we are the only provider, and will work to protect the basic services provided for the most vulnerable citizens of the city.

3.4 The government's decision to scrap Regional Spatial Strategies and with them the requirement for the City Council and South Cambs District

Council to provide a specified number of sites in or near the perimeter of the city has prompted a rethink on the way forward on meeting this need, though both councils are committed to working together to improve provision in the area.

3.5 On a positive note progress is being made towards a county-wide coordinated approach to the provision of better services for victims of domestic abuse and their families. Also, over the past year the City Council has been able to take advantage of Local Public Service Agreement reward grant funding from our Local Strategic Partnership and Investing in Communities funding to work on a number of projects to promote community cohesion in the city.

3.6 In a further recent development, it is hoped that by the end of October seven public authorities in Cambridgeshire, including the City Council, will have signed up to an Inequalities Charter. The charter sets out the key social, economic and environmental aspects of inequalities across Cambridgeshire and is designed to inform strategic and project planning in the adopting authorities and to encourage improved partnership working in tackling these issues.

3.7 The charter's priorities are intended to improve performance and save money by:

- Encouraging the redesign of our collective approach to tackling inequalities
- Focussing on one set of priorities
- Using resources better
- Examining whether preventative actions can reduce longer term problems and costs
- Working closer together as a public sector to better coordinate services on behalf of residents.

3.8 The charter is not intended to duplicate or supersede other strategies and action plans that address inequalities within Cambridgeshire. Rather, it aims to pull together the principles that underpin these strategies and plans and capture current thinking about working creatively together across organisational boundaries.

3.9 Within the Council, departments and services have looked to see how they can better identify who their customers are and identify any particular needs groups or individuals might have, and how these might be met. It is a measure of the extent to which the concept of equality has become embedded in the culture of the City Council that at practically every level within the organisation and within every service, activities are happening that aim to improve community relations or mitigate

inequalities without these being badged as 'equalities actions'. They are simply how we do things around here.

3.10 The progress made on embedding equalities within the organisational culture is one of the factors that has prompted a rethink of the nature and role of the corporate Equalities Action Plan for 2010-2011. It is proposed that, instead of the Plan being essentially a detailed compendium that runs to many pages of all equalities activities to be undertaken across the authority across all the equality strands, it should be a short high-level strategic document.

3.11 Over the coming year, to ensure that we use our available resources to best effect, we propose to focus on eight aims. Instead of aiming to take forward our equalities work across all of the nine equalities strands, we propose to narrow the focus of our activities down to where it is most needed. We have done this by identifying through the results of our Equalities Impact Assessments those groups, who our evidence suggests, may experience particular inequalities or be adversely affected by the current national economic situation or by the Council's policies and processes and the decisions that we are making about how and what services the Council delivers into the future.

3.12 To ensure that we meet the aims expressed within the Plan, Executive Councillors and their relevant Directors and Heads of Service will be asked to identify the top-level actions needed to achieve the aims within their portfolio and include these in their Annual Portfolio Plans. Heads of Service will then include more detailed delivery activities within their operational plans as appropriate. In turn these may cascade down into objectives and actions for inclusion in individual performance objectives.

3.13 Addressing inequality is often best done through working in partnership as more often than not inequality for any one individual or community is experienced across a number of areas of life such as health, housing, education, employment or being a victim of crime. We will continue, therefore, to work with our partners in the public and third sectors to ensure that we maximise the impact of the resources we have available.

3.14 The City Council adopted a new Comprehensive Equalities and Diversity Policy in 2006. Since then there have been changes in the law, which have led to a broadening to the concept of inequality and introduced the concept of a Single Equality Scheme rather than individual thematic schemes. In turn this has changed the way in which our work to address equalities and diversity is externally validated. Our own structures and processes have also changed, for example we have

recently launched a new simpler Equalities Impact Assessment process that enables assessment to be made across the new broader definition of inequality. We have now amended the Policy to reflect these process changes whilst maintaining the sound principles upon which the City Council's approach to equalities and diversity are based.

## **4. Implications**

### **4.1 Financial**

Strategy and Partnerships has a small budget to support equalities projects and publications, and a further budget to finance interpreting and corporate translation 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.

### **4.2 Staffing**

Staff have been identified from across the Council who are able to input time to supporting the mainstreaming of equalities as Equalities Link Officers. 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. To further equalities work within services and departments it is important that these staff are supported in their role by their Heads of Service.

### **4.3 Equal Opportunities**

Equal Opportunities is the subject of this report.

### **4.4 Procurement**

The City Council is currently leading a joint tendering process with Cambridgeshire County Council, Northamptonshire County Council, South Cambs District Council, Huntingdonshire District Council and East Cambs District Council for the procurement of a framework contract for face-to-face interpretation, telephone interpretation, translation and specialist services such as Braille and audio transcription, British Sign Language and lip speak and speech to text provision. The contract is due to be awarded in December with the new contract due to start in January 2011.

The City Council currently uses Cintra for interpretation and translation, Language Line for telephone interpretation, and Clarion for specialist communication support such as British Sign Language.

#### 4.5 Community Safety

There are a number of areas where equalities and community safety overlap such as domestic violence, hate crime and the safety of public spaces. We are working with the Police and other partners to address these issues.

#### 4.6 Environmental

The Council continues to work to improve the energy efficiency of its own stock and to promote this within the private and leasehold sectors, to help reduce fuel poverty and reduce carbon emissions. We have used our programme of refurbishment of Sheltered Housing as a means by which to introduce energy saving technologies into these properties.

### 5. Background papers

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

Annual Equalities Review 2010. This report can be accessed on the Council's Equalities web pages at <http://www.cambridge.gov.uk/ccm/navigation/about-the-council/how-the-council-works/council-policies-and-plans/equality-and-diversity/>

A list of all completed Equalities Impact Assessments to date is attached as an appendix to the Annual Equalities Review document.

Equalities Action Plan Update 2009-2010. This document can also be accessed on the Council's equalities web pages.

### 6. Appendices

Appendix A: Equalities Action Plan 2010-2011

Appendix B: Inequalities Charter for Cambridgeshire October 2010

Appendix C: Comprehensive Equalities and Diversity Policy – Amended September 2010.

### 7. Inspection of papers

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

Author's Name: Alison Kemp  
Author's Phone Number: 01223 - 457043  
Author's Email: [alison.kemp@cambridge.gov.uk](mailto:alison.kemp@cambridge.gov.uk)

Cambridgeshire's 2010 – 2015

# signposts to success

We will take action to ensure people in the most need have the opportunity to be:

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## ACTIVE AND WELL

Tackle health inequalities by reducing inequalities in the most deprived areas and amongst the most vulnerable

Preventing health inequalities in our new communities.

Make sure that all our communities are places where people from different backgrounds get on well together.

## LIVING IN A SAFE & PLEASANT PLACE

Improve the provision of housing with a focus on deprived areas and vulnerable groups.

Make sure that people who live in the 25 most deprived areas can access the services they need.

Reduce the number of people who are homeless.

Reduce crime associated with the most vulnerable people and in areas where it is highest.

## EDUCATED, SKILLED & IN EMPLOYMENT

Ensure that children living in areas of relative deprivation get the best possible start in life and that the gap in educational attainment is narrowed.

Target action to increase the number of people who continue in education and training after the age of 16.

Work with other organisations to increase reasonably paid job opportunities in areas of higher unemployment.

**We're committed to working together to make Cambridgeshire a great place, with great people and prospects for everyone.**

Cambridgeshire's public services have agreed to publish this shared Charter of Priorities which sets out a new way of working together for the benefit of local people.

**We will develop new approaches and work differently together by:**

- Co-operating with each other to ensure that resources are aligned to where improvements in delivery and outcomes are most required
- Regularly informing our communities about the progress of our work
- Making it simpler for people to access services
- Working with our communities to raise aspirations and shape our services around their needs
- Support the role of elected representatives, ensuring strong leadership and accountability on behalf of local communities
- Making sure we make the best use of every pound we spend
- Focusing on outcomes for the community or individual, not on inputs and outputs
- Recognising that progress against our priorities requires action by our communities as well as by our own organisations

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# Cambridge City Council Equalities Action Plan 2010-2011

This plan sets out the strategic actions that the City Council will be undertaking over the coming year to advance its equalities agenda. The areas of focus for 2010-2011 have been identified from our recent Equalities Impact Assessments or are in response to recent legislation. Much of our equalities work is now embedded in our day-to-day service delivery and employment practice, and details of individual projects and actions will be contained within service plans and team and individual objectives.

Progress against this plan will be monitored and reviewed after six months with a final progress update feeding into the Annual Equality Review for 2011.

Aim	Areas of Focus for 2010-2011	Outcome	Lead Dept(s)	Timescale	March 2011 Update
1. City Council to adopt the Cambridgeshire Inequalities Charter	Integration of the Charter's principles within the city's service planning and delivery processes.	The council and its partners take a holistic approach to reducing inequalities, which includes shifting resources, better joined up working and working with communities to ensure that services are shaped around their needs.	All	Adoption of Charter October 2010  Integration of principles June 2010	
2. To continue to work to improve access to and take-up of council services.	Gypsies and Travellers (800 <sup>th</sup> anniversary of Midsummer Fair) Financially excluded (impact of national deficit reduction and reduced local public service spending)	All those who want or need council services know how and are able to request or access them.	All	August 2011	

Aim	Areas of Focus for 2010-2011	Outcome	Lead Dept(s)	Timescale	March 2011 Update
3.To develop an improved level of understanding of our communities and their needs through research, data gathering and equality mapping	Gypsies and Travellers (across all service areas)	The Council is able to provide appropriate and good quality services that meet the needs of the City's different communities.	All	August 2011	
4.To improve community engagement in the development and delivery of services.	Development of role of Area Committees  Effectively engaging young people and older people.	Communities are enabled to play a bigger part in the decisions that affect their lives and can choose to participate in the delivery of those services that are important to them.	Customer and Community/ Environment/ Corporate Strategy	Pilot new arrangements from April 2011  August 2011	
5. To ensure that people from different backgrounds living in the city continue to get on well together.	Black, Asian and Minority Ethnic Communities Migrant communities Faith communities Disabled people Financially excluded	Despite challenging economic times social cohesion remains strong within the city.	Customer and Community/ Corporate Strategy	August 2011	
6.To ensure that the City Council is able to comply with the provisions of the Equality Act 2010 as they are implemented.	All nine groups covered by the legislation. The legislation will be implemented in three phases.	The City Council is able to demonstrate good practice in compliance with the provisions of the Equality Act 2010	Corporate Strategy/ Human Resources	October 2010  April 2011  April 2012	

Aim/Action	Areas of Focus for 2010-2011	Outcome	Lead Dept(s)	Timescale	March 2011 Update
7.To ensure that the City Council's employment policies and practices are non-discriminatory and compliant with equalities legislation	Implementation of actions arising from recently completed EqIAs of employment policies.	Employment policies are compliant with equalities legislation and actively promote good relations between Council staff.	Resources	March 2011	
8.To work towards a more representative workforce within the City Council	Young people People with disabilities Black and Minority Ethnic Communities (especially the Chinese community)	To increase the representation of all three groups within the City Council's workforce.  - Our target for BME as a percentage of the workforce for 2010/11 is 7.5% (currently 7.12% by March 2010).  - Our target for disabled staff as a percentage of the workforce 2010/11 is 4.5% (currently 3.99% by March 2010).	Resources	2010/11	

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## CAMBRIDGE CITY COUNCIL

### COMPREHENSIVE EQUALITIES AND DIVERSITY POLICY “Embracing diversity, committed to equality”

#### OUR COMMITMENT

Cambridge City Council believes in the dignity of all people and their right to respect and equality of opportunity. We value the strength that comes with difference and the positive contribution that diversity brings to our city.

We recognise and accept that discrimination means some people may have not had equal access to services or employment or fair chances in life. Therefore we support the view that it may be necessary to develop or create some services or opportunities to specifically meet different needs.

We understand that discrimination can be institutionalised. We are committed to combating any unintended institutional discrimination by developing an anti-discriminatory organisational culture, placing equalities at the centre of all our activities and key agendas, and celebrating diversity in its many forms.

We work to the following principles:

- › We recognise nine main equality strands as recognised in UK law, giving all equal importance. These are: gender, gender reassignment; race and ethnicity; disability; sexual orientation; age; religion/belief, marriage and civil partnership, pregnancy and maternity
- › We aim to eliminate unlawful discrimination and to promote equality of opportunity and good relations between people of different and diverse communities
- › We support the progressive approach of promoting good relations between different groups in order to tackle prejudice and end discrimination, and apply this to all equality strands
- › We are committed to developing and promoting an anti-discriminatory environment within the Council and City as a whole and will reflect this in our policies and practices
- › We are committed to improving our equalities practice at corporate, departmental, service and individual levels throughout the council and want to maintain a positive and inclusive workplace culture that values all employees equally

- › We aim to identify and eliminate barriers in our own systems and procedures, training staff and managers to enable them to help make this happen
- › We will actively engage with the local community through communication and consultation to ensure that our services meet the needs of and are fully accessible to our diverse population
- › We recognise the value of an energetic and creative voluntary/community sector and will work with groups, individuals and organisations to provide culturally specific services, with equalities firmly embedded in those relationships and projects
- › We will ensure a commitment to equalities and diversity in our commissioning and procurement arrangements and expect suppliers and contractors to fully comply with this equalities and diversity policy
- › We encourage real participation in local democracy and representation on various bodies and in our processes, from people who may normally feel excluded from decision-making processes
- › We will comply with all our legal obligations and follow best practice guidance

## **SCOPE**

This policy applies to all aspects of the Council's functions including:

- Provision of services
- Commissioning and purchasing of goods and services
- Recruitment, employment, training and development of staff
- Grants to voluntary and community organisations
- Landlord functions in respect of housing and other property
- Exercise of statutory powers and responsibilities
- Partnerships with other organisations
- Community involvement
- Consultation with local people
- Promotion and publicity

## **VALUING OUR EMPLOYEES – AS AN EMPLOYER**

All Council employees are responsible for complying with this policy and must follow it as part of their conditions of service. Council staff must not discriminate against anyone, persuade another employee to discriminate, tolerate or condone discriminatory practices, harass or abuse other employees or members of the public - for any reason. In return we expect our staff to be treated with respect and we will not tolerate discriminatory or abusive behaviour towards our staff from members of the public.

## **The Working Environment**

The Council aims to:

- provide a safe and accessible working environment for existing and potential employees, one that is free from harassment and discrimination, where individuals' values, beliefs, identities and cultures are respected
- provide equipment and facilities, including adaptations to the workplace, to enable people with disabilities to develop their full potential
- take action to protect employees who are at risk of violence while carrying out their duties
- support and facilitate staff networks for those from minority groups or those who face disadvantage or discrimination in society

## **Employment practices**

- We aspire to being an employer for whom local people will want to work
- We aim to make sure that jobs with the council are accessible to all sections of the community, and that our recruitment policies and practices do not indirectly discriminate against any particular group of job seekers
- We actively seek to participate in innovative programmes that increase opportunities for minority groups to gain employment with the council
- We will develop initiatives to redress current imbalances in our workforce, through recruitment, career development and training, and building strong links with marginalised or minority communities
- We will provide support systems as part of our policy to promote dignity and respect at work and make confidential reporting systems available for those who may face prejudice or discrimination
- We will promote opportunities to ensure that not only is the Council's workforce representative of the local community, but that this representation is also reflected across all levels and grades
- We are committed to undertaking regular workforce database monitoring and staff attitude surveys, to help identify equality and diversity trends or issues that may need addressing

## **VALUING OUR CUSTOMERS – DELIVERING SERVICES**

It is our aim that:

- service users receive fair, sensitive and equal treatment when accessing services, and are treated with dignity and respect
- services are relevant and responsive to the changing and diverse needs of our local population, and are delivered without discrimination, prejudice or bias
- services, buildings and information are fully accessible, particularly to those groups or individuals who face disadvantage or discrimination
- we provide clear and understandable information about services and policies in accessible formats and languages
- all external contracts comply with the council's equality policy
- service users are aware of their rights and entitlements when receiving services

We will ensure that all job applicants, employees and service users have access to this policy and our equality values statement.

## HOW WE ARE ORGANISED

There is a clear infrastructure to help deliver equality and diversity in the organisation.

**Councillors** - elected members of the Council have overall responsibility for this policy. The Leader of the Council is the portfolio holder for equalities and diversity. The Strategy and Resources Scrutiny Committee oversees and scrutinises the Leader's portfolio.

**Equalities Panel** - meets formally twice a year to advise on the Council's equalities work. Membership consists of four members of the public, four staff representatives (two at management level) and four elected Councillors.

**Strategic Leadership Team** – provides visible leadership on equalities and diversity issues.

**Equalities Champion** - a member of the Council's Strategic Leadership Team is responsible for championing all equality areas.

**Joint Equalities Group (JEG)** – an officer group that meets regularly to develop, deliver and oversee the council's equalities and diversity programme. Combines equalities work in employment, service delivery and community relations. Core membership is:

- Strategy & Partnerships
- Human Resources
- Community Development
- Departmental Link Officers

**Departmental Equalities Link Officers** - representatives from each department report to Departmental Management Teams and link in with the corporate equalities agenda through the Joint Equalities Group.

**Staff Groups** – four staff groups that meet regularly throughout the year:

- Black and Minority Ethnic Staff Group
- Lesbian, Gay, Bisexual and Transgender (LGBT) Staff Group
- Disabled Staff Group
- Women's Staff Network



Staff groups are encouraged to be self-determining; all have their own ways of working. The staff groups meet jointly with the Strategic Leadership Team at least annually.

Cambridge City Council Comprehensive Equalities and Diversity Policy 2006  
(Amended September 2010)

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## HOW WE DELIVER

### **Promoting diversity programme**

The Council has responded to the duty to promote good relations between different communities by developing an annual programme of 'diversity days'. This approach recognises the main equality strands and provides a framework for engaging different individuals, groups, partners and communities.

The programme primarily consists of support for events to celebrate, for example:

- › LGBT (lesbian, gay, bisexual, transgender) History Month – February
- › International Women's Day – 8<sup>th</sup> March
- › International Day to Eliminate Racism – 21<sup>st</sup> March
- › National Play Day – August
- › Pink Festival – August
- › Black History Month – October
- › International Day of Older People – 1<sup>st</sup> October
- › International Day of Disabled People – 3<sup>rd</sup> December
- › Holocaust Memorial Day – 27<sup>th</sup> January
- › various interfaith initiatives throughout the year

This way of working also allows for response to other equality or diversity projects, for example World Roma Day – 8<sup>th</sup> April, International Day of Peace – 21<sup>st</sup> September, Refugee Week – June.

### **Community Development**

Cambridge City Council has a strong Community Development Unit with equalities resources who support, strengthen, resource and engage many minority and marginalised communities.

### **Training, communications and resources**

We provide equality and diversity training for staff and managers including mandatory equalities training within induction programmes for new staff. We supplement formal training with additional briefings and communications designed to raise awareness and increase knowledge around all equality issues, best practice and legislation.

### **Consultation and Involvement**

The Council undertakes regular consultation with service users to ensure that the views of all communities are heard. Targeted work is undertaken to seek minority communities' views where these may not be picked up in general consultation initiatives. This consultation is used to inform council priorities and improve services.

### **Equality Framework for Local Government**

The Equality Framework is a national framework offering a comprehensive and systematic approach to measuring performance on equalities issues. The Framework covers all the groups that are protected by discrimination law. The Council measures its progress against the five areas of performance contained in the Framework as part of our Annual Equalities Review.

### **Equality Impact Assessments (EIAs)**

EIAs are a mechanism to equality check council functions and policies to ensure they do not discriminate or cause any adverse impact relating to equalities and diversity. The Council has an ongoing process of undertaking EIAs on all relevant policies and functions.

### **Monitoring**

Monitoring is an essential and integral element of the Council's equalities performance, and is a requirement of the revised Equality Standard. We also monitor our services to meet the specific duties as set out in the Race Relations Amendment Act 2000 and the Disability Discrimination Act 2005.

### **Single Equality Scheme (SES)**

In 2009, in anticipation of the introduction of the Equality Act 2010, the Council adopted a single equality scheme, which includes outstanding actions from our previous race, disability and gender schemes. The scheme is reviewed and reported on annually as part of the Council's Annual Equalities Review.

## **REVIEWING THE POLICY**

We will review our practice regularly in line with this policy to ensure that the principles, objectives and priorities are achieved. We will produce an annual report each year, which will be reported to the Strategic Leadership Team, the Equalities Panel, and Strategy and Resources Scrutiny Committee, and will be published on the Internet.



## **LEGISLATION**

We are committed to complying fully with our legal obligations under equality laws and guidance, and to responding to these speedily and thoroughly. The main UK laws relating to equality and diversity are as follows, starting with the most recent:

### **Equality Act 2010**

Brings together all the existing strands of equality and discrimination legislation, with the aim of clarifying existing law, extending it to cover some anomalies in existing discrimination law, and creating a stronger set of obligations on public bodies to promote equality. Creates a new Public Sector Equality Duty and a duty to consider reducing social and economic inequality. Bans age discrimination outside the workplace and strengthens protection from discrimination for disabled people and extends protection to carers. Introduces the concept of 'dual discrimination' where people have a combination of protected characteristics.

### **Equality Act (Sexual Orientation) Regulations 2007**

Prohibits discrimination in the provision of goods, facilities, services and education, in the exercise of public functions and the use and disposal of premises.

### **Equality Act 2006**

Establishes a single Commission for Equality and Human Rights by 2007 that replaces the three existing commissions. Introduces a positive duty on public sector bodies to promote equality of opportunity between women and men and eliminate sex discrimination. Protects access discrimination on the grounds of religion or belief in terms of access to goods, facilities and services.

### **Employment Equality (Age) Regulations 2006**

Protects against discrimination on grounds of age in employment and vocational training. Prohibits direct and indirect discrimination, victimisation, harassment and instructions to discriminate.

### **Racial and Religious Hatred Act 2006**

The Act seeks to stop people from intentionally using threatening words or behaviour to stir up hatred against somebody because of what they believe.

### **Disability Discrimination Amendment Act 2005**

Introduces a positive duty on public bodies to promote equality for disabled people.

### **Employment Equality (Sex Discrimination) Regulations 2005**

Introduces new definitions of indirect discrimination and harassment, explicitly prohibits discrimination on the grounds of pregnancy or maternity leave, sets out the extent to which it is discriminatory to pay a woman less than she would otherwise have been paid due to pregnancy or maternity issues.

**Civil Partnerships Act 2004**

Provides legal recognition and parity of treatment for same-sex couples and married couples, including employment benefits and pension rights.

**Gender Recognition Act 2004**

The purpose of the Act is to provide transsexual people with legal recognition in their acquired gender. Legal recognition follows from the issue of a full gender recognition certificate by a gender recognition panel.

**Employment Equality (Sexual Orientation) Regulation 2003**

The directive protects against discrimination on the grounds of sexual orientation in employment, vocational training, promotion, and working conditions.

**Employment Equality (Religion or Belief) Regulation 2003**

The directive protects against discrimination on the grounds of religion and belief in employment, vocational training, promotion and working conditions.

**Race Relations Act 1976 (Amendment) Regulation 2003**

Introduced new definitions of indirect discrimination and harassment, new burden of proof requirements, continuing protection after employment ceases, new exemption for a determinate job requirement and the removal of certain other exemptions.

**Race Relations Amendment Act 2000**

Places a statutory duty on all public bodies to promote equal opportunity, eliminate racial discrimination and promote good relations between different racial groups.

**Disability Discrimination Act 1995**

Outlaws the discrimination of disabled people in employment, the provision of goods, facilities and services or the administration of management of premises.

**Race Relations Act 1976**

The Act prohibits discrimination on racial grounds in the areas of employment, education, and the provision of goods, facilities, services and premises.

**Sex Discrimination Act 1975**

The Act makes it unlawful to discriminate on the grounds of sex. Sex discrimination is unlawful in employment, education, advertising or when providing housing, goods, services or facilities. It is unlawful to discriminate because someone is married, in employment or advertisements for jobs.

**Equal Pay Act 1970 (Amended)**

This gives an individual a right to the same contractual pay and benefits as a person of the opposite sex in the same employment, where the man and the woman are doing: like work; work rates as equivalent under an analytical job evaluation study; or work that is proved to be of equal value.