



Cambridge City Council Notice of Council

Date: Thursday, 25 February 2021

Time: 6.00 pm

Venue: This is a virtual meeting via Microsoft Teams

Contact: democratic.services@cambridge.gov.uk, tel:01223 457000

Dear Councillor,

A meeting of Cambridge City Council will be held via Microsoft Teams on Thursday, 25 February 2021 at 6.00 pm and I hereby summon you to attend.

Dated 17 February 2021

Yours faithfully

Andrew Grant

Interim Chief Executive

Agenda

- 1 Minutes (Pages 7 - 32)
- 2 Mayor's announcements
- 3 Petition
- 3a Phone mast on Jesus Green

A petition has been received containing over 500 valid signatures stating the following:

We call on Cambridge City Council to prevent a 30 metre high phone mast from being erected on Jesus Green.

The petition organiser will be given 5 minutes to present the petition at the meeting and the petition will then be discussed by Councillors for

a maximum of 15 minutes.

- 4 Public questions time
- 5 To consider the recommendations of the Executive for adoption
 - 5a Executive Councillor for Housing: HRA Budget-Setting Report (BSR) 2021/22 (Pages 33 - 150)
 - 5b Executive Councillor for Finance and Resources: Capital Strategy 2021/2022 (Pages 151 - 188)
 - 5c Executive Councillor for Finance and Resources: Treasury Management Strategy Statement Report 2021/22 to 2023/24 (Pages 189 - 212)
- 6 To consider Budget Recommendations of the Executive for Adoption
 - 6a Budget Setting Report (General Fund) 2021/22 (Pages 213 - 376)
 - 6b Liberal Democrat Group Amendment to the Executive Budget Recommendations (Pages 377 - 408)
- 7 To consider the recommendations of Committees for adoption
 - 7a Civic Affairs: Pay Policy Statement 2021/22 (Pages 409 - 424)
 - 7b Civic Affairs: Member Allowances - review by the Independent Remuneration Panel (Pages 425 - 434)
 - 7c Licensing Committee: Statement of Licensing Policy (Pages 435 - 510)
 - 7d Licensing Committee: Cumulative Impact Assessment (Pages 511 - 596)
- 8 To deal with oral questions
- 9 To consider the following notices of motion, notice of which has been given by:
 - 9a Councillor Bick: The future of Cambridge city centre
Council is aware of the large structural changes in the retail sector occurring during the pandemic, both reflecting and accelerating the trend towards online shopping, and that recent bankruptcies impact a

significant proportion of retail space in Cambridge city centre;

Council believes that this has the potential for profound impact not only on the precious environment in the centre itself but also on the economic and social contribution it makes to the whole of our city and beyond; that this represents a challenge beyond straight-forward bounce-back recovery; and that it is therefore timely and opportune to start a conversation to take stock of the centre's recent evolution and to re-imagine it for the future, using a placemaking approach in the public interest.

It resolves that the council, as the city's representative body and, with its key roles in planning, streets & open spaces and commercial property ownership, should lead this process, working with partners and stakeholders and involving the public: the broad aim of the exercise to maintain the city centre as a destination of vitality and jobs for local people, and of hospitality to its many visitors, in a way which complements its identity as historic university city encircled by public open spaces and residential areas and growing city quarters with neighbourhood centres of their own.

In the process it urges consideration of:

- means of facilitating a larger and much stronger range of local independent shops, including start-ups, making the centre a destination for retail that is genuinely differentiated from elsewhere and what is online
- ensuring a secure future for a thriving, popular 7-day market which works for customers and traders
- the changing nature of physical retail for ongoing high street businesses, in particular the key anchor presences
- the demand for co-working spaces which builds on remote and flexible working trends outside the home, which seem likely to have a post pandemic legacy
- the role that a larger arts and culture offering might play
- the importance of conserving the city's heritage
- developing a pipeline of public realm schemes such as the market square, available to capitalise on the likely availability of government funding for city centre improvements
- faster development of improved public transport access and cycle parking and completion of the traffic-free goal envisaged in our "Making space for People" process
- the need for continued strong challenge to national planning policy proposals under which even more switches between use

classes may become 'permitted development' and therefore beyond local planning policy and control.

Council requests the Chief Executive to bring an initial report to the July meeting of Strategy & Resources Scrutiny Committee on how the council can most effectively start to take this matter forward.

9b Councillor Massey: Domestic Abuse in the Workplace

As an organisation Cambridge City Council is committed to the Work to Stop Domestic Abuse campaign. Cambridge City Council fully recognise that for many people, the workplace is not just a vital source of independent income but can also be a source of support, which enables staff to be safe at home and at work. Much has been done by the Council to date, however the GMB has recently introduced a Charter which identifies good practice, and now is the time to review our practice using the Charter as a model.

Everyone has a responsibility to end domestic abuse and as an organisation, Cambridge City Council will commit to the following actions:

- Train managers how to best support staff members experiencing domestic abuse
- Ensure that all staff have access to a domestic abuse in a workplace toolkit
- Every staff member will have access to our workplace policy, and we will actively take steps to ensure it is adhered to.
- Commit to reviewing our existing Policy by May 2021 and monitoring the amended policy on a regular basis
- Display domestic abuse national and local support/advice in workplaces across the organisation
- Sign up to GMB Union's 'Work to Stop Domestic Abuse' Charter.

9c Councillor Payne: Young Carers' Action Day

Council commends the young people in Cambridge who selflessly provide care for others.

Council notes that:

- Recent research shows that one in five secondary school children

may be a young carer. For many, their caring journey begins at a much younger age and can continue past 18.

- Caring for someone can be isolating, worrying and stressful. For young carers, this can negatively impact on their experiences and outcomes in education, having a lasting effect on their life chances.
- Each year, The Carers Trust has organised a Young Carers' Action Awareness Day. In 2021 this will be renamed Young Carers' Action Day and marked on March 16.
- The purpose of the day is to raise public awareness of the challenges faced by young people and young adults because of their caring role, and to campaign for greater support for young carers to meet their needs.

Council resolves to:

- Promote Young Carers Action Day as widely as possible on an annual basis, where possible particularly to young carers and their families.
- To use the Spring edition of 'Cambridge Matters' to promote awareness of the valuable work of Centre 33 in supporting Young Carers.
- To work with local businesses and higher and further education providers around Cambridge to promote awareness of young carers and to encourage them to work with The Carers' Trust to promote opportunities and support for this group of people.
- Write to the County Council to express our willingness to form a partner alongside them, in their All Age Carers Strategy, when it is reviewed in 2022.

10 Written questions

No discussion will take place on this item. Members will be asked to note the written questions and answers document as circulated around the Chamber.

Information for the public

Details how to observe the Committee meeting will be published no later than 24 hours before the meeting.

Members of the public are welcome to view the live stream of this meeting, except during the consideration of exempt or confidential items, by following the link to be published on the Council's website.

Any person who participates in the meeting in accordance with the Council's public speaking time, is deemed to have consented to being recorded and to the use of those images (where participating via video conference) and/or sound recordings for webcast purposes. When speaking, members of the public should not disclose any personal information of any individual as this might infringe the rights of that individual and breach the Data Protection Act.

If members of the public wish to address the committee please contact Democratic Services by 12 noon two working days before the meeting.

For full information about committee meetings, committee reports, councillors and the democratic process:

- Website: <http://democracy.cambridge.gov.uk>
- Email: democratic.services@cambridge.gov.uk
- Phone: 01223 457000

COUNCIL

22 October 2020

6.00 - 10.43 pm

Present: Councillors Ashton, Baigent, Bick, Bird, Chadwick, Collis, Dalzell, Davies, Davey, Dryden, Gehring, Green, Hadley, Herbert, Hipkin, Johnson, Martinelli, Massey, Matthews, McPherson, McQueen, Moore, Page-Croft, Payne, Porrer, Price, Robertson, Sargeant, Sheil, Smart, Smith, Summerbell, Thittala, Thornburrow, Todd-Jones and Tunnacliffe

FOR THE INFORMATION OF THE COUNCIL**20/82/CNL Minutes and apologies for absence**

The minutes of the 16 July 4pm, 16 July 4.15pm, 3 September and 29 September 2020 were confirmed as a correct record and signed by the Mayor.

Apologies for absence were received from Councillors Barnett, McGerty and O'Reilly.

20/83/CNL Declarations of Interest

Member	Item	Interest
Councillor Baigent	All	Personal: Member of Cambridge Cycling Campaign and Extinction Rebellion.
Councillor Smith	All	Personal: Member of Cambridge Cycling Campaign
Councillor Davies	20/88/CNLa	Personal: Makes donation to American Civil Liberties Union.

20/84/CNL Petitions**3a Review of Open Spaces Strategy**

A petition had been received containing over 500 signatures stating the following:

We call on Cambridge City Council to carry out an early review of its Open Spaces strategy, updating its inventory of what the city has already, re-affirming the requirement for generous new provision integral to future developments and – not only protecting existing open space – but exploring options to provide more where there is insufficient in some of the city’s already built-up areas.

Michael Bond presented and spoke in support of the petition and made the following points:

- i. Public open spaces are being used more by the public during the current pandemic for meeting friends and enjoying nature. They are vital for physical and mental health. Residents of properties with no private outdoor space rely on the famous larger open spaces including Parkers Piece and Midsummer Common, but also the smaller community recreation grounds.
- ii. Cambridge City Council had set a high standard for open space provision for developers in its planning policy, but it needed to ensure this was delivered and not traded off against existing open space. This was a concern with the plan for development in North East Cambridge.
- iii. Development pressure on existing open space was a concern, with developers rarely wishing to expand the space. It was disappointing that the council had approved development on existing open space such as St Albans recreation ground and others in West Chesterton.
- iv. Public open space was not evenly distributed within the city and was an inequality which the council could address. He asked if there were means to correct this in areas which had disproportionately little public open space, such as Petersfield, Romsey, Arbury and Chesterton?
- v. The petition was asking the council to hasten the preparation of a new open spaces strategy, take stock of what had happened since the last one in 2011, take into account the lessons of the pandemic, and resolve to apply the strategy.

Councillors debated the issues raised for the allocated 15 minutes.

The Executive Councillor for Planning Policy and Open Spaces Councillor Thornburrow made the following comments in response to the debate:

- i. The value of open space was not contested, and across the country the use of open space increased by 67% during lockdown in March. Developing open space took time.
- ii. The new country park created as part of the Darwin Green development in Castle ward would be available to use by residents of other wards and was a short walk from the north of the city.

- iii. Cambridge was well equipped, both in protected open space, and more generally. Some open spaces were open to the public and others including church yards and allotments were not. The Council had 734 hectares of public protected open space. Some wards had proportionally lower levels than others, however there were no borders between wards and residents could move freely to use open space outside of their ward or outside the city, such as Milton Country Park. It was not useful to frame the debate in ward or city terms, but better to ask how far residents were from open spaces they could use.
- iv. The Council was already reviewing the open spaces strategy with South Cambridgeshire District Council as part of the Greater Cambridge Local Plan (GCLP). This included a survey of existing provision by external consultants and involved local community groups and other organisations. Initial findings would be published soon as part of the evidence base supporting the GCLP and would be discussed at the Joint Local Planning Advisory Group. There would be further opportunities for everyone to share views on types and scales of open space, as part of the local plan process, which was both cross party and cross boundary.

With the Mayor's discretion, Councillor Porrer further asked if the work on the review of the open spaces strategy could be prioritised and advanced more quickly.

The Executive Councillor for Planning Policy and Open Spaces Councillor Thornburrow made the following comments:

- i. The review of the Open Spaces Strategy was part of the local plan process and she wanted to assure the petitioner that the review had started. This was a complex process and could not be prioritised over other work at the moment as it took time to get the evidence together. Both City and South Cambridgeshire District Council Councillors would input into this process, before the strategy was adopted. Noted this was a priority for the residents of Cambridge.

3b Cambridge Will Act for Refugees

A petition had been received containing over 500 signatures stating the following:

We the undersigned petition the council to 1) commit to extending the current Council refugee resettlement program to receive an additional 125 refugees or asylum seekers from abroad. 2) communicate to relevant agencies and departments in the UK Government, and through public statements, Cambridge City Council's willingness to welcome and support more refugees in Cambridge, especially, but not exclusively, refugees on the Greek islands

who are stuck in unsafe and inhumane camps as well as through the UK Resettlement Scheme. 3) invite district councils within Cambridgeshire to join and collaborate with Cambridge City Council to commit to accept additional resettled refugees within their districts, as previously demonstrated by South Cambridgeshire District Council in 2019. 4) where possible, make council housing available to people resettled through this scheme. 5) commit to working with local agencies, residents, landlords and charities to resolve any barriers to resettlement or support.

Justification:

As a city, we continue to express solidarity and compassion for refugees around the world. We want our City Council to continue to live up to their previous commitment to be a 'city of sanctuary' by inviting and welcoming more refugees to share our diverse city with us.

The current scheme has successfully resettled around 125 refugees over 5 years to Cambridge from various countries and nationalities. The resettlement scheme has allowed us to welcome some of the most vulnerable of the millions of refugees worldwide. However, this cannot be a one-time solution: we must continue to show that Cambridge welcomes refugees.

We are particularly appalled by the treatment and experiences of an estimated 27,000 refugees trapped in camps on the Aegean Islands in Greece, as highlighted by the Europe Must Act campaign. Refugees in these camps face inadequate sanitary conditions, minimal running water and cramped living conditions. This is especially acute in light of the current pandemic: it is impossible to isolate, social distance and even wash your hands frequently in the camps. There are already 35 cases of Covid-19 amongst the Moria population.

The devastating fire in Moria which raged between 7th-9th September has given this situation new urgency. All have lost their homes; many have lost their life possessions. 40% of the affected people are children. The 35 known Covid-19 cases are now dispersed amongst the 13,000 people sleeping on the street.

The fire was a direct result of the conditions in the camp which Europe has consistently ignored for four years. The UK was instrumental in forming the policies which created these camps.

Therefore, although neither the EU nor the UK Government has committed to a process for local authorities to accept refugees evacuated from the camps, we would like Cambridge City Council to make clear it's wish for the UK to participate in such a process and the City Council's willingness to receive refugees from the camps in Greece, in addition to refugees resettled from other places. The mayor and city council of Berlin have already committed to receive 15,000 people in this manner.

We would like to express great pride in the work done by the City Council and local charities and residents in resettling, welcoming and supporting refugees in Cambridge and ask that you keep going and don't let us down now.

Adrian Matthews, Trustee of Cambridge Refugee Resettlement Campaign, presented and spoke in support of the petition and made the following points:

- i. Noted a Cambridge Labour Party press release, which stated an aspiration to resettle 200 refugees over a five year period, which was a higher number than the petition called for. Acknowledged that members of all parties had shown a real commitment to this matter, and urged cross party unity to continue around the issue. Resettlement was only one part of the petition.
- ii. The infrastructure to support the new resettlement was important and urged the council to meet with interested parties, including those providing services, to ensure it was a successful operation.
- iii. Asked councillors to consider the status of asylum seekers currently located on the Aegean islands, who are unable to undergo any asylum process. Stated that Europe was not meeting requirements under international law and that Cambridge could help. The numbers of asylum seekers in dispersal accommodation were low in the Eastern region compared to other areas of the country, with none in Cambridge itself. Asked the council to send a public statement to central government to request a relocation scheme for asylum seekers on the Aegean islands be set up, and express Cambridge's interest in accepting them.
- iv. Asked the council to approve procurement of accommodation for asylum seekers from private landlords in Cambridge, on a similar scale to other towns in the region and said this would be an act of solidarity with both asylum seekers and other local authorities.
- v. Asked the council to begin talks with the Strategic Migration Partnership in the East of England
- vi. Commented that Cambridge residents were largely in favour of more help being provided in the city.

Councillors debated the issues raised for the allocated 15 minutes.

The Executive Councillor for Transport and Community Safety made the following comments in response to the debate:

- i. Thanked the Petitioner for bringing the petition.
- ii. Noted that Cambridge City Council had always been a City of Sanctuary.
- iii. The Council was always reviewing its ability to be able to accept more refugees in the city. The inability to be able to confirm the exact number of people who could be helped was unfortunately held up by confidential discussions with the Home Office in what the Government calls 'becoming an area of dispersal', which could have impacted on the Council's ability to commit to house high numbers of refugees.
- iv. The Government had concluded that the cost of accommodation in Cambridge was too high for Cambridge to be a 'dispersal area' location. This was because the cost of accommodation for asylum seekers was met by the Home Office.
- v. Other cities involved in dispersal areas for asylum seekers are not in high value housing market areas.
- vi. The Council would continue to have discussions with the Home Office as appropriate but highlighted why the Home Office did not consider Cambridge to be an appropriate location for a dispersal area.
- vii. The Council had reviewed its ability to be able to provide accommodation directly to refugees and also the success of the work which has been done with South Cambridgeshire District Council. The Council was now in a position to be able to help even more refugees with help from neighbouring districts.
- viii. The Council committed to a joint wider programme, which depended on contributions that would be requested from neighbouring authorities East Cambridgeshire and Huntingdonshire District Councils to contribute towards housing in their area, so that the overall target could be raised to 200 additional refugees in the 5 years after the programme restarted.
- ix. The Council had worked closely with a number of partners including Cambridge Refugee Resettlement Campaign, faith groups, volunteer groups and South Cambridgeshire District Council in offering homes to refugees in the city and the surrounding area.
- x. It was clear, the Council hadn't been successful by acting alone.
- xi. The Council would need to rely on the generosity of neighbouring local authorities, housing associations and the city's community and voluntary sector to set any new ambitious target.
- xii. This would also be dependent on the Home Office reopening the resettlement scheme as this was the only way that refugees could lawfully be resettled.

- xiii. Once the scheme re-opened, the Council aimed to resettle a further 200 refugees working with South Cambridgeshire District Council to meet the petitioners request to resettle an additional 125 refugees.
- xiv. When the Council resettled refugees, the Council made sure that refugees had access to good housing and services including doctors, dentist, bank account, benefits, schools places and advised what help was available from voluntary groups.

20/85/CNL Public questions time

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

Question 1

- i. They drew attention to The Tree Charter, developed by the Woodland Trust, and launched in 2017 and asked for Cambridge City Council to commit to uphold it's 10 principles and values.
- ii. The 10 principles included:
 - a. to sustain landscapes rich in wildlife
 - b. to Plant for the Future
 - c. to Celebrate the power of trees to inspire
 - d. to grow forests of opportunity and innovation, supporting tree-based careers and industries
 - e. to protect irreplaceable trees and woods, promoting the protection of Ancient woodlands and our cultural, historic and future tree heritage.
 - f. To plan greener local landscapes
 - g. to recover health, hope and wellbeing with the help of trees
 - h. to make trees accessible to all
 - i. to combat the threats to our habitats through promoting resilience to pests, diseases and climate change
 - j. to strengthen our landscapes with trees and support the wider benefits of trees by growing our urban forest
- iii. Commented that The Tree Charter was in line with the strategic objective of the new Local Plan, and was in line with the Council's Tree strategy vision and with the Nature Conservation Strategy which sought to protect and enhance, raise awareness of biodiversity. It also chimed with the wider work of the mental health charities in Cambridge.

The Executive Councillor for Planning Policy and Open Spaces responded:

- i. Confirmed the Council would commit to uphold The Tree Charter's 10 principles and values as it aligned with existing council policies,

aims and objectives, to make Cambridge a greener city and address the Cambridge climate and biodiversity emergencies.

- ii. Confirmed the commitment to work with communities to address the current climate and biodiversity emergencies and protect and enhance the city's canopy cover.

The member of the public made the following supplementary points:

- i. Wanted to highlight Tree Charter Day which was on the 28 November and which also marked the start of National Tree Week.
- ii. Commented that it would be good if the City Council's commitment to the Tree Charter was also marked on the 28 November. The commitment from the council would be a city-wide focus for ongoing action unity, and celebration.

The Executive Councillor for Planning Policy and Open Spaces responded:

- i. Wanted to promote the tree canopy project and the tree mapping project and would liaise with the public speaker about the events around the Tree Charter Day and National Tree Week.

Question 2

- i. The Chair of CamSkate spoke and said he was representing Cambridge skateboarders; CamSkate was formed in August 2020 to provide a voice for skateboarders.
- ii. Expressed frustration with the facilities in Cambridge which were becoming overcrowded and noted that a lot of different people were becoming interested in skateboarding.
- iii. Noted current facilities were inadequate and in a poor state of repair. There was a lack of covered facilities for skateboarders in winter months.
- iv. Asked how CamSkate could work with the council to establish an indoor or a covered facility so that skateboarding could continue for 12 months of the year.

The Executive Councillor for Planning Policy and Open Spaces responded:

- i. Welcomed the public speakers to the meeting and thanked them for bringing CamSkate to the Council's attention.
- ii. Thought skateboarding was a great recreational activity
- iii. The Council would be investing a further £20,000 for a new skate ramp at Chesterton Recreation Ground adding to the £50,000 allocated in 2019 for repairs at Jesus Green.
- iv. An options report was expected soon for Coldham's Common BMX track.

- v. A meeting had taken place with councillors at Donkey Common to discuss improvements to facilities there.
- vi. Wanted to meet with CamSkate and discuss a 5 year plan for skateboarding facilities.

The member of the public made the following supplementary points:

- i. They were pleased with the impact CamSkate had made in the short period of time that CamSkate had been going.
- ii. Would be great to see the Chesterton facility improved so that it could be used.
- iii. Wanted to discuss short term and long-term fixes as unfortunately those who had become interested in the sport over the summer months would have to travel outside of Cambridge to find facilities that they could use during the winter months.
- iv. CamSkate would love to be involved in long term planning about open spaces.

Question 3

- i. The problems with Cyclepoint persisted. Theft seemed out of control and it was no longer safe to leave a bike there for any length of time.
- ii. Despite Greater Anglia's claims, it was clear there was no efficient process for the police to receive CCTV from Greater Anglia.
- iii. Asked what councillors and/or the Council were doing to ensure Greater Anglia complied with the original planning condition regarding cycle parking and asked what the Council was doing to make sure that CCTV footage from Greater Anglia was reviewed and submitted to the police in a timely and useful manner.

The Executive Councillor for Transport and Community Safety responded:

- ii. Cycle crime was of high concern.
- iii. Had met with staff at Greater Anglia three times to discuss the problems of cycle crime and possible solutions and had also attended the site with Councillor Thornburrow and had had a further meeting with officers from Planning Team and CCTV Team to discuss the issue.
- iv. Greater Anglia had employed a private security firm to routinely patrol Cyclepoint for up to 8 times a day.
- v. There were still issues with CCTV monitoring and signage.
- vi. The Council's CCTV Team were in talks with Greater Anglia about incorporating their CCTV into the council's CCTV.
- vii. Believed that Greater Anglia were failing to provide CCTV to the police in a timely manner.

- viii. During the pandemic, site visits at Cyclepoint had been undertaken to view the state of the internal parking areas, signage and abandoned bicycles. Warning letters had been issued to Greater Anglia requesting details of the management and interior of Cyclepoint. Greater Anglia had submitted details and these were with the Planning Department for consideration.
- ix. In conjunction with the Community Safety Partnership a cycle crime reduction task group had been convened.
- x. The police were continuing with education and enforcement work over the autumn period following the return of students to Cambridge.

Question 4

- i. Cambridge was an open and welcoming city but a clear message needed to be sent that hatred would not be tolerated. In the light of rising antisemitism across Europe, will the council be adopting the IHRA definition of antisemitism.

The Leader responded:

- ii. Committed to the adoption of the Internal Holocaust Remembrance Alliance (IHRA) definition of antisemitism.
- xi. Noted that there had been a number of hate crimes towards members of the Jewish community in Cambridge.
- xii. Committed to taking a report to the Civic Affairs Committee so the council's commitment could be stated clearly.

The member of the public made the following supplementary points:

- i. Thanked the Leader for the swift and positive response and hoped this could be followed up by condemning all forms of hate and islamophobia.

The Leader responded:

- i. Noted incidences against Cambridge's Jewish community and also incidences against Cambridge's Muslim community following the construction of the new mosque on Mill Road.
- ii. Would work with communities to defend the rights of Muslim communities.
- iii. Committed to the adoption of the Internal Holocaust Remembrance Alliance (IHRA) definition of antisemitism.

20/86/CNL To consider the recommendations of the Executive for adoption

5a Housing Revenue Account Medium Term Financial Strategy 2020/21
(Executive Councillor for Housing)

Resolved (by 25 votes to 0) to:

- i. Approve proposals for changes in existing housing capital budgets, as introduced in Sections 6 and 7 and detailed in Appendix E of the officer's report with the resulting position summarised in Appendix H.
- ii. Approve the revised funding mix for the delivery of the Housing Capital Programme, recognising the latest assumptions for the use of Devolution Grant, Right to Buy Receipts, HRA Resources, Major Repairs Allowance, Section 106 Funding and HRA borrowing.
- iii. Extend the existing delegated authority to the Strategic Director in consultation with the Executive Councillor for Housing to approve use of Council land as sites for rough sleeper next steps POD's on an individual basis based on the criteria as set out in the Housing Development Options for Homeless People report to Housing Scrutiny Committee in January 2020.

5b Treasury Management Half Yearly Update Report 2020/21 (Executive Councillor for Finance and Resources)**Resolved (unanimously) to:**

- i. Approve the Council's estimated Prudential and Treasury Indicators 2020/21 to 2023/24 as detailed in Appendix A of the officer's report

5c General Fund Medium Term Financial Strategy (MTFS) October 2020 (Executive Councillor for Finance and Resources)**Resolved (by 25 votes to 0):**

- i. Agree the budget strategy and timetable as outlined in Section 1 [pages 5 to 7 refer] of the MTFS document.
- ii. Agree the incorporation of changed assumptions and specific, identifiable Covid-19 pressures, as presented in Sections 3 and 4 respectively [pages 18 to 23 refer]. This provides an indication of the net savings requirement, by year for the next five years, and revised projections for General Fund (GF) revenue and funding as shown in Section 5 [page 27 refers] and reserves [section 7 pages 32 to 35 refer] of the MTFS document.

- iii. Note the changes to the capital plan and funding as set out in Section 6 [pages 28 to 31 refer] and Appendix A [pages 40 to 44] of the MTFS document and agree the new proposals.

Ref.	Description / £'000s		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	Proposals								
SC744	L2 – Development loan to CIP		-	3,400	5,200				8,600
SC745	L2 – Equity loan to CIP		500	800	500				1,800
PV554	Development of land at Clay Farm (reprofiling existing spend)		(783)	49	14	15	705		0
	Total proposals		(283)	4,249	5,714	15	705		10,400

- iv. Agree changes to GF reserve levels, the prudent minimum balance being set at £6.33m and the target level at £7.59m as detailed in section 7 [pages 32 to 35 of the MTFS refers] and Appendix B [pages 45 and 46 of the MTFS refers].

20/87/CNL To deal with oral questions

Question 1

From: Cllr Grace Hadley

To: Executive Councillor for Communities

Can the executive councillor provide an update on the results of the Cultural Recovery Fund applications for the Corn Exchange and the Folk Festival.

The Executive Councillor responded:

Cambridge City Council had put in two bids to the Cultural Recovery Fund for the Corn Exchange and the Folk Festival. The Arts Council awarded the Council just over £500,000 in the Culture Recovery Fund bid. Called on the Government to put in place plans now in case we were still in the same position in April 2021. Bids for funding could only be made until April 2021. Arts organisations needed assurance funding would continue if needed beyond April 2021.

Question 2

From: Cllr Martinelli

To: Executive Councillor for Climate Change, Environment & City Centre

Two years ago this Council agreed that we would make Cambridge's market fur free - has this been achieved?

The Executive Councillor responded:

This issue was raised at the February Council where it was confirmed that the council had not been able to sign up to being a fur free market. The pandemic followed and unfortunately officers had to prioritise the safety of market traders and members of the public so that the market was able to continue to trade during the pandemic. The Markets Team and traders were thanked for the service that they had provided during the pandemic. It was noted that the market had continued to operate 7 days a week throughout the pandemic. The council would sign up to being a fur free market by April 2021.

Question 3

From: Cllr Sargeant

To: Executive Councillor for Strategy & External Partnerships

What is the latest position with Government proposals for local government reorganisation?

The Leader responded:

It was surprising that 2 months ago, during the pandemic the Secretary of State for Communities Housing and Local Government took the view that it was the appropriate time to consider reorganisation of local government and outlined plans to introduce unitary councils. The view of Cambridgeshire Councils was that it was not the right time to consider reorganisation of local government.

Question 4

From: Cllr Price

To: Executive Councillor for Planning and Open Spaces

What do Cambridge and South Cambs councils plan to say in response to the Government white paper "Planning for the Future" and the risk that a hasty and ill-considered set of changes to the planning system risking serious damage to the economic recovery in Cambridge and across the UK?

The Executive Councillor responded:

There were about 30 questions and agreed with a few. This included: digitising local plans, the retention of neighbourhood plans and village design guides ring-fencing affordable housing and stronger emphasis on build out. The proposals would not result in more house building but would result in a less democratic planning system, with less community involvement and therefore a less desirable outcome. Over the last decade over a million homes

which had been granted planning permission had not been built. Across the country 90% of planning applications were approved by local councils. A shake up of the housing market was required; the planning system was not the problem. A previous period of high house building was only achieved with public sector building. Overall opposed the proposals.

Question 5

From: Cllr Chadwick

To: Executive Councillor for Transport and Community Safety

I recently received a worrying report from a resident that a leaflet full of coronavirus misinformation and scare stories had been posted through her door. From talking to other members who have heard similar reports this resident is clearly not alone in receiving such leaflets and they are cropping up around the city. As cases rise it is critical our public health messaging is not undermined. What can the city council do to help combat coronavirus misinformation?

The Executive Councillor responded:

They had heard about a couple of residents getting scam Covid-19 leaflets via the Environmental Health Team. Thanked Councillor Chadwick for bringing this issue to their attention and was aware of misinformation leaflets being posted around the city including on lamposts and bins. These had been removed by street cleaning operatives and they had been asked to proactively remove these items while they were undertaking their jobs around the city. Flyposting was illegal and enforcement action could be taken against anyone who is caught. Incidences of flyposting could be reported via the city council website <https://www.cambridge.gov.uk/report-illegal-advertising> or by phoning 01223 458282. The council was working with its partners to support public health messaging. Public Health England needed to be focusing on these scams.

Question 6

From: Cllr Gehring

To: Executive Councillor for Strategy & External Partnerships

Given that the UK Government has announced that a trade deal with the EU is now very unlikely, it seems likely that we all are facing yet another Brexit cliff-edge on 1 January 2020 how is the City of Cambridge preparing for the impact?

The Leader responded:

The city had a population of over 20,000 non-UK EU citizens, who would be affected. Have to press the Government for a deal, would have preferred to

have stay in the EU. If there is no deal, there would be chaos and the economy, jobs and social structures of Britain would be damaged. Britain should be trying to make a deal with the EU.

Question 7

From: Cllr Collis

To: Executive Councillor for Communities

Can the executive councillor update us on the support the council is giving to community resilience work in the eventuality of rising Covid-19 cases and an increased tier level.

The Executive Councillor responded:

This was a worrying time and the council would continue to do all that it could to support its residents. Work in a number of key areas in the city was ongoing. The first was with Anglia Ruskin and the University of Cambridge about testing, prevention and outbreak management and offering advice as far as the council was able to. Acknowledged the work the University of Cambridge had put into its testing programme and noted that work was to begin the following day on a walk-in testing centre in the Abbey overflow car park. Another area included targeted work with vulnerable communities particularly with rough sleepers, people at risk of financial hardship and food poverty and communities particularly at risk of catching Covid-19. The council was also investigating what it could do to assist with loneliness. Further work sought to encourage appropriate behaviours, for example signage in parks, communications to get public health messages out there and management of the city centre.

The following oral questions were tabled but owing to the expiry of the period of time permitted, were not covered during the meeting. The Mayor asked Executive Councillors if a written response could be provided to those questions that had not been covered.

Question 8

From: Cllr Dryden

To: Executive Councillor for Housing

Last week was Street Aid Week. Can the Executive Councillor report back on how that went, as well as updating council of efforts made to make it easier for the public to contribute to the fund?

Question 9

From: Cllr Page-Croft

To: The Executive Councillor for Communities.

In light of significant delays, could the Executive Councillor provide an updated schedule for delivery of the new Nightingale Recreation Ground Pavillion?

Question 10

From: Cllr Barnett

To: Executive Councillor for Planning and Open Spaces

What is the executive councillor's view of Government plans to end the requirement for affordable housing to be included in developments of between 11 and 49 homes?

Question 11

From: Cllr Matthews

To: Executive Councillor for Strategy & External Partnerships

We welcome the news that a COVID testing site will be available at the Abbey Leisure Centre—but will the Council Leader join us in making clear our support for the Director of Public Health to lobby for walk-in, 7-day-a-week sites in other parts of the city (the centre, for example) to avoid people without cars having to use public transport while exhibiting symptoms, and be nearer to various student populations?

Question 12

From: Cllr Porrer

To: Executive Councillor for Planning Policy and Open Spaces

Could the Executive Councillor for Planning Policy and Open Spaces update members on whether or not the city council have now stopped using herbicides under our contract with the county council, as raised in oral questions at the council meeting on 28th May 2020?

Question 13

From: Cllr Todd-Jones

To: Executive Councillor for Housing

Can the Executive Councillor provide an update to the council on progress made in building the new council homes this city desperately needs?

Question 14

From: Cllr Payne

To: The Executive Councillor for Communities

The work of the mutual aid groups across the city has been of vital importance throughout the lockdown, and this has received cross-party recognition and thanks. As the second wave begins, many people will still be in need of support. Could the Executive Councillor please confirm what support the Council will offer to the mutual aid groups on a longer term basis?

Question 15

From: Cllr Dave Baigent

To: Executive Councillor for Strategy & External Partnerships

What is his view on the Government now proposing “No Deal” on Brexit and its impact on Cambridge - after Boris Johnson earlier said that the chances of getting no deal were a million to one?

Question 16

From: Cllr Baiju Thittala

To: Executive Councillor for Strategy & External Partnerships

What is the current position on coronavirus cases in Cambridge?

Question 17

From: Cllr Ashton

To: Executive Councillor for Housing

Could the Executive Councillor inform council of what work has been done since its last meeting in supporting homeless people affected during the coronavirus pandemic?

Question 18

From: Cllr Dalzell

To: Executive Councillor for Planning Policy and Open Spaces

Due to the excellent work by the Streets and Open Spaces team, our play parks have remained open during the summer months and have been a huge help to many families across the city, especially those with little or no access to gardens and open spaces at home. Will the Exec Councillor commit to doing everything possible within Government guidelines to keep these vital play spaces open to our residents over the winter months, including providing hand sanitisers on site where possible, and continuing to provide guidance notes for users about how to access these spaces safely?

Question 19

From: Cllr Robertson

To: Executive Councillor for Climate Change, Environment & City Centre

What work has the Council done linked to the recent return of our two Universities to keep students, University staff and the wider community safe during the pandemic?

Question 20

From: Cllr O'Reilly

To: Executive Councillor for Transport and Community Safety

What is the executive councillor doing to tackle cycle crime in the city?

Question 21

From: Cllr Tunnacliffe

To: Executive Councillor for Climate Change, Environment & City Centre

Does the Executive Councillor believe she has done as much as possible to facilitate social distancing for people using the pavements in the city centre?

Question 22

From: Cllr Bird

To: Executive Councillor for Transport and Community Safety

What is the executive councillor's view of the electric scooter trial in Cambridge?

Question 23

From: Cllr Bick

To: Executive Councillor for Strategy & External Partnerships

Is the Leader content that the eventual plan for the redevelopment of the Park Street car park is going to adequately safeguard unrelated activities within the city?

20/88/CNL To consider the following notices of motion, notice of which has been given by:

7a Councillor Matthews: Trans rights are human rights

Trans women are women. Trans men are men. Non-binary individuals are non-binary.

The Council notes that despite 3 years of promises and consultations by successive Conservative governments that have created a storm of anti-trans disinformation, hatred, and violence, the Government has scrapped its plans to reform the Gender Recognition Act. It now suggests that those reforms aren't a priority for the transgender community despite overwhelming support to de-medicalise the process, removing the spousal veto, and allowing non-binary individuals to gain legal recognition.

The Council thanks the representatives and campaigners from the Kite Trust, Dhiverse, and the Encompass Network, that met with cross-party councillors and officers—and expresses its optimism that despite the Government, ongoing talks will reinforce and develop empathy and inclusivity in Cambridge.

The Council will—alongside this continuing work to push for local progress—show solidarity that Cambridge will always be inclusive to transgender people by:

- Flying the Progress Pride flag as soon as possible, and at every occasion where the Pride flag would previously have been flown; the progress pride flag also represents LGBT+ communities of colour in line with our commitment to support the BLM movement.
- Stating publicly that trans rights are human rights.
- Facilitating and strongly encouraging all Councillors to attend Safer Spaces training.

The Council also recommits to ensuring a welcoming, inclusive, and respectful relationship with all groups recognised under The Equality Act.

Councillor Smith proposed and Councillor Davies seconded the following amendment to motion (~~deleted text struck through~~ and additional text underlined):

*Trans women are women. Trans men are men. Non-binary individuals are non-binary. We believe 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 community. Our aspiration is for Cambridge and the wider region to be safe, welcoming and inclusive*¹.

The Council notes:

1. ~~That despite 3 years of promises and consultations by successive Conservative governments that have created a storm of anti trans disinformation, hatred, and violence, the Government has scrapped its plans to reform the Gender Recognition Act.~~ The failure of the Tory Government to keep its promise to reform the gender recognition act, claiming that these reforms are not a priority for the trans community, it now suggests that these reforms aren't a priority for the transgender community despite overwhelming support from that community to de-medicalise the process, removing the spousal veto, and allowing non-binary individuals to gain legal recognition.
2. The concerning number of reported hate crimes against LGBTQIA+ people, with hate crime against trans people having quadrupled in the last 5 years².

¹ City council equality pledge Text starting 'we believe' onwards

² <https://www.bbc.co.uk/news/av/uk-54486122>

3. The strong partnership the council has had with LGBTQIA+ groups in the city, including the Kite Trust, Dhiverse, the Encompass Network and Cambridge Pride and the desire to continue to build and develop these relationships as part of our equality work.
4. Council's support for LGBTQIA+ initiatives including:
 - i. participation in schemes such as the Encompass Network Safe Spaces initiative,
 - ii. financial support to LGBTQIA+ groups through the grants programme, with grants of £23,500 in the period 2020/21,
 - iii. LGBT+ History Month and Cambridge Pride,
 - iv. arranging awareness training for staff and councillors.
5. That despite many positive initiatives there is always more to do to ensure that we are a genuinely supportive, inclusive and welcoming city.
6. Our commitment to the Black Lives Matters movement, and our recognition that LGBT+ people of colour face particular challenges and prejudices.

- ~~• The Council thanks the representatives and campaigners from the Kite Trust, Dhiverse, and the Encompass Network, that met with cross party councillors and officers and expresses its optimism that despite the Government, ongoing talks will reinforce and develop empathy and inclusivity in Cambridge.~~

~~The Council will alongside this continuing work to push for local progress show solidarity that Cambridge will always be inclusive to transgender people by:~~

This Council therefore resolves to:

- ~~• Flying the Progress Pride flag as soon as possible, and at every occasion where the Pride flag would previously have been flown; the progress pride flag also represents LGBT+ communities of colour in line with our commitment to support the BLM movement. Recognising that it should be up to LGBTQIA+ groups to decide what flag is flown to represent them, continue to consult with all LGBTQIA+ community support and voluntary groups within the city about flying the Progress Pride Flag, at every occasion where the Pride flag would previously have been flown. This also represents LGBTQIA+ people of colour, in line with our commitment to supporting the BLM movement.~~
- ~~• Stateing publicly that trans rights are human rights, and affirm the legal rights of all protected groups under the 2010 equality act.~~
- ~~• Facilitateing and strongly encourageing all Councillors to attend Safer Spaces training relevant training, such as Safer Spaces and trans awareness training.~~

- Fly the trans flag on international trans day of visibility (March 31st) and international trans day of remembrance (November 20th)
- Look into what we can do as a council to further promote our equality pledge and to raise awareness of the community grants fund amongst LGBTQIA+ groups.
- The Council also recommit. Recommit to ensuring a welcoming, inclusive, and respectful relationship with all groups recognised under The Equality Act as having protected characteristics³, and to reviewing what additional work can be done to support all these groups as part of the upcoming review of the Single Equalities Scheme. And recommit to doing this in an environment of kindness, compassion and mutual respect.

On a show of hands the amendment was carried by 30 votes to 0.

Resolved: (by 31 votes to 0)

Trans women are women. Trans men are men. Non-binary individuals are non-binary. We believe 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 community. Our aspiration is for Cambridge and the wider region to be safe, welcoming and inclusive⁴.

The Council notes:

1. The failure of the Tory Government to keep its promise to reform the gender recognition act, claiming that these reforms are not a priority for the trans community, despite overwhelming support from that community to de-medicalise the process, remove the spousal veto, and allow non-binary individuals to gain legal recognition.
2. The concerning number of reported hate crimes against LGBTQIA+ people, with hate crime against trans people having quadrupled in the last 5 years⁵.
3. The strong partnership the council has had with LGBTQIA+ groups in the city, including the Kite Trust, Dhiverse, the Encompass Network and Cambridge Pride and the desire to continue to build and develop these relationships as part of our equality work.
4. Council's support for LGBTQIA+ initiatives including:

³ Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

⁴ City council equality pledge Text starting 'we believe' onwards

⁵ <https://www.bbc.co.uk/news/av/uk-54486122>

- i. participation in schemes such as the Encompass Network Safe Spaces initiative,
 - ii. financial support to LGBTQIA+ groups through the grants programme, with grants of £23,500 in the period 2020/21,
 - iii. LGBT+ History Month and Cambridge Pride,
 - iv. arranging awareness training for staff and councillors.
5. That despite many positive initiatives there is always more to do to ensure that we are a genuinely supportive, inclusive and welcoming city.
6. Our commitment to the Black Lives Matters movement, and our recognition that LGBT+ people of colour face particular challenges and prejudices.

This Council therefore resolves to:

- Recognising that it should be up to LGBTQIA+ groups to decide what flag is flown to represent them, continue to consult with all LGBTQIA+ community support and voluntary groups within the city about flying the Progress Pride Flag, at every occasion where the Pride flag would previously have been flown. This also represents LGBTQIA+ people of colour, in line with our commitment to supporting the BLM movement.
- State publicly that trans rights are human rights, and affirm the legal rights of all protected groups under the 2010 equality act.
- Facilitate and strongly encourage all Councillors to attend relevant training, such as Safer Spaces and trans awareness training.
- Fly the trans flag on international trans day of visibility (March 31st) and international trans day of remembrance (November 20th)
- Look into what we can do as a council to further promote our equality pledge and to raise awareness of the community grants fund amongst LGBTQIA+ groups.
- Recommit to ensuring a welcoming, inclusive, and respectful relationship with all groups recognised under The Equality Act as having protected characteristics⁶, and to reviewing what additional work can be done to support all these groups as part of the upcoming review of the Single Equalities Scheme. And recommit to doing this in an environment of kindness, compassion and mutual respect.

20/89/CNL Written questions

The Mayor advised that no written questions had been received.

⁶ Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

The meeting ended at 10.43 pm

CHAIR

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COUNCIL

17 December 2020

6.00 - 6.14 pm

Present: Councillors Baigent, Bick, Bird, Chadwick, Collis, Dalzell, Davey, Dryden, Gehring, Green, Hadley, Herbert, Hipkin, Johnson, Martinelli, Massey, Matthews, McGerty, McPherson, McQueen, O'Reilly, Page-Croft, Payne, Porrer, Robertson, Sargeant, Sheil, Smart, Smith, Thittala, Thornburrow and Todd-Jones

FOR THE INFORMATION OF THE COUNCIL

20/90/CNL Apologies for absence and declarations of interest

Apologies were received from Councillors Barnett, Davies, Moore and Summerbell. No declarations of interest were made.

20/91/CNL Recommendations of the Employment (Senior Officer) Committee

Council RESOLVED to exclude the public by virtue of paragraphs 1 and 2 of part 1 of schedule 12A of the Local Government Act 1972.

1a 27 November - To consider the recommendation concerning the appointment to the post of Chief Executive.

Councillor Herbert, Chair of the Employment (Senior Officer) Committee recommended that Robert Pollock be appointed the Council's Chief Executive.

RESOLVED-

That Robert Pollock is appointed the Council's Chief Executive.

1b 7 December 2020 - To consider the recommendation regarding the application for discretionary waiver of exit cap (Revenue and Benefits Review)

RESOLVED-

To seek permission of government for a discretionary waiver of the exit cap regulations.

The meeting ended at 6.14 pm

CHAIR

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<p>RECOMMENDATION TO COUNCIL (Executive Councillor for Housing)</p>

2021/22 Housing Revenue Account Budget Setting Report

As part of the 2021/22 budget process, the range of assumptions upon which the Housing Revenue Account (HRA) Business Plan and Medium Term Financial Strategy were based, had been reviewed in light of the latest information available, culminating in the preparation of the HRA Budget Setting Report.

The HRA Budget-Setting Report provided an overview of the review of the key assumptions. It sets out the key parameters for the detailed recommendations and final budget proposals, and is the basis for the finalisation of the 2021/22 budgets.

The Housing Scrutiny Committee considered and approved the recommendations by 5 votes to 0 with 3 abstentions.

Accordingly, Council is recommended to:

Treasury Management

- l) Approve the need to borrow over the 30-year life of the business plan, with the first instance of this anticipated to be in 2022/23, to sustain the proposed level of investment, which includes ear-marking of funding for delivery of a net 1,000 new homes over a 10 year timeframe.
- m) Recognise that any decision to borrow further will impact the authority's ability to set-aside resource to redeem 25% of the value of the housing debt by the point at which the loan portfolio matures, with the approach to this to be reviewed before further borrowing commences.

Housing Capital

- n) Approval of the latest Decent Homes Programme, to include updated decent homes expenditure for new build dwellings to recognise the increased ongoing costs of maintaining homes at Passivhaus standards, as detailed in Appendix E of the HRA Budget Setting Report.

- o) Approval of the latest budget sums, profiling and associated financing for all new build schemes, including revised scheme budgets for Tedder Way, Kendal Way, Clerk Maxwell, Campkin Road, Colville Road and Kingsway, based upon the latest cost information from the Cambridge Investment Partnership (CIP) or direct procurements, as detailed in Appendices E and H, and summarised in Appendix K, of the HRA Budget Setting Report.
- p) Approval of allocation of funds from the budget ear-marked for the delivery of 1,000 net new homes to the five schemes at Fen Road, Ditton Walk, Aragon Close, Sackville Close, and Borrowdale in line with the scheme specific reports presented to Housing Scrutiny Committee in the committee cycle.
- q) Recognition of removal of the budget and associated MHCLG grant income for the acquisition of property to accommodate rough sleepers, following confirmation that the authority was unsuccessful in the 2020/21 round of the Next Steps Grant bid process.
- r) Approval of the revised Housing Capital Investment Plan as shown in Appendix K of the HRA Budget Setting Report.

General

- s) Approval of inclusion of Disabled Facilities Grant expenditure and associated grant income from 2021/22 onwards, based upon 2020/21 original grant levels, with approval of delegation to the Head of Finance, as Section 151 Officer, to approve an in year increase or decrease in the budget for disabled facilities grants in any year, in direct relation to any increase or decrease in the capital grant funding for this purpose, as received from the County Council through the Better Care Fund. Approval of delegation to the Head of Finance, as Section 151 Officer, to determine the most appropriate use of any additional Disabled Facilities Grant funding announced in year, for the wider benefit of the Shared Home Improvement Agency.
- t) Approval of delegation to the Strategic Director to review and amend the level of fees charged by the Shared Home Improvement Agency for disabled facilities grants and repair assistance grants, in line with any decisions made by the Shared Home Improvement Agency Board.

- u) Approval of delegation to the Strategic Director, in consultation with the Head of Finance, as Section 151 Officer, to draw down resource from the ear-marked reserve for potential debt redemption or re-investment, for the purpose of open market land or property acquisition or new build housing development, should the need arise, in order to meet quarterly deadlines for the use of retained right to buy receipts or to facilitate future site redevelopment.
- v) Approval of delegation to the Head of Finance, as Section 151 Officer, to include both expenditure and income budgets in respect of any grant bid made to MHCLG as part of the Next Steps Grant Programme, recognising that any net impact for the HRA will need to be retrospectively incorporated as part of the HRA Medium Term Financial Strategy in 2021/22.
- w) Approval of delegation to the Head of Finance, as Section 151 Officer, to make the necessary technical amendments to detailed budgets in respect of the outcome of the review of recharges between the General Fund and the HRA, with any change in impact for the HRA to be incorporated as part of the HRA Medium Term Financial Strategy in September 2021.

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Version 3
Council

Housing Revenue Account Budget Setting Report 2020/21



January
2020

Version Control

Version	for:	Anticipated Content
1	Draft	Draft content for consultation
2	Housing Scrutiny Committee 19 January 2021	Member Scrutiny Tenant and Leaseholder Representative Input Amendments to Executive proposals Opposition budget amendment proposals Rents and Service Charges approved Revenue budgets considered and approved
3	Council Meeting 25 February 2021	The Executive Councillor for Housing's recommended final budget proposals Capital budgets considered and approved
4	FINAL	Final version for publication following Council

Contents

Section No.	Topic	Page No.
1	Introduction	4
2	Review of National and Local Policy and Context	9
3	Housing Revenue Account Resources	23
4	Housing Revenue Account Budget	34
5	Housing Capital Budget	39
6	HRA Treasury Management	55
7	Summary and Overview	58

Appendices

Reference	Topic	Page No.
A	Business Planning Assumptions	64
B	Service Charges 2021/22	67
C	HRA Ear-Marked & Specific Funds	70
D (1)	HRA Budget – 2020/21 Mid-Year Revenue Budget Changes	71
D (2)	HRA Budget – All Revenue Items	72
D (3)	HRA Budget – All Capital Items	80
E	Housing Capital Budget Amendment Summary 2020/21 to 2024/25	81
F	Key Risk Analysis	83
G	Retained Right to Buy Receipts	86
H	New Build Cash-flow Investment Profile	87
I	Sensitivity Analysis	91
J	HRA Summary Forecast 2020/21 to 2025/26	92
K	Housing Capital Investment Plan – 2020/21 to 2029/30	94
L	HRA Budget Equalities Impact Assessment	100

Section 1

Introduction

Foreword by the Executive Councillor

The Housing Revenue Account (HRA) Budget Setting Report provides the City Council with an opportunity to review current and future policy and financial indicators and assumptions to ensure the HRA's business plan remains sustainable for the long-term, and to set a budget for the year ahead which outlines our revenue and capital spending priorities.

The last year has been significantly challenging for us all. Coronavirus has impacted every aspect of our lives, and we know that many of our tenants have found themselves in financial difficulties as a consequence of work drying up or having to self-isolate or shield. The Council was clear from the outset of the pandemic that any tenant who had trouble in paying their rent as a consequence of coronavirus would be supported. In recognising that the economic climate may get worse before it gets better, resource is proposed in the budget to continue the post of a Financial Inclusion Officer to help tenants who experience money problems or are affected by welfare reform policies.

The impact on the HRA has been that arrears, as a percentage of rent not collected, has increased. Yet, despite the financial turbulence experienced, it remains on a sound financial footing thanks to prudent financial planning, as well as the use of reserves to ease short-term pressures. This ensures tenants can continue to live in well-maintained homes and receive the services that they expect from us.

There will be increased capital expenditure from 2021/22 for the next ten years, for additional decent homes work, to tackle the backlog created as a consequence of previous national housing policies which reduced income available to the HRA. We are also keeping funds available for the acquisition of properties on the open market to assist with accommodating

former rough sleepers and are actively exploring opportunities currently. In addition, the Council also remains on track to exceed our target of 500 new council homes built with funding from the devolution agreement. The latest projection is that 544 net new homes are scheduled to be completed as part of this programme.

The future house building programme of a further one thousand additional new council homes will be one of the most ambitious schemes in the country by any local authority in recent years. In October, the Council made a clear decision to commit to the urgent and strategic investment required to help address the housing crisis which still exists in our city. The programme also envisages the construction of houses for shared ownership and for market sale, helping to part-subsidise the cost of the new council homes.

However, with the council borrowing hundreds of millions of pounds over the next few years to help finance the programme, it is important for any plans to be financially viable. Ensuring future proposals are achievable and realistic will allow us to address Cambridge's housing emergency whilst at the same time recognising the important task of attending to the climate emergency. Wherever possible, the new homes will be of at least Passivhaus (ultra-low carbon) standards, transitioning to net zero carbon as soon as we are able to do so. The Passivhaus homes will be built to a standard that would allow them to be retrofitted to net zero carbon. This year's budget proposes that resource is made available towards five new 'pilot' Passivhaus schemes, totalling 35 homes at Fen Road, Ditton Walk, Aragon Close, Sackville Close and Borrowdale.

Financially sustainable plans will allow the HRA to continue maintaining and improving our existing stock of over seven thousand homes and will also permit us to consider options for future retrofitting to low carbon standards. A study is in process to explore what would be feasible and achievable in this area and will build upon existing project work in improving the energy efficiency of our poorest performing homes, whilst also exploring alternative heating sources to replace gas boilers.

Councillor Richard Johnson.

Executive Councillor for Housing

Background

The Housing Revenue Account is managed in the context of a 30-year business plan and is reviewed twice each year, in September / October when the budget strategy is agreed and again in January / February, when the detailed budget is approved.

As the landlord account for the authority, the HRA accounts for all services to tenants and leaseholders and is the account into which the proceeds of the rent and service charges are credited. The HRA Budget Setting Report considers both HRA revenue and all housing capital spending.

The level of resource available to invest in housing is dependent upon the income streams in the Housing Revenue Account, the most significant of these being the rental income for the housing stock. The HRA can borrow to invest in housing, but again, the income stream must be able to fully support the borrowing. The authority is currently required to comply with a national approach to rent setting, where rents can be increased annually by up to inflation (as measured by the Consumer Price Index) plus 1%. This applies from April 2021, for a further 4 years.

The Housing Revenue Account continually reviews priorities for investment, considering:

- The level of investment required to maintain decency in the existing housing stock
- The need to spend on landlord services (management and maintenance)
- The need to support, and potentially set-aside for repayment of, housing debt
- The ability to identify resource for investment in new affordable housing
- The commitment to reach net zero carbon in Cambridge by 2050.
- The desire to invest in income generating activities and discretionary services (i.e.; support)
- The ability to respond quickly to changes in both housing and building legislation

The HRA must be able to support a significant level of housing debt whilst also ensuring the ongoing delivery of housing services. As at April 2020, the authority was supporting a net housing debt of £205,834,590.

Purpose, Scope and Key Dates

Purpose and Scope

The HRA Medium Term Financial Strategy, approved in September / October of each year sets the financial strategy for the HRA. As part of this, internal and external factors impacting the housing service are reviewed, taking account of any emerging changes in national housing policy and the impact of any anticipated change in the economic environment. In 2020/21, there was the need to take account of the unprecedented impact of the coronavirus pandemic on the HRA financial forecasts. The review determined the financial strategy for the HRA and the framework for the detailed budget work to develop proposals for the 2021/22 budget.

As part of the Budget Setting Report, the assumptions, business risks and risk mitigations upon which the HRA Medium Term Financial Strategy was based, are reviewed to determine whether any aspects of the strategy need to be revised. Sensitivity analysis is undertaken to ensure that effective contingency plans are considered and that appropriate reserves are maintained in light of any change in assumptions.

The outcome of the exercise, summarised in this document, provides the basis for setting the HRA budget and rents and charges for 2021/22, culminating in recommendations to both Housing Scrutiny Committee on 19 January 2021, and ultimately Council on 25 February 2021.

The work on the 2021/22 HRA Budget Setting Report adopts the following key parameters:

- A financial model assuming borrowing in order to deliver new homes alongside maintaining and improving the existing housing stock.
- Rent increases in line with the Rent Standard, with rent of CPI plus 1% per annum for a period of 4 further years from April 2021.
- Housing stock maintained at a minimum of the current decency standard.
- An efficiency savings target of £136,000 per annum included for 5 years, offset by a corresponding Strategic Investment Fund that allows resource to be re-invested in new and emerging priorities.

- Adjustment to responsive repairs expenditure in line with anticipated stock changes.
- Minimum working balance for reserves of £2m, with a target level of £3m.

Key Dates

The key member decision-making dates were / are as follows:

Date	Task
2020	
24 September	The Executive Councillor for Housing considered HRA Medium Term Financial Strategy, incorporated Housing Scrutiny Committee, including Tenant and Leaseholder Representative views, and approved revenue aspects, making recommendations to Council in respect of the capital plan.
22 October	Council approved HRA Medium Term Financial Strategy 2020/21
2021	
19 January	Executive Councillor for Housing considers Housing Scrutiny Committee views, before approving HRA revenue budgets and rent levels, and making recommendations to Council in respect of the capital aspects of the HRA Budget Setting Report
25 February	Council approves HRA Budget Setting Report

Section 2

Review of National and Local Policy Context and External Factors

Review of National Policy Context

National Rent Setting Policy

From April 2020 local authority rents have been regulated by the Regulator of Social Housing, alongside housing associations and other registered providers, with the Regulator's rent standard applicable to local authorities also.

Rent increases are currently limited to an increase of up to CPI plus 1% from April 2021 for a further 4 years (based upon CPI at the preceding September), with properties below target rent levels moved directly to target rent only when they become void. Target rents continue to be set with reference to January 1999 property values.

Affordable rents increases are also limited to a maximum increase of CPI plus 1% from April 2021, but with the ability to re-set the rent at up to 80% of market rent upon re-let.

Following a period of consultation, the Regulator of Social Housing published the Rent Standard April 2020 in February 2020. No update to this Rent Standard had been published at the time of writing this report.

Social Housing White Paper (Charter for Social Housing Residents)

The Ministry of Housing, Communities and Local Government green paper 'A new deal for social housing' culminated in the publication of the Social Housing White Paper 'The Charter for Social Housing Residents' on 17 November 2020.

The charter sets out what every social housing tenant should be able to expect:

- To be safe in your home – working with industry and landlords to ensure every home is safe and secure;
- To know how your landlord is performing, including on repairs, complaints and safety, and how it spends its money, so you can hold it to account - empowering residents, ensuring voices are heard and landlords are held to account;
- To have your complaints dealt with promptly and fairly, with access to a strong Ombudsman who will give you swift and fair redress when needed;
- To be treated with respect, backed by a strong consumer regulator and improved consumer standards for tenants;
- To have your voice heard by your landlord, for example through regular meetings, scrutiny panels or being on its Board. The Government will provide help, if you want it, to give you the tools to ensure your landlord listens;
- To have a good quality home and neighbourhood to live in, with your landlord keeping your home in good repair;
- To be supported to take your first step to ownership, so it is a ladder to other opportunities, should your circumstances allow.

To ensure a safe home, the charter commits to:

- Legislate to strengthen the Regulator of Social Housing's consumer regulation objectives to explicitly include safety.
- Legislate to require social landlords to identify a nominated person responsible for complying with their health and safety requirements.
- Expect the Regulator of Social Housing to prepare a Memorandum of Understanding with the Health and Safety Executive to ensure effective sharing of information with the Building Safety Regulator.
- Launch a consultation on requiring smoke alarms in social housing and introducing new expectations for carbon monoxide alarms.
- Consult on measures to ensure that social housing residents are protected from harm caused by poor electrical safety.

- Continue to work with the Social Sector (Building Safety) Engagement Best Practice Group and the Building Safety Regulator to ensure resident voices are heard.

To know how your landlord is performing, the charter commits to:

- Create a set of tenant satisfaction measures for landlords on things that matter to tenants.
- Introduce a new access to information scheme for social housing tenants of housing associations and other private registered providers of social housing, so that information relating to landlords is easily available.
- Ensure landlords provide a clear breakdown of how their income is being spent.
- Require landlords to identify a senior person in their organisation who is responsible for ensuring they comply with the consumer standards set by the Regulator of Social Housing.

To have your complaints dealt with promptly and fairly, the charter recognises recent action to:

- Speed up access to the Housing Ombudsman by removing (through the Building Safety Bill) the need for residents to either go to a 'designated person' or wait eight weeks before approaching the Ombudsman directly.
- Expand the Housing Ombudsman service, and increase its powers, so it will make decisions more quickly and can take stronger action against landlords where needed.

and also commits to:

- Provide residents with consistency across landlord complaint handling by ensuring landlords self-assess against the Housing Ombudsman's Complaint Handling Code by 31 December 2020.
- Ensure tenants know how to raise complaints and have confidence in the system by launching a communications campaign. We will expect landlords, the Housing Ombudsman and the Building Safety Regulator to ensure residents have clear and up to date information on how to complain.
- Legislate to ensure clear co-operation between the Housing Ombudsman and the Regulator of Social Housing to hold landlords to account more effectively when things go wrong.

- Make landlords more accountable for their actions by publicising the details of cases determined and published by the Housing Ombudsman.

To be treated fairly and with respect, backed by a strong consumer regulator for tenants, the charter commits to:

- Transform the consumer regulation role of the Regulator of Social Housing ("the regulator") so it proactively monitors and drives landlords' compliance with improved consumer standards.
- Remove the 'serious detriment test' and introduce routine inspections for the largest landlords (those with over 1,000 homes) every four years.
- Change the regulator's objectives to explicitly cover safety and transparency, and work with it to review its consumer standards to ensure they are up to date and deliver its revised objectives.
- Give the regulator the power to publish a Code of Practice on the consumer standards to be clear what landlords are required to deliver.
- Strengthen the regulator's enforcement powers to tackle failing landlords and to respond to new challenges facing the sector.
- Hold local authorities to account as landlords, including how they manage Arms Length Management Organisations and Tenant Management Organisations, to make sure they deliver a good service to tenants.
- Require the regulator to set up an Advisory Committee to provide independent and unbiased advice on discharging its functions.

To have your voice heard by your landlord, the charter commits to:

- Expect the regulator to require landlords to seek out best practice and consider how they can continually improve the way they engage with social housing tenants.
- Deliver a new opportunities and empowerment programme for social housing residents, to support more effective engagement between landlords and residents, and to give residents tools to influence their landlords and hold them to account.
- Review professional training and development to ensure residents receive a high standard of customer service.

To have a good quality home and neighbourhood to live in, the charter commits to:

- Review the Decent Homes Standard, including access to and the quality of green spaces.
- Tackle anti-social behaviour by enabling tenants to know who is responsible for action and who can support and assist them if they are faced with antisocial behaviour.
- Consider the results of the allocations evidence collection exercise findings to ensure that housing is allocated in the fairest way possible and achieves the best outcomes for local places and communities.

To be supported to take your first step to ownership, the charter commits to:

- Investing £11.5 billion to build up to 180,000 affordable homes – the highest single funding commitment to affordable housing in a decade. Around half of these new homes will be for affordable home ownership.
- Implementing a new, fairer and more accessible model for Shared Ownership.
- Implementing a new Right to Shared Ownership for tenants of housing associations and other private registered providers who live in new grant funded homes for rent.
- Emphasising through our new National Design Guide the importance of building beautiful and well-designed social homes.
- Introducing a new Affordable Homes Guarantee Scheme.
- Encouraging local authorities to take advantage of our removal of the borrowing cap to build more council homes.

Welfare Reforms

Universal Credit

Universal Credit full service in Cambridge started 17th October 2018. New tenants, and existing tenants who have a change in circumstances, need to apply for Universal Credit. To support existing Housing Benefit claimants (unless temporary or supported accommodation) with the transition to Universal Credit, an additional payment of two weeks Housing Benefit is made.

Tenants in temporary, specified or supported accommodation continue to receive Housing Benefit for their housing costs.

Cambridge City Council continues to work with partners and the local Jobcentre Plus, including funding a post in the Jobcentre to provide Personal Budgeting Support (PBS). This arrangement has allowed significantly more claimants to receive support in making claims.

From April 2019, the DWP has been funding Citizens Advice through a national partnership to assist people with applying for Universal Credit. However, this does not include the PBS currently funded by Cambridge City Council.

The coronavirus pandemic has seen an increase in the number of tenants transitioning to Universal Credit as individual's circumstances change, and nationally there has been a steep rise in the number of claims overall as a direct result of the situation.

The authority had 1,469 HRA tenants claiming Universal Credit at the beginning of November 2020.

Between now and December 2023, a process of managed migration will move the remaining Housing Benefit claimants to Universal Credit. Details of exactly how and when are still being considered by government.

Other Benefit Changes

The Benefit Cap continues to impact residents, with Cambridge Citizens Advice and Cambridge Housing Society, providing support to help those affected into work. Others receive short term Discretionary Housing Payments (DHPs) to support them until they are able to improve their circumstances.

A steady number of residents are still affected by the removal of the spare room subsidy, with DHPs also used to support this group.

The HRA maintains a budget, incorporated at £21,900 for 2021/22 to provide financial support and incentive to assist tenant in downsizing. In order to support more tenants to downsize using this funding, those in receipt of DHP are now eligible to also have their downsizing payment met through DHP funding, leaving the HRA funding available to support other tenants who wish to downsize.

Limiting the child element in a benefit calculation to two children continues to impact new claimants, or those making a change to their claim in this regard.

Right to Buy

Right to Buy Sales

During 2019/20, 64 right to buy applications were received and recorded, resulting in 29 completions. This compares to 60 applications in the previous year, which gave rise to 27 completions, supporting the view that sales had stabilised.

In the first 8 months of 2020/21, 35 right to buy applications were received and only 10 sales completed. It is difficult to predict whether there has been any real downturn in interest, or whether the fall in activity is solely due to the coronavirus pandemic.

When the HRA Medium Term Financial Strategy was drafted in the summer of 2020, the assumption of 30 sales in 2020/21 was amended to 22, recognising the reduced activity in the first quarter of the year. For the HRA Budget Setting Report, 15 sales are now assumed in 2020/21, before returning to the previous assumption of 25 sales per annum from 2021/22 onwards.

The table below highlights the activity over the last 5 years, detailing the mix of houses, flats and bedsits sold through this process.

Status	Year	Right to Buy (RTB)			Total
		House	Flat	Bedsit	
Actual Sales	2015/16	24	17	1	42
	2016/17	36	22	0	58
	2017/18	26	20	1	47
	2018/19	13	14	0	27
	2019/20	14	15	0	29
Estimated Sales	2020/21	10	5	0	15
	2021/22	12	13	0	25
	2022/23	12	13	0	25
	2023/24	12	13	0	25
	2024/25	12	13	0	25

Right to Buy Receipts

At 31 March 2020, the authority held £10,634,511 of right to buy receipts under the retention agreement with MHCLG, to be spent within 3 years of their original receipt date, with a maximum of 30% of any new dwelling being funded via this mechanism. The balance must be funded from Devolution Grant, the Council's own resources, or through borrowing. Retained right to buy receipts can't be used to fund replacement dwellings or dwellings receiving any other form of public subsidy. With the Bank of England base rate currently at 0.1%, any penalty interest payable on receipts not re-invested appropriately will be at the rate of 4.1%.

The government consultation, which closed on 9 October 2018, considered the following amendments to the regulations surrounding the use and application of retained right to buy receipts:

- Extending the spending deadline from 3 to 5 years for receipts currently held, whilst retaining the 3-year timeframe for any future receipts received.
- Increasing the level of right to buy receipts which can be used to finance a new home from the current cap of 30%, to 50% in respect of social rented homes, where authorities meet the eligibility criteria for the Affordable Homes Programme and can demonstrate a need for social housing over other affordable housing.
- Defer the use of receipts for acquisition of existing market homes by limiting the value of an acquisition to the cost of delivery of a new home as determined by Homes England and the Greater London Authority. This would mean a cap on the value of an acquisition for Cambridge City Council of £167,000.
- Allowing right to buy receipts to be used to fund shared ownership homes as well as rented.
- Allowing land held by the General Fund to be transferred to the HRA for the delivery of affordable homes at zero value, but with some suggestion a time limit may be imposed on how long the General Fund will have had to hold the land prior to transfer.

- Consideration of changes to allow transfer of receipts to a Housing Company or ALMO (Arm's Length Management Organisation), subject to some constraints.
- Allowing a 3 month 'interest free' window after each quarter to allow authorities to make decisions about whether to retain or pay over receipts.

Although the outcome of the consultation is still awaited at the time of writing this report, the authority entered into a minor variation to the retention agreement, proffered by government as a direct result of the coronavirus pandemic, which removed the quarterly deadlines for reinvestment of receipts for 30 June 2020 and 30 September 2020, and rolled up what needed to be spent in the deadline on 31 December 2020. This has recently been extended to 31 March 2021.

Appendix G summarises the latest position in respect of receipts held and appropriately re-invested. The authority has avoided breach of any re-investment deadlines to date, but has no protection from repayment of receipts, with sums required to be spent on new build homes in each arising quarter to avoid payment of any penalty.

Newly arising receipts continue to be retained at the end of each quarter, with any decision to pay over receipts to MHCLG made by the Head of Finance, in consultation with the Strategic Director, taking into consideration any need to borrow to appropriately re-invest the resource and the implications of this on the business plan. The Executive Councillor for Housing will be informed if the recommendation in any quarter were to be to pay receipts directly back to Central Government.

Review of Local Policy Context

Housing Stock

The Housing Revenue Account owns and manages the following properties:

Housing Category	Actual Stock Numbers as at 1/4/2020	Estimated Stock Numbers as at 1/4/2021
General Housing – Social	6,113	6,054
General Housing – Affordable (LHA Rents)	351	410
Sheltered Housing	512	512
Supported Housing	17	17
Temporary Housing (Individual Units)	70	70
Temporary Housing (HMO / EA's)	24	24
Miscellaneous Leased Dwellings	19	19
Sub Total Rented Dwellings	7,106	7,106
Shared Ownership Dwellings	97	96
Total HRA Dwellings	7,203	7,202

The number of properties anticipated to be held by 1/4/2021 is marginally lower than the number held at 1/4/2020 as a result of the assumption that a small number of properties are sold under the right to buy and vacant possession will be secured at both Campkin Road and Colville Road, to allow demolition prior to redevelopment. Although handover of new homes in Anstey Way and on some of the small garage and in-fill sites has taken place, with a few more handovers anticipated, there will not be enough new units delivered during 2020/21 to outstrip those disposed of or demolished.

A breakdown of the housing stock by property type is demonstrated in the table below:

Stock Category (Property Type)	Actual Stock Numbers as at 1/4/2020	Estimated Stock Numbers as at 1/4/2021
Bedsits	94	94
1 Bed	1,725	1,719
2 Bed	2,522	2,521
3 Bed	2,239	2,245
4 Bed	102	102
5 Bed	7	7
6 Bed	2	2
Sheltered Housing	512	512
Total HRA Rented and Shared Ownership Dwellings	7,203	7,202

Leasehold Stock

At 1st April 2020, the Council retained the freehold and managed the leases for 1,196 leasehold flats.

Housing Demand

The mix of new housing delivered by the Housing Revenue Account is influenced by a combination of the need as identified by the housing register locally, the housing requirements of those accommodated as homeless and strategic forecasts of future housing need.

Cambridge City Council currently has 2,749 households on the housing register (1,763 'live' and 986 with applications 'pending'). 580 applicants were housed over the last year (to end of September 2020), with the majority (84%) of lettings being to applicants at band A or B.

The greatest demand for housing is still one and two bedroomed properties, with one-bed applicants accounting for 58% of the register, two-bed applicants 25%, three-bed applicants 15% and 2% of applicants waiting for properties with 4 or more bedrooms.

Applicants are banded according to housing need. Band A represents the highest housing need, making up approximately 7% of the register. Band B applicants represent approximately 27%, band C 40% and band D 27% at the end of September 2020.

Support for Vulnerable People

The Housing Service has a Tenancy Support Team, with three full time equivalent staff employed to help and support tenants, with a focus on supporting the more vulnerable tenants in council homes, to help them sustain their tenancies. The HRA also employs two permanent and one part time fixed term Financial Inclusion Officers who work with tenants to ensure that they are receiving all the financial support to which they are entitled.

Cambridge City Council remains in contract with the County Council for the delivery of tenure neutral support services to older people across the city, with a term of up to 4 years from April 2018, subject to extension for the final year. The contract sum is fixed at £180,000 per annum.

External Factors

Update of the financial forecasts for the HRA also takes into consideration factors outside of the direct control of the authority, but which will also impact strategic decision making.

Inflation Rates

The base rate of inflation used to drive expenditure assumptions in the HRA financial forecasts is the Consumer Price Index (CPI). Changes in this measure of inflation were reviewed as part of the Medium-Term Financial Strategy, with the view that a recent fall in rates, published at 1% for July 2020 may stay low for a period before recovery was experienced. A rate of 0.9% was adopted for 2021/22, before return to the Bank of England target of 2% by 2022/23.

In August the rate plummeted to 0.2%, before seeing some recovery to 0.5% for September 2020 and 0.7% by October 2020.

The Office for Budget Responsibility (OBR), in its Economic and Fiscal Outlook Report of November 2020, is now forecasting a slow recovery from a rate of 0.8% in 2020, to 1.2% in 2021, 1.6% in 2022, 1.7% in 2023, 1.9% in 2024, before finally recovering to the Bank of England's target level for CPI of 2% by 2025.

The Bank of England, in their Monetary Policy Report of October 2020, predicted a faster recovery, with rates of 2.1% forecast for 2021, 2% for 2022 and 2.1% for 2023.

The rate of 0.9% adopted for 2020 (to arrive at 2021/22 budgets) as part of the HRA Medium Term Financial Strategy in September 2020 is therefore still considered appropriate in respect of HRA expenditure and has been retained in this iteration of the business plan. The ongoing assumption of 2% from 2021 onwards has also been retained, as it sits in the middle of the assumptions currently being made by the OBR and the Bank of England.

The assumptions surrounding building maintenance expenditure inflation are derived from a mix of forecast using the RICS (Royal Institution of Chartered Surveyors) Building Cost Information Service (BCIS) all in tender price index and CPI. This recognises that older planned maintenance

contracts use the BCIS as an inflation driver, and those let more recently adopt CPI as the measure of inflation for contract price increases.

The latest projections for the BCIS Index over the next 4 years currently predict a rate of growth of 3.4% for 2021/22, increasing to 3.9%, 4% and 4.1% in the following 3 years. Taking an average of these rates of growth for the forecast three years gives rise to an annual increase of 4%.

On a similar average basis, the assumptions for CPI over the same period are 2%, a difference of 2%. As only 50% of the work programme is anticipated to be subject to the BCIS indices, half of the uplift has been applied and a rate of CPI plus 1% has been incorporated into the business plan forecasts for one further year (2022/23), assuming that upon re-tender all planned maintenance contracts will then adopt CPI as the measure of inflation.

Interest Rates

The Housing Revenue Account is entitled to a proportion of interest earned on revenue and capital cash balances invested by the authority, with a mix of investments adopted by the Council. HRA resource is now only invested in lower risk investments, therefore generating a lower rate of return, with an ongoing interest rate of 0.6% assumed in the HRA Medium Term Financial Strategy.

This assumption has been retained for the HRA Budget Setting report, as detailed in **Appendix A**, recognising that the Bank of England base rate remains at 0.1%, and that market recovery will be slow. The interest rates projections will be reviewed again as part of the 2021/22 HRA Medium Term Financial Strategy.

In respect of HRA borrowing, the self-financing loan portfolio of £213,572,000 with the Public Works Loans Board remains, with rates of between 3.46% and 3.53%.

With no HRA borrowing cap, subject to financial viability, and the ability to support the borrowing, the authority can currently borrow to invest in the provision of affordable housing without external constraint.

The assumption is made that any additional borrowing is externalised, with updated PWLB maturity loan rates for loans of a 30-year duration used. On 25 November 2020, Treasury announced a 100 basis points (1%) reduction in the PWLB rate, but also removed reference to the previous HRA rate reduction of the same value. The 30 year maturity rate as at 26 November 2020 was published at 1.89%. The Certainty Rate, which provides a 20 basis points (0.2%) reduction remains in place, and Cambridge City Council are listed as qualifying authorities for this currently.

Following a government consultation, a proposal that any authority making an investment in an asset that is classified as an 'investment asset primarily for yield', will not be able to access loans from the PWLB in the financial year in which it makes this investment has now been confirmed. The guidance issued alongside the consultation response confirms that a local authority will need to submit a 3 year capital investment strategy / plan to be able to borrow, and that the Section 151 Officer will need to certify that none of the capital projects are classified as investments primarily for yield. Investment in housing, regeneration, preventative action (ie; buying an asset of community value) and treasury management (ie; re-financing existing debt) are acceptable, but investment for yield, such as investment in land or buildings to be let at market rates is prohibited. There is therefore the potential for any investment decisions made by the General Fund to detriment the HRA's ability to borrow from the PWLB in any given year. This would not stop the HRA borrowing but would mean that an alternative lending source would need to be identified, with rates potentially not being as preferential.

Based upon the rates available at the time of drafting this report, a revised rate of 1.89% has been incorporated into borrowing assumptions from 2021/22 onwards. For prudence, this does not include the application of the Certainty Rate. It should also be noted that this rate is reviewed and can change twice each day.

Any transfer of land between the General Fund and the HRA to allow development, currently still impacts the HRA Capital Financing Requirement, effectively increasing borrowing. Although there is now no cap on borrowing, such decisions must still be made in the knowledge of the revenue impact of transferring the land. The outcome of a government consultation which sought to allow the transfer of some land between funds at nil value is still awaited.

Section 3

Housing Revenue Account Resources

Rent

Rent Arrears, Bad Debt Provision and Void Levels

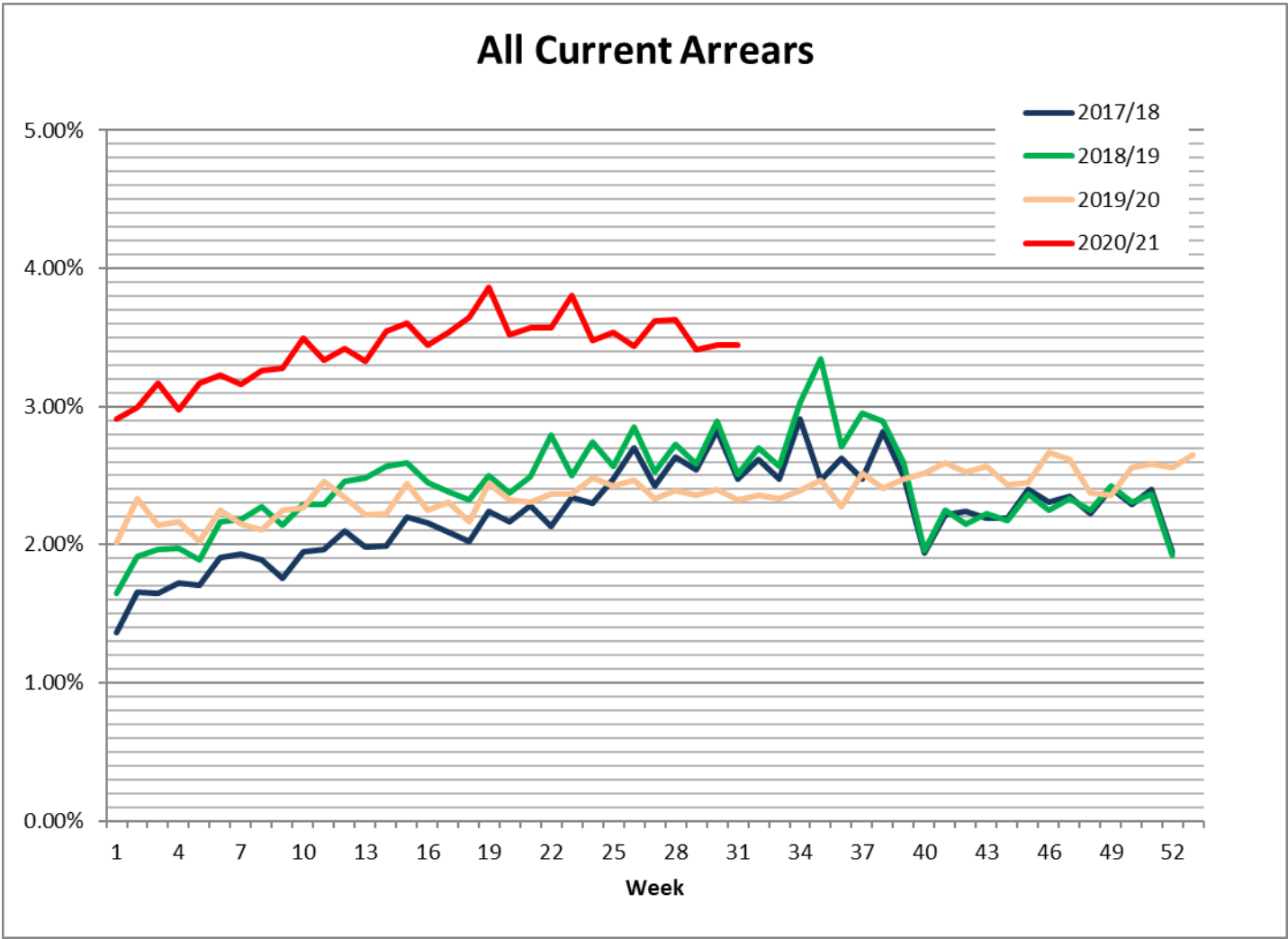
Rent collection performance fell in 2019/20, with 98.8% of the value of rent due, collected in the year, compared with 99.6% in the previous year. The level of arrears at year end increased significantly for 2019/20, with current tenant arrears at a high of just under £1.1 million by 31 March 2020.

The year-end position in respect of rent debt is summarised in the table below:

Financial Year End	Value of Year End Arrears in Accounts (Current Tenants)	Current Tenant Arrears as a Percentage of Gross Debit Raised in the Year	Value of Year End Arrears in Accounts (Former Tenants)
31/3/2016	£598,820	1.51%	£735,539
31/3/2017	£645,398	1.63%	£728,050
31/3/2018	£779,904	1.96%	£871,620
31/3/2019	£776,961	1.93%	£932,156
31/3/2020	£1,091,161	2.70%	£915,585

A combination of the impact of the rollout of Universal Credit and the coronavirus pandemic has seen the arrears figures increase significantly further in 2020/21 to date.

By the end of November 2020, current tenant arrears stood at £1,420,876.85, with former tenant arrears at £998,656.75. This displays a significant in-year increase in current tenant arrears, with many tenants unable to pay as a direct result of the coronavirus pandemic, whilst the Council has also been unable to instigate court action against those unwilling to pay.



The Income Management Team continue to work with all tenants, but particularly those affected by the benefit changes and /or the coronavirus pandemic.

Financial Inclusion Officers are also working with tenants to support them through the transition from Housing Benefit to Universal Credit, to ensure that they are claiming all financial support to which they are entitled, to help improve budgeting skills and to identify ways in which debt can be managed more effectively.

Tackling former tenant arrears is also challenging, but with the level of former tenant arrears being relatively static due to the authority's inability to instigate legal proceedings over the first 6 months of the year.

Debt that is not realistically collectable is still recommended for write off and provision is currently made in the Housing Revenue Account to write off 88.1% of former tenant debt. Any decision to do this is not taken until all avenues for collection have been exhausted.

The provision in the Housing Revenue Account to write off former housing debt was made at 88.1% of the former tenant debt at 31 March 2020.

At 31 March 2020 the total provision for bad debt stood at £1,482,310.47 representing 74% of the total debt outstanding.

Recognising the unprecedented nature of the current position in respect of the coronavirus pandemic, and the impact that this is having on tenants ability to pay rent, the annual contribution into this reserve was increased from 1.5% to 4.5% in the current year as part of the HRA Medium Term Financial Strategy, with a contribution of £1,709,720 now budgeted for, before a return to 1.5% from 2021/22 onwards.

It is difficult to predict what the medium and longer-term impacts may be of both the full transition to Universal Credit and the current coronavirus pandemic, and as such the future level of provision will be reviewed once there is more clarity and the authority has more experience of payment performance locally.

The value of rent not collected as a direct result of void dwellings in 2019/20 was £635,949 representing a void loss of 1.68%, compared with £723,954 in 2018/19, representing a void loss of 1.91%.

Void levels have remained stable in 2020/21 to date, with the void loss between April and October 2020 (7 months) being £369,256, representing a 1.65% void loss. A snapshot of the proportion of stock vacant at the end of October 2020 confirms that 1.77% of homes (128 homes) are unoccupied, but with 0.51% (37) of these held vacant for demolition and a number having

been vacant for longer than desired, as a direct result of difficulties in re-let due to the coronavirus pandemic. Decisions to redevelop existing homes, requiring them to be vacated prior to demolition, causes a temporary increase in the void performance statistics, until the entire site is vacated, and the homes are formally removed from stock.

With the impact of irregular void transactions removed from the statistics, the void performance in general voids for 2019/20 would have been 1.2%. This has however been recovered during 2020/21 to date, with an average void loss of 1.04%, when irregular voids (including coronavirus related voids) are removed. As a result of this, it is recommended to retain the longer-term assumption of 1% in this iteration of the business plan.

Rent Restructuring and Rent Levels

The authority lets wholly rented property on two differing rent levels, social rent and affordable rent, with the latter capped locally at the level of the Local Housing Allowance.

The average target 'rent restructured' rent at the start of 2019/20 across the general housing stock was £104.48, with the average actual rent charged being £100.86. By April 2020, 29.5% of the social rented housing stock was being charged at target rent levels, compared with 25% in April of the previous year. The loss of rental income that arises for the gap between actual and target rent levels in the general housing stock equates to an annual loss of income of approximately £1,271,600.

The authority has the ability to close the gap between target social rent and the actual rent being charged for a dwelling, only when a property becomes void, and actively continues to do this.

There were 417 new build rented and shared ownership properties charged at the higher 'affordable rent' levels, equivalent to the Local Housing Allowance at the end of October 2020.

Rent Policy

The local rent setting policy was last updated and approved in September 2017 and will be reviewed during 2021, as part of the work being undertaken to progress development of 1,000

net new council rented homes over the next 10 years, unless there is the need to recognise any impact on rents that may arise from changes in national housing legislation, following consultation, any sooner.

Rent Setting

Rent levels are set in January of each year, with the Executive Councillor for Housing having authority to make this decision, following pre-scrutiny by Housing Scrutiny Committee.

From April 2021, the authority is required to increase rents by up to a maximum of CPI (at the rate in September 2020 of 0.5%) plus 1%, arriving at an overall increase of up to 1.5%. This is lower than was assumed when the HRA Medium Term Financial Strategy was published during September, where an increase of 1.9% was assumed. This change will impact the HRA negatively by approximately £154,000 from April 2021.

The assumption of an increase of CPI plus 1% is retained for the following three year also, with an assumption of CPI (as measured at the preceding September), plus 0.5% after this period

Affordable rented homes will be subject to the same inflationary increase, but with the requirement for local authorities to have regard for the Local Housing Allowance and to ensure at re-let that the combined rent and service charges levied do not exceed 80% of the market rent for each dwelling. To demonstrate regard for the Local Housing Allowance, which in Cambridge is significantly lower than 80% of market rent, our local policy limits affordable rents to the Local Housing Allowance level at the point of introduction. As a result, affordable rents for 2021/22 will be reviewed in line with the underlying inflation rate but will be capped at the Local Housing Allowance levels if these are lower.

As a result of the additional increase in the Local Housing Allowance for 2020/21, announced in late March 2021 in response to the coronavirus pandemic, and the lower level of inflation at September 2020, the combined rent and charges for all existing tenants in affordable rented homes will increase by 1.5% from April 2021, as the cap on the increase linked to inflation will be far lower than the Local Housing Allowance.

The authority will need to decide at what levels to introduce new affordable rented homes, either capping them at an inflated version of the original Local Housing Allowance level for 2020/21, or instead adopting the higher level of Local Housing Allowance introduced in late March 2020. The Office of Budgetary Responsibility Economic and Fiscal Outlook Report of November 2020 indicates the government's intention to freeze the Local Housing Allowance rates at the March 2020 levels for 5 years, up to and including 2025/26. The Council expects to consider an updated Housing Strategy in June 2020, which will include an Affordable Rents Policy, and the HRA Rent Setting Policy will be reviewed following this. In the interim, an inflated version of the January 2020/21 LHA rate will be adopted for any new schemes achieving completion.

Property Size	2020/21 LHA rate January 2020	2020/21 LHA rate inflated by 1.5%	2020/21 LHA rate March 2020
Shared Room	81.89	83.12	97.00
1 Bed	135.99	138.03	178.36
2 Bed	156.40	158.75	195.62
3 Bed	181.75	184.48	218.63
4 Bed	242.43	246.07	299.18

Service Charges

Service charges are levied for discretionary services that are provided to some tenants, but not necessarily all, depending upon the type, nature and location of a property. Some of these services are eligible for Housing Benefit or Universal Credit, depending upon the nature of the service provided.

In respect of social housing tenancies, service charges are separately identified on rent accounts, so that tenants can see what they are paying for alongside their core rent. For affordable rented homes, the tenant pays a total sum for rent and charges, which is capped at the Local Housing Allowance level, making the breakdown less meaningful.

On some new build affordable rented sites, where the total payable by the tenant, including all service charges is capped at the Local Housing Allowance level, the balance of income to the HRA after payment for services is not always sufficient to meet both the basic landlord costs and

support repayment of the initial investment. This is particularly relevant in mixed tenure flatted accommodation where there are both internal and external communal areas, where open space and roads are not adopted and there is the need for the provision of more ancillary services, often managed by a third-party management company.

Guidance expects registered providers to endeavour to ensure that service charge increases do not exceed CPI plus 1%, and to consult tenants in respect of the introduction of new services or before any material change to existing services.

The approach to setting service charges for 2021/22 is detailed at **Appendix B**.

Other Sources of Income

Garages

The Housing Revenue Account currently owns 1,526 residential garages and 35 parking spaces and manages a further 16 garages and 6 parking spaces on behalf of the General Fund. A number of HRA garages and parking spaces are on sites currently being explored for potential demolition and re-development. Many of these sites are in the early stages of investigation.

Of the garages available for letting, approximately 12.8% are currently void (compared to 12.2% at this time last year), but with a level of void loss in the year to date at the end of November 2020 of approximately 16% (compared to 12% at the same point last year). Void loss in 2020/21 to date is deemed to be higher than in 2019/20 as a direct result of the inability to let garages as normal during the initial coronavirus lockdown period.

The proposed charges for garage and parking spaces for 2021/22, increased by the rate of inflation of 0.9% as assumed in the HRA Medium Term Financial Strategy, are as follows, with any existing tenants who are being phased up to full rent levels following the charging review conducted in 2017/18 having their rents increased by inflation plus £2.00 per week until the levels below are achieved:

Category	Base Rent £ per rent week	VAT £ per rent week	Total Charge £ per rent week
Parking Spaces in standard area (tenants only)	7.48	0.00	7.48
Parking Spaces in standard area (non-tenants)	7.48	1.50	8.98
Garage in standard area (tenants only)	9.63	0.00	9.63
Garage in standard area (tenants storage use)	9.63	1.93	11.56
Garage in standard area (non-tenants)	9.63	1.93	11.56
Garage or Parking Space in high value / high demand area (tenants only)	18.36	0.00	18.36
Garage in high value / high demand area (tenants storage use)	18.36	3.67	22.03
Garage or Parking Space in high value / high demand area (non-tenants)	18.36	3.67	22.03
Resident's Parking Permit (new schemes)		VAT applies	52.00
Resident's Parking Permit *		VAT applies	20.00
Visitor's Parking Permit		VAT applies	20.00
Replacement Parking Permit		VAT applies	10.00
* 50% discount for vehicles with CO2 emissions under 75g/km (resident parking permits only)			
A £5.00 premium is added to all base rates above when rented for non-city resident, commuter, business or commercial use			
Parking Space - Non-City Resident / Commuter or Business / Commercial use	12.48	2.50	14.98
Garage in standard area - Non-City Resident / Commuter or Business / Commercial use in standard area	14.63	2.93	17.56
Garage in high value / high demand area - Non-City Resident / Commuter or Business / Commercial use in high value / high demand area	23.36	4.67	28.03

Parking spaces or garages in the curtilage of properties are charged at the prevailing base rate for the area. Internal council use to be charged at base garage rate excluding VAT.

Commercial Property

The level of rental income from commercial property is dependent upon the timing of lease renewals for the small portfolio of shops and other business premises that are owned by the HRA. In 2021/22 the income generated by the commercial property portfolio is anticipated to be in the region of £419,000.

General occupation of the HRA commercial property portfolio has historically been good, with vacant shop units usually re-let within reasonable timescales. Rent reviews have proved challenging in recent times, with the coronavirus pandemic directly, and negatively, impacting this.

Interest / Investment Income

The Housing Revenue Account receives interest on general or ear-marked revenue balances, any funds set-aside in the major repairs reserve or the revenue debt repayment reserve and any unapplied capital balances.

Interest rates available to the Council remain very low, with the longer-term impact on investments of the coronavirus pandemic still uncertain. The HRA benefits only from the lower risk, and therefore lower return areas of Council investment.

The rate that the HRA can earn on investments, recognising the low risk nature of their investments, has been retained at 0.6% as part of this iteration of the HRA Business Plan.

Other External Funding

In addition to income received directly from service users, the Housing Revenue Account anticipates receiving external funding in the following forms:

- Devolution Grant – The authority is receiving grant as part of the Devolution Agreement with Government and the Combined Authority, totalling £70,000,000 over a 5 year period

- Support Funding – Funding of £180,000 per annum for tenure neutral support to be provided to older people across the city is contracted for up to a further year from April 2021, subject to an agreed contract extension.
- Section 106 Funding – The HRA can benefit from the ability to invest sums received for affordable housing through Section 106 Agreements on development sites across the city, although these sums often come with both time and investment criteria constraints

Earmarked & Specific Funds

Earmarked Funds – Revenue Reserves

In addition to General Reserves, the Housing Revenue Account maintains earmarked or specific funds. **Appendix C** details the current level of funding in the reserves, including;

Repairs & Renewals – funds for major repairs of HRA-owned administrative premises and periodic replacement of assets such as vehicles, plant, equipment and furniture, particularly in sheltered and supported accommodation.

Major Repairs Reserve - a statutory reserve credited with depreciation in respect of the housing stock each year, with funding then in the Housing Capital Investment Plan, to meet the capital cost of works to HRA assets, or alternatively to repay housing debt.

Tenants Survey - allows the spread of costs for any Tenant and Leaseholder Survey evenly across financial years, despite the survey only being undertaken periodically.

HRA Set-Aside for Potential Debt Repayment or Future Re-Investment - The business plan currently assumes the authority notionally sets aside 25% of the value of the self-financing housing debt over the life of the plan, to retain flexibility in whether to redeem or re-finance some of the loan portfolio as loans mature. Using an ear-marked reserve, as opposed to making a formal voluntary revenue provision (VRP), allows the HRA to retain flexibility over the use of any resource that is available for set aside in the future. This policy will need to be reviewed when the authority borrows further.

Earmarked Funds – Capital Receipts

Right to Buy Attributable Debt Ear-Marked Capital Receipt - The HRA retains an element from all right to buy receipts over and above those assumed in the self-financing settlement, in recognition of the debt held in respect of the asset. These sums are held in a separate ear-marked capital balance, allowing them to be utilised to repay debt should the authority so choose, or alternatively reinvest as deemed appropriate.

Right to Buy Retained One-for-One (1-4-1) Ear-Marked Capital Receipt – With the Right to Buy Receipt Retention Agreement still in force, this reserve ensures that resource is separately identified for re-investment, and if necessary, repayment purposes.

Section 4

Housing Revenue Account Budget

Revised Budget 2020/21

The Housing Revenue Account revenue budget for the current year (2020/21) was amended as part of the HRA Medium Term Financial Strategy in September 2020, particularly to take account of the initial impact of the coronavirus pandemic.

As part of this HRA Budget Setting Report, any major unavoidable pressure or material change in income for the year is recognised, alongside the impact in revenue terms of the need to revisit funding requirements for the Housing Capital Investment Plan in 2020/21 following re-phasing of the programme. Re-phasing of the capital programme results in a small reduction in the level of interest that the HRA expects to earn for 2020/21. A net change of £550 in the 2020/21 HRA budget is identified, as summarised in the table below.

2020/21 Revised Budget	Original Budget January 2020 £	HRA MTFS September 2020 £	HRA BSR Proposed Changes £	HRA BSR January 2021 £
Net HRA Use of / (Contribution to) Reserves	3,997,780	5,983,200		
Savings / Increased Income			0	
Unavoidable Revenue Bids / Reduced Income			0	
Non-Cash Limit Adjustments (net)			550	
Revised Net HRA Use of / (Contribution to) Reserves				5,983,750
Variation on previously reported projection				550

The above figures include carry forward approvals from 2019/20 in the second column, in addition to changes approved as part of the Medium Term Financial Strategy in September 2020, with the net revenue impact identified in the current year, as part of the January 2020 committee cycle, incorporated in the right-hand column. The net increase in costs / reduction in income for 2020/21 will result in an increased call on Housing Revenue Account reserves for the current year, when compared to that anticipated in the HRA Medium Term Financial Strategy. Details are provided in **Appendix D (1)**.

Overall Budget Position - 2021/22 onwards

Overall Budget Position

The overall revenue budget position for the Housing Revenue Account is summarised in the table below and at **Appendix J**, with detail for the period to 2025/26 provided in **Appendix D (2)**:

Targets Set	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Efficiency Savings	0	(136,000)	(136,000)	(136,000)	(136,000)	(136,000)
Strategic Investment Fund	0	136,000	136,000	136,000	136,000	136,000
Net Change Required	0	0	0	0	0	0

Summary of Draft Proposals	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
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Unavoidable Revenue Bids	0	73,000	21,000	21,000	21,000	21,000
Reduced Income Proposals	0	105,000	105,000	105,000	105,000	105,000
Unavoidable	0	178,000	126,000	126,000	126,000	126,000

Savings Proposals	0	(414,100)	(414,100)	(414,100)	(414,100)	(414,100)
Increased Income Proposals	0	(10,800)	(10,800)	(10,800)	(10,800)	(10,800)
Bids	0	249,600	271,200	246,200	246,200	246,200
Discretionary	0	(175,300)	(153,700)	(178,700)	(178,700)	(178,700)

Non-Cash Limit Adjustments	550	(102,390)	(102,390)	(102,390)	(102,390)	(102,390)
Total Revenue Proposals	550	(99,690)	(130,090)	(155,090)	(155,090)	(155,090)
Under / (Over) Achievement against Target	550	(99,690)	(130,090)	(155,090)	(155,090)	(155,090)
Cumulative Under / (Over) Achievement against Target	550	(99,140)	(229,230)	(384,320)	(539,410)	(694,500)

Non-Cash Limit Budgets

Non-Cash Limit items are those that do not relate directly to the cost of service provision, including for example direct revenue funding of capital expenditure (DRF), interest and depreciation. These items are treated outside of the 2021/22 cash limit, with the implications built into the financial forecasts for the HRA as part of the budget process, informing future budget strategy, savings targets and investment priorities. For 2021/22 there are non-cash limit adjustments in respect of interest received based upon the latest balances and rate assumptions, in the required contribution to the bad debt provision and in Direct Revenue Financing of capital expenditure.

Performance against Net Savings Target

An efficiency savings target of £136,000 was included in the HRA forecasts for 2021/22 as part of the HRA Medium Term Financial Strategy approved in September 2020. The efficiency target was set in the context of the ability to deliver a balanced HRA budget, recognising the need to borrow to build new homes from 2022/23 and to maintain delivery of quality housing services whilst also allow resource for strategic reinvestment in new initiatives.

The savings identified in the table above, included for decision as part of the HRA Budget Setting Report, are detailed in **Appendix D (2)**.

The savings and increased income that have been identified for 2021/22 are partially offset by the HRA reacting to unavoidable revenue pressures and reductions in income and considering

strategic investment fund bids. The net position is an over-achievement against the targets set of £99,690 in 2021/22, increasing to £130,090 in 2022/23 and then to £155,090 from 2022/23 on an ongoing basis. Details of the net savings can be found in **Appendix D (2)**.

If approved on this basis, the budget proposals for 2021/22 onwards result in a net ongoing contribution to HRA reserves, at £155,090 per annum from 2023/24, which has been used to reduce the borrowing requirement on the HRA for the delivery of 1,000 new homes, or alternatively could be reinvested in future years towards meeting the sustainability investment requirements in the existing housing stock once the costs of this have been quantified.

Corporate costs and overheads have been reviewed for the first time in a number of years to take account of changes in the incidence of employee numbers and to standardise the basis for apportioning overheads across the authority. The impact of the change in costs recharged between the General Fund and HRA has been quantified, with the initial financial impact of this incorporated into the Housing Revenue Account budget from April 2021.

Further efficiency targets have been incorporated from 2022/23 for four years, also at the level of £136,000 per annum. This will allow continued strategic re-investment at the same level each year, to be in a position to respond to challenges presented by changes in local and national housing and welfare policy and also in construction regulations.

Strategic Investment Fund

As part of the HRA Medium Term Financial Strategy, approved in September 2020, approval was given to retention of the Strategic Investment Fund of £136,000 per annum, to be directly offset by efficiency savings identified in the HRA each year, for the next 5 years.

Bids against this fund have been identified as part of the 2021/22 budget process, with the proposals detailed in **Appendix D(2)** and incorporated into the table above.

Transformation Fund

An ongoing budget of £120,000 per annum is still retained in the HRA to allow investment in service transformation projects, spend to save initiatives and to allow a quick response to in-year

changes in legislation or major change in national housing policy. The fund can be allocated to one-off projects or to meet ongoing commitments, recognising that if committed on an ongoing basis, there will be less capacity in future years to respond to arising issues.

The responsibility for identification and approval of funding for suitable projects, whether one-off, or ongoing in nature, is delegated to the Strategic Director, who is responsible for ensuring that the authority continues to meet statutory obligations and has a housing offer which is fit for purpose.

Section 5

Housing Capital Budget

Stock Condition and Decent Homes

The housing service reported achievement of decency in the housing stock as at 31 March 2020 at 93%, with 515 properties that were considered to be non-decent (in addition to 1,022 refusals). A further 217 properties were estimated to become non-decent during 2020/21.

Following a fundamental review of investment in the existing housing stock, an updated Asset Management Strategy was approved in September / October 2019.

The resulting programme of new initiatives and actions, subject to funding bids when costs have been quantified in some cases, include:

Initiative / Action	Current Status
Implement a new rolling programme of stock condition surveys so properties are inspected every five years	This commenced in 2019/20 but has been on hold for much of 2020 due to COVID-19. Resources have been re-allocated to external surveys and surveys of communal areas including footpaths
Continue the programme of structural surveys of flats blocks and implement survey programme for older flats and houses with structural concrete elements	In 2020/21 detailed surveys are being commissioned for Hanover and Princess Court, flats / maisonettes in the South Arbury area and Fanshawe and Davy Road flats
Reduce the electrical inspection cycle to five years in line with best practice	Bid included as part of this report to allow commencement of a 5-year programme from April 2021

Implementation of "Orchard Asset" asset management software – including development of the compliance and energy modules	Implementation project in progress with completion by September 2021
Develop a methodology which identifies high cost investment properties across the stock and calculates net present values – using new software in Orchard Asset	This will follow the implementation of Orchard Asset and the housing stock performance module.
Implement a programme of estate investment projects	Estate Investment Programme in progress over a 5-year period from April 2020
Establish a programme of re-inspection of asbestos containing materials and implement a new asbestos register based within Orchard Asset	A new Risk and Compliance team has been set up following the Estates and Facilities services review. An Asbestos Surveyor has been recruited and the Risk and Compliance Manager is in the process of being recruited. The new team will take forward this action
Implement an annual programme to inspect fire doors to flats and communal areas (including the replacement of non-compliant fire doors)	A fire door inspection programme has been procured and mobilisation is underway. There are 5,000 doors on the inspection schedule
Review maintenance requirements for flat roofs and sheds replacement and repair	A programme has been identified and will be included on the 5-year programme starting in April 2021
Develop a replacement programmes for lifts, door entry systems, communal entrance doors, fire systems, automatic doors, and communal lighting	Programmes of work have been implemented in 2020/21
Review the cyclical decoration programme and reduce the external masonry painting programme to a 7- year cycle to tie in with the painting and repair cycle	This is complete and the new 7-year cycle has been implemented.

Recognising the climate emergency, declared by the Council in February 2019, there is a strong commitment to increasing energy efficiency, reducing the carbon footprint and improving sustainability across the asset portfolio, with the HRA stock representing a significant proportion of this portfolio. Government plans for a Future Homes Standard and other policy changes and initiatives are also likely to impact the housing stock and maintenance of it in the future.

Additional resources were identified in the budget for 2020/21 (£500,000 in 2020/21, £1,000,000 in 2021/22 and £1,000,000 in 2022/23) to allow a pilot programme of energy efficiency measures to be developed and delivered. The programme is now underway to accelerate work on our stock and to collect the data required for the development of up a more detailed programme of investment in improving energy efficiency and environmental sustainability of our Council housing stock. This will inform a strategy for the improvement of energy in Council homes and consideration of future policies, for example in relation to heating sources. At this stage the financial impact of such a strategy still can't be incorporated into the financial forecasts but will be built in as part of the 2021/22 Medium Term Financial Strategy.

Both the role of Corporate Energy Manager and Energy Surveyor have now been successfully recruited to, and this will allow the programme of energy works to be specified and delivered effectively. This iteration of the HRA Budget Setting report includes a bid of £50,000, spread across 2 years (2021/22 and 2022/23) to allow a project to be undertaken to explore water conservation options for the existing housing stock. This project is expected to result in future capital bids to carry out any proposed investment, but the twin tacking of this exploration with the energy conservation work, may allow a number of areas of investment to be carried out in a property at the same time.

Work is in progress to raise Council dwellings with the lowest energy efficiency ratings (EPC rating of E, F and G) to at least a C rating. We are also implementing projects to identify the work and associated costs to improve the energy efficiency of all our older solid wall properties (the majority of these are currently D rated.) Housing Scrutiny Committee approved a programme of works to 140 homes (1935 build type) to improve them to a B rating by undertaking external wall insulation and solar panels. There are approximately 1,000 further homes that could benefit from this investment, subject to proof of concept and approval of resource in future years. Work is underway to better understand the challenges posed by other building types in Cambridge, and

what is possible in terms of improving the SAP rating (ideally to B), reducing carbon emissions and tenant bills.

Work is proposed to explore alternative heat sources across the existing housing stock, reviewing how existing gas boilers could be replaced with more sustainable heat sources in the future. There are a number of alternatives, but these options may not be suitable in every dwelling, and a programme that considers the viable options for each dwelling type across the housing stock will need to be developed and costed before any decisions can be made. The Asset Management Team have been working closely with the Housing Development Team to analyse the performance and associated maintenance and tenant based costs of the renewable technologies being considered for heating sources within the new build properties to establish what might be viable to replace gas as a heating source in our existing homes.

Across the stock, work is in progress in the current financial year to understand the level of investment that will be required to meet our aspirations and to move existing homes towards Passivhaus or net zero carbon standards through retrofit, so that this can be balanced against the aspiration to also deliver new build homes to the highest sustainability standards possible. The HRA has limited resource and will be required to borrow to meet increased investment costs, whether they are in respect of new dwellings or existing homes, with the need to ensure that the borrowing is fully supportable.

It must be noted, that upgrading existing homes does not currently lead to any increase in rental income, as rent increases are constrained by the rent standard, making borrowing for this purpose a far greater business risk. Consideration could be given to levying new service charges for some aspects of any increased ongoing costs.

Financial assumptions are currently constructed based on a partial investment standard, but with some lifecycles reduced to improve stock condition and funding included to tackle the decent homes backlog over the next 10 years.

New Build Affordable Housing

General Approach

The Council's approach to building new homes is being further developed, with consideration being given to the building and energy efficiency standards against which the authority will build going forward. A separate report presented in the January 2021 committee cycle will set out the proposed standards for the next 10-year programme.

New Build Schemes Completed – Devolution 500 Programme Onwards

At the time of writing this report 89 new homes had been completed since the beginning of 2018 as part of the Devolution 500 Programme, with a net gain of 62 council rented homes.

The table below details the new build schemes completed as part of this programme to date:

Scheme	Date Completed	Total Social Housing / SO Units	Gain in Social Housing Units	External Funding Source	Percentage Social Housing on Site
Uphall Road	February 2018	2	2	RTB Receipts & Devolution Grant	100%
Nuns Way/Cameron Road	September 2019	7	7	RTB Receipts & Devolution Grant	100%
Wiles Close	September 2019	3	3	RTB Receipts & Devolution Grant	100%
Ditchburn Place	September 2019	2	2	RTB Receipts & Devolution Grant	100%
Queensmeadow	June 2020	2	2	RTB Receipts & Devolution Grant	100%
Anstey Way	June 2020	56	29	RTB Receipts & Devolution Grant	100%
Colville Road Garages	July 2020	3	3	RTB Receipts & Devolution Grant	100%
Gunhild Way	July 2020	2	2	RTB Receipts & Devolution Grant	100%

Scheme	Date Completed	Total Social Housing / SO Units	Gain in Social Housing Units	External Funding Source	Percentage Social Housing on Site
Wulfstan Way	September 2020	3	3	RTB Receipts & Devolution Grant	100%
Markham Close	September 2020	5	5	RTB Receipts & Devolution Grant	100%
Mill Road	October 2020	4	4	RTB Receipts & Devolution Grant	50%
Total		89	62		

New Build Schemes On Site

Sites where work is in progress are summarised in the table below, with details of the latest anticipated costs and number of units that will be delivered on each site once complete:

Scheme	Approved (Indicative) Affordable Housing Units	Gain in Affordable Housing Units	Latest Budget Approved	RTB Receipt / Sales Receipt Funding	Devolution Grant	Net Capital Cost to the HRA
Mill Road	114 4 handed over	114 4 handed over	24,965,630	(7,489,690)	(17,475,940)	0
Kingsway	4	4	554,000	(166,200)	(387,800)	0
Akeman Street	14	12	4,526,720	(910,680)	(2,108,740)	1,507,300
Ventress Close	15	13	3,689,920	(783,910)	(1,828,600)	1,077,410
Cromwell Road	118	118	24,865,800	(5,308,690)	(17,406,060)	2,151,050
Colville Road II	67	47	14,467,580	(2,746,590)	(6,408,280)	5,312,710
Total	332	308				

New Build Schemes in the Pipeline

There are a number of sites which have scheme specific approval, but at the time of writing this report, were not on site. These schemes can include HRA sites, land acquisition sites and Section

106 development sites, where the intention is for the HRA to deliver, or acquire, the affordable housing.

The table below details the latest budget requirements for approval as part of the HRA Budget Setting Report and the assumed number of new homes which can be delivered, recognising that this is currently subject to both planning approval and procurement of a contractor or transfer to CIP for some of the sites. The latest budget approvals for sites identified for delivery by CIP are based upon the most recent cost estimates provided by CIP but will not be finalised until the Affordable Housing Agreement or build contract is entered into. Any changes required at this stage are detailed in the second table below.

Scheme	Approved Indicative Affordable Housing Units	Gain in Affordable Housing Units	Latest Budget for Approval	RTB Receipt and Sales Receipt Funding	Devolution Grant / Section 106 Funding / Assumed Homes England Grant	Net Capital Cost to the HRA
Tedder Way	1	1	506,000	(151,800)	(354,200)	0
Kendal Way	1	1	524,000	(157,200)	(366,800)	0
Meadows and Buchan	106	106	27,318,760	(2,063,750)	(13,351,820)	11,903,190
Clerk Maxwell Road	14	14	3,046,760	(914,030)	(2,132,730)	0
Campkin Road	75	50	18,063,260	(3,243,250)	(1,750,000)	13,070,010
L2	30	30	6,207,000	(620,700)	0	5,586,300
Colville Road III	47	31	11,103,200	(1,288,920)	0	9,814,280
Histon Road	7	7	1,513,000	(151,300)	0	1,361,700
Fen Road	12	12	3,657,450	0	(840,000)*	2,817,450
Ditton Walk	6	6	1,918,230	0	(420,000)*	1,498,230
Aragon Close	7	7	1,850,490	0	(490,000)*	1,360,490
Sackville Close	7	7	1,850,490	0	(490,000)*	1,360,490
Borrowdale	3	3	874,740	0	(210,000)*	664,740
Total	316	275				

*Homes England Grant is assumed in line with the 1,000 Homes Programme strategic assumptions but has not yet been secured.

Where either the budgets, or the number of units planned for delivery, for specific schemes are being proposed for amendment as part of this Budget Setting Report the original approval level and number of units anticipated is compared to the revised budget and number of units included as part of this report is summarised in the table below. This incorporates the latest cost estimates for the current number of units being proposed on each site and the latest contract values.

The scheme referred to as Colville Road II has been adjusted to reflect the impact of the approval of the Colville Road III scheme in September 2020, which results in a reduction of two units in the former scheme to enable the latter to be delivered. The proposed schemes at both Tedder Way and Kendal Way have been reviewed with revised recommendations to build a single, very large, specifically adapted dwelling on each site to meet identified needs on the housing register, in place of the two smaller dwellings proposed for each site initially. The costs at Clerk Maxwell have been increased to recognise an increase in specification for this site, at Campkin Road recognising site constraints that are apparent now that further site preparation work has been concluded and at Kingsway, where complexities in respect of design and provision of utilities have caused delays and increased costs.

Scheme	Previous Budget Approval	Original Estimated Units	Latest Budget Approval Request	Revised Estimated Units
Kingsway	410,000	4	554,000	4
Tedder Way	389,000	2	506,000	1
Kendal Way	374,000	2	524,000	1
Colville Road II	15,690,580	69	14,467,580	67
Clerk Maxwell	2,746,760	14	3,046,760	14
Campkin Road	17,421,260	75	18,063,260	75

The table below confirms the current status for each pipeline scheme:

Scheme	Site Type	Status	Potential New Build Units
Tedder Way	In-fill	Pre-planning	1
Kendal Way	In-fill	Pre-Planning	1
Meadows and Buchan	Community Facility	Planning approved	106
Clerk Maxwell Road	Section 106 Site	Planning approved	14
Campkin Road	Existing HRA Housing	Planning approved	75
L2	CIP Acquisition	Awaiting planning	30
Colville Road III	Existing HRA Housing	Pre-planning	47
Histon Road	Section 106 Site	Planning approved	7
Fen Road	Land Acquisition	Pre-Planning	12
Ditton Walk	Land Acquisition	Pre-Planning	6
Aragon Close	Existing HRA Garages	Feasibility Stage	7
Sackville Close	Existing HRA Garages	Feasibility Stage	7
Borrowdale	Existing HRA Garages	Feasibility Stage	3

The Housing Capital Investment Plan, an updated version of which is attached at **Appendix K**, incorporates the funding for new build schemes as identified in the tables above. It recognises the need for gross spend on the housing scheme, land values, devolution grant, other grant and right to buy receipts to be shown separately, arriving at the net cash cost to the Council as per the tables above. For these purposes the use of retained right to buy receipt is treated as an external funding source, recognising that failure to utilise it as statutorily required, would result in the need to pay the receipt over to Central Government.

Tedder Way

This scheme has been reviewed, with a proposal to deliver a single, very large, mobility adapted dwelling on the site to meet an identified need on the housing register. The budget

has been increased to facilitate this, but the ability to proceed is subject to securing planning approval.

Kendal Way

This scheme has been reviewed, with a proposal to deliver a single, very large, mobility adapted dwelling on the site to meet an identified need on the housing register. The budget has been increased to facilitate this, but the ability to proceed is subject to securing planning approval.

Meadows and Buchan Street

This scheme sees the re-development of two General Fund sites at Buchan Street and the Meadows, where both are currently entirely community provision. The scheme proposes new homes on both sites, with the community provision combined and re-provided on the Meadows site, and some new retail space at Buchan Street. The cost of the retail units and community centre re-provision will be met by the General Fund.

Following a second public consultation the revised scheme now has planning committee approval.

Clerk Maxwell

The authority will acquire 14 affordable homes on an existing Hill Residential development site, where planning approval has been granted. The scheme budget has been revised to improve the specification and to allow a contingency for further specification changes as the build progresses, to ensure that the homes are delivered to a higher standard than initially proposed.

Campkin Road

To secure vacant possession for the re-development of the site at Campkin Road it is necessary to re-locate a total of 25 tenants, with 24 of the secure households having moved at the time of writing this report, and to buy back 7 leasehold flats, with 6 of these purchases having completed to date.

The scheme was granted planning permission in May 2020. Formal start on site is anticipated in January 2021 but having secured partial vacant possession work has been able to commence in one area already.

L2

This site was purchased by the Cambridge Investment Partnership in December 2019, with planning permission for 64 homes. It is anticipated that the scheme can be revised to deliver up to 75 homes, with the HRA acquiring the 30 (40%) affordable homes on the site. Subject to obtaining revived planning consent, it is estimated that start on site could be in April 2021.

Colville Road III

This site currently comprises 15 tenanted HRA properties, 2 leasehold flats, a flat that has already been repurchased by the HRA and is being let on a temporary basis and 4 shops. The proposed development will deliver 47 new or replacement homes alongside the re-provision of the commercial space. Consultation is underway with all affected parties, and at the time of writing this report 4 tenanted households had been relocated.

The commercial property that currently exists on the site of the Colville Road III development is held in the Council's General Fund, with the benefit of the rental income also being recorded there. Officers are still considering the most appropriate route to both identify the true costs that should be borne by the General Fund and to subsequently account for and finance this expenditure. At this stage the full scheme cost has been retained in the Housing Capital Plan, to allow the scheme to proceed. A delegation to the Section 151 Officer, in consultation with the Executive Councillor for Strategy and Resources and the Executive Councillor for Housing, was approved in the scheme specific report to allow the most appropriate valuation basis, funding route and accounting treatment for the value of the commercial units being provided to be determined.

Histon Road (The Mews)

This site is being developed by Laragh Homes, to deliver 17 private and 10 affordable homes off Histon Road. Cambridge City Council will acquire 7 of the affordable homes, all 2 bedroom

properties, with the other 3 affordable homes forming part of the Cambridgeshire and Peterborough Combined Authority £100,000 home programme.

Fen End

This site was acquired by the HRA in earlier in 2020/21, by way of termination of a long lease. The scheme will result in the demolition of two existing buildings which previously provided shared accommodation replacing them with an anticipated 12 new homes, two of which will be larger wheelchair accessible homes. The scheme is expected to be considered for planning in early 2021.

Ditton Walk

This site was acquired by the HRA earlier in 2020/21 and is a garden in-fill site. The scheme will provide an anticipated 6 new homes and is expected to be considered for planning in early 2021.

Aragon Close, Sackville Close and Borrowdale

The three sites at Aragon Close, Sackville Close and Borrowdale comprise existing HRA garage and parking bay provision, with an anticipated 17 new homes to be provided across all of the sites.

General Fund Sites

Where any General Fund sites are taken forward for development with the potential for the HRA to acquire the affordable homes, there is the need to consider the impact of the transfer of land between the General Fund and the HRA and any resulting impact of the HRA Capital Financing Requirement. Under current legislation, any increase in this results in increased interest costs to the HRA. The potential for land to be transferred from the General Fund to the HRA at nil value is still awaiting the outcome of a government consultation. If General Fund sites are built out by the Cambridge Investment Partnership, with the intention of the Council being to exercise the break clause in a lease in order to acquire the affordable homes, it is considered necessary for this land to be appropriated between the General Fund and the HRA at existing use value prior to lease to the Cambridge Investment Partnership.

1,000 Homes New Build Programme

As part of the HRA Medium Term Financial Strategy, approved in September / October 2020, funding was incorporated into the financial forecasts to provide the financial underpinning of a strategic commitment to the delivery of a net 1,000 new homes programme from 2022.

The key assumptions now made (these have been refined as part of this budget setting report) in respect of the funding incorporated are:

- 1,000 net additional council rented homes delivered over the 10 years from 2022
- To deliver 1,000 net new council rented homes in mixed communities, we will deliver 1,200 gross rented homes and develop other tenures where required (current assumption is that we will also build and own 233 shared ownership homes and build 500 homes for market sale)
- A range of delivery routes will be adopted, with a mix of 37% delivered via Joint Venture or Section 106, 21% land led schemes, 33% built on existing HRA sites and 8% of the shelf purchases assumed initially
- A build cost of £2,950 per square metre, which assumes building to Passivhaus standards, by allowing a £500 uplift per square metre on the standard rate of £2,450
- A land acquisition costs for land led schemes of £75,000 per plot
- New homes are all let at council affordable rent levels using the pre-COVID-19 Local Housing Allowance levels as a cap in line with current policy
- Homes England grant of £70,000 per unit for rented and £28,000 per unit for shared ownership homes
- Retained right to buy receipts would continue to be available for re-investment at the rate of £2,800,000 per annum and that they can be used in addition to Homes England Grant. (This will require a positive outcome from the MHCLG RTB Consultation)
- Borrowing has been assumed at 1.89%, based upon the PWLB HRA Certainty Rate at the time of writing this report
- Delivery of 1,200 gross council rented homes is combined with the assumption in the HRA business plan that in order to deliver 400 of these new homes on HRA land, there would be a need to demolish 200 existing properties as part of the site regeneration schemes, delivering a net gain of 1,000 rented homes

- Investment profile is spread equally across the 10-year programme (bar £3,000,000 incorporated into 2020/21 and 2021/22 for land acquisition and early investment)
- Annual servicing and maintenance costs have been increased by £130 per unit, recognising the need to maintain solar pv installations and a mechanical ventilation with heat recovery (MVHR) unit in each dwelling
- Future replacement costs have been increased by an average of £457 per annum to allow for the replacement of the additional components required to deliver a Passivhaus dwelling

This requires an estimated £342,000,000 of borrowing, against total investment of approximately £658,000,000, to deliver the new homes.

Work is still ongoing to identify and explore potential HRA sites and land acquisition opportunities that could be included within the 1,000 Programme. Sites and schemes will be brought forward for formal consideration and approval individually as opportunities arise, with five sites being presented to Housing Scrutiny Committee as part of this committee cycle.

Taking into consideration site constraints and the delivery vehicle adopted for each scheme as it is identified for inclusion in the programme, different recommendations may be made in respect of tenure mix and sustainability standards. The option currently incorporated into the plan assumes new homes will be built to Passivhaus standard wherever possible, but there is an intention to move towards zero-carbon during the life of the programme, where it is feasible and viable to do so. A separate report presented in the January 2021 committee cycle outlines the approach to be taken in respect of build and sustainability standards for the programme.

The programme, as incorporated currently, is dependent upon securing Homes England Grant funding for all of the council rented and shared ownership units, and failure to achieve this will mean that the programme will need to be reviewed to identify alternative sources of funding, to increase the amount of market sale or shared ownership housing provided, to reduce build standards or to reduce the number of council rented homes delivered overall.

Opportunities to secure additional future funding through the Combined Authority, Homes England or MHCLG are being fully explored, as this will mitigate the amount of resource that the HRA needs to borrow.

The need for the HRA to borrow significant sums of money over the 10-year period requires a review of borrowing options. Currently, the PWLB is offering reduced rates for lending to local authorities, but this rate may change significantly before the end of the 10-year programme. It is prudent for the authority to explore other borrowing routes to ensure that any borrowing decisions are made with the benefit of comprehensive market information.

The resource ear-marked in the business plan will be reviewed and re-profiled as the programme develops, with detailed borrowing options being explored and decisions being made as part of the Medium Term Financial Strategy or budget setting process for any year in which borrowing is deemed necessary. The first year that borrowing is currently anticipated is 2022/23.

Updated expenditure and funding sources, on a cashflow basis, for all new build schemes are detailed at **Appendix H**.

Asset Acquisitions & Disposals

Consideration is given to the strategic acquisition or disposal of assets, in line with the HRA Acquisition and Disposal Policy. The capital receipt generated by a strategic disposal can still be retained in full by the authority, subject to utilising it to invest in affordable housing or regeneration.

In respect of acquisitions, a delegation to the Strategic Director exists to allow draw down of resource, otherwise set aside for the repayment of debt, to acquire land or homes on the open market if new build housing is not coming forward quickly enough to avoid the loss of right to buy receipts or for the acquisition of homes that are on sites which have been identified for potential future redevelopment, but where the schemes haven't yet been formally approved.

In 2020/21, a number of strategic acquisitions or disposals have been completed or are in progress.

Acquisition / Disposal	Comment	Status
2 Bed House	Sale of 2 bedroom property in the south of the city to facilitate vacant possession of another property in a development site	Complete
1 Bed Flat	Purchase on open market of a 1 bedroom flat in an existing HRA block in the south of the city	Complete
Land at Fen Road	Purchase of a plot in the north of the city - 3,000 square metres of land with development potential	Complete
Land at Ditton Fields	Purchase of a property and adjoining land plot in the south of the city with planning permission for a single dwelling on the land plot	Complete
Land at Queensmeadow	Purchase of a small land parcel in the south of the city	In progress
Rough Sleeper Property Acquisitions	Following an unsuccessful bid as part of the MHCLG Next Steps Programme, a reduced budget of £1.9 million has been retained to allow purchase of homes on the open market to accommodate rough sleepers if required	Purchases being actively explored

Capital Bids, Savings and Re-Phasing

There are no formal capital bids or savings incorporated as part of the 2021/22 HRA Budget Setting Report, but there are a number of areas of updated new build costs, budget re-allocation and re-phasing.

Detailed changes are presented in **Appendix E**, with the overall financial and presentational impact of the following items being incorporated into the Housing Capital Investment Plan presented at **Appendix K**:

- Changes to new build budgets, where scheme specific approval is already in place, with an increase of £117,000 at Tedder Way and £150,000 at Kendal way to allow the development of adapted homes, a reduction of £1,223,000 at Colville Road II recognising a reduction in units and fewer site constraints than originally anticipated, an increase of £300,000 at Clerk Maxwell to allow for specification improvements, an increase of £144,000 at Kingsway recognising issues with both utilities provision and in-house delivery capacity and an increase of £642,000 at Campkin Road in recognition of increased site complexity.

- Reduction of £2,573,000 in the budget for the purchase of market homes or POD's to accommodate rough sleepers to a residual level of £1,901,000, recognising that the bid to MHCLG for Next Steps grant funding was unsuccessful.
- Re-phasing of new build schemes as identified in **Appendix E**.
- Adjustment to the level of resources held for future works to new build dwellings recognising the increased sustainability build standards and to meet the cost of inflation, as a result of the changes above.

Section 6

HRA Treasury Management

Background

Statutorily, the Housing Revenue Account is required to set a balanced budget, including recognition of the revenue implications that arise from capital financing decisions.

The Housing Capital Investment Plan provides an indication of any borrowing requirement, ensuring that this can be incorporated into the Council's overall borrowing assumptions and Treasury Management Strategy.

There is currently no constraint on the level of borrowing that the HRA can take out, but the authority must ensure that it can demonstrate the resource is being utilised in the provision of social or affordable rented housing, it is able to identify the revenue resource to support the borrowing and must give due regard to the need to repay or re-finance the debt at the end of any initial borrowing term.

The only risk to the HRA's ability to borrow in the future resides in the outcome of the government consultation in respect of prudential borrowing, which from 26 November 2020, prohibits borrowing from the PWLB if the authority is making any investment that is classified as an 'investment asset primarily for yield', in the same year. This would not stop the HRA borrowing but would mean that an alternative lending source would need to be identified, with rates potentially not being as preferential. The Section 151 Officer is responsible for categorising the content of the Council's Capital Plan and for certifying that no prohibited expenditure is included if borrowing from the PWLB is planned. There is no expenditure in the Council's current Capital Plan which is expected to prohibit borrowing from the PWLB, but this will need to be reviewed regularly to mitigate any impact on the HRA's ability to borrow.

HRA Borrowing

As at 1 April 2020, the Housing Revenue Account supported external borrowing of £213,572,000 in 20 maturity loans with the Public Works Loans Board (PWLb), with rates ranging between 3.46% and 3.53% depending upon the term of the loan. The loans have varying maturity dates, with the first £10,678,600 due to be repaid on 28th March 2038, and the last on 28th March 2057.

At April 2020, the external loans attributable to the HRA, were notionally reduced as part of the HRA Capital Financing Requirement by the sum of £7,737,410 in recognition of the balance of the land acquisition costs which the HRA met in respect of the land site at Cromwell Road. In the short term, the General Fund is required to pay the HRA annual interest on this sum, at a reasonable rate, as part of the Item 8 Debit or Credit to the HRA. Once the scheme is complete, and CIP has repaid the loan to the Council for land purchase, this arrangement will no longer exist, and the HRA will return to the previous position where there is a small sum of notional internal borrowing from the General Fund, with interest payable in the same way in return.

Under the current regulations, if the HRA were to acquire housing built on General Fund land, the land would have to be appropriated (transferred) to the HRA, increasing the HRA Capital Financing Requirement and the resulting interest due to the General Fund. This statutory requirement to charge the HRA for the cost of land transferred from the General Fund may be revised as part of a government consultation, for which we still await the outcome.

This iteration of the business plan assumes that the authority will re-invest any revenue resource that has been previously set-aside for potential debt redemption or re-investment, prior to undertaking the additional borrowing, currently estimated at £342,000,000 to deliver the 1,000 homes programme from 2022/23. Borrowing of a further £62,000,000 is required over the life of the plan, to ensure that new homes are maintained at Passivhaus standards and that the small ongoing programme of new homes continues to be delivered at this standard where possible.

The HRA financial forecasts assume that the first borrowing requirement in 2022/23 is met by borrowing from the Public Works Loan Board (PWLb), assuming the reduced base rates announced from 26 November 2020, which at the time of writing this report was 1.89%. Borrowing is therefore assumed at 1.89% on an ongoing basis.

Alternative borrowing routes may need to be explored before the authority borrows as a funding source for investment in affordable housing, with consideration given to internal borrowing, inter-authority borrowing, market borrowing and bond issuance. All of these borrowing routes have been explored previously, but the preferential rates available from the PWLB mean that they have previously been ruled out.

The 2021/22 HRA Budget Setting Report does not review the potential sources of lending, types of borrowing, lengths of loans or alternative rates available for taking out any additional borrowing at this stage, with the current rate of PWLB lending of 1.89% being adopted as a default. Further review will need to be undertaken during 2021/22 before borrowing is undertaken as part of the coming year's budget.

Debt Repayment / Re-Investment

Set-Aside for Repayment of HRA Debt

The debt repayment strategy to date has been to set-aside resource to redeem 25% of the HRA self-financing debt from the point at which the loan portfolio begins to mature, in 2037/38.

To retain flexibility, any surplus generated for future debt repayment, is not formally set-aside, but is instead held in an ear-marked reserve to allow for either repayment of debt or draw down for re-investment.

Any resource set-aside since April 2012 for potential debt redemption is incorporated for use over the next two years to fund the delivery of new homes, before the HRA begins to borrow further, with the assumption that the HRA will set-aside resource to redeem 25% of the HRA self-financing debt deferred until later years in the programme, when the rents from the new homes begin to deliver a surplus into the business plan.

Section 7

Summary and Overview

Equality Impact Assessment, Uncertainties and Risk

Equality Impact Assessment

Local authorities have legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality with regard to race, disability, gender, including gender reassignment, age, sexual orientation, pregnancy / maternity, and religion or belief as well as to promote good race relations, and to demonstrate this in the decision making process. Assessing the potential equality impact of proposed changes in policies, procedures and practices is one of the ways public authorities can show 'due regard'.

As part of this Budget Setting Report, an Equality Impact Assessment has been undertaken in respect of all new 2021/22 HRA budget proposals, where any impact is anticipated. The assessment identifies the impact of a proposal, any mitigation available and includes an action plan detailing how negative impact can be addressed. The Equalities Impact Assessment for the overall HRA budget is included at **Appendix L**.

Risk Assessment

Consideration is given to any changes in the perceived level of internal or external risk that the housing service is subject to, ensuring that the authority can sustain a financially viable Housing Revenue Account.

Update of the key risks and associated mitigating actions is presented at **Appendix F**.

HRA Reserves

Housing Revenue Account General Reserves

General reserves are held to help manage risks inherent in financial forecasting. These risks include changes in legislative and statutory requirements, inflation and interest rates, unanticipated service needs and, rent and other income shortfalls and emergencies, such as uninsured damage to the housing stock or a pandemic. In addition, reserves may be used to support the Housing Capital Investment Plan and, in the short-term, to support revenue spending, for example to spread the impact of savings requirements over more than one financial year or to invest up front in a project that is anticipated to pay back over a period of time or deliver future savings.

For the Housing Revenue Account, the target level of reserves of £3m, with a minimum level of reserves of £2m, is proposed to be retained, recognising the need to safeguard the Council against the risk and uncertainty in the current financial and operational environment for housing.

Financial Assumptions and Sensitivity

The current financial assumptions, reviewed and used as part of this BSR are detailed in **Appendix A**.

All financial assumptions are subject to change, with a number of alternative values that could have been assumed. To mitigate the risks associated with this, modelling of key sensitivities is undertaken to provide context to the financial impact that a change in an assumption will make.

Appendix I provides details of the key sensitivities modelled in the preparation of the HRA Budget Setting Report 2021/22.

Conclusion

Overview

The budget for 2021/22 seeks to achieve a balance in investment against current priorities:

- Investment required to maintain decency in the existing housing stock
- Spend on landlord services (i.e. housing management, responsive and void repairs)
- The need to support, and potentially set-aside for repayment of, housing debt
- Investment in new affordable housing
- A commitment to reach net zero carbon in Cambridge by 2050.
- Investment in income generating activities and discretionary services (i.e. support)
- The ability to respond quickly to changes in both housing and building legislation

There remains a very strong focus on identifying resource to allow improvement to the energy efficiency of the existing housing stock, whilst also ensuring that new build homes meet high energy efficiency standards. Resource has been incorporated into the HRA financial forecasts to go some way towards meeting this aspiration in respect of new homes, but a longer-term programme needs to be developed and costed in respect of meeting the aspiration in the existing housing stock.

This report has been constructed amidst continued uncertainty in respect of regulation for some proposed changes in national housing policy, with the outcome of the government consultation on the use and application of right to buy receipts still awaited at the time of writing this report. Following the outcome of an earlier consultation, the detailed impact of constraints on local authority borrowing also need to be explored and fully quantified. Publication of the Housing White Paper 'The Charter for Social Housing Residents' has provided details of the government's commitment to future provision and regulation of social housing, but there is still detail awaited in respect of a review of the decent homes standard and the application of commitments to improved regulation and routine inspection of social housing providers, alongside the Fire Safety Bill, which is anticipated in early 2021. The rollout of Universal Credit continues to contribute to uncertainty for the Housing Service, with the full impact of direct payment still anticipated to have a significant negative impact on rent collection levels and arrears. These uncertainties are further

compounded by the impact of the coronavirus pandemic, with any longer-term impact for the HRA impossible to predict at this stage.

Summary and Conclusions

Work undertaken as part of the 2021/22 budget process has resulted in the development of proposals for setting the budget for the Housing Revenue Account.

In January 2021 Housing Scrutiny Committee will consider the budget proposals, prior to the Executive Councillor for Housing making decisions in respect of the revenue aspects of the budget, making recommendation for the housing capital budget for 2020/21 to 2025/26 to Council for consideration and approval.

The HRA Budget Setting Report recommends, in summary:

- Approval of property rents, garage and parking space rents and service charges
- Approval of any revised budget proposals
- Approval of any unavoidable revenue pressure proposals
- Approval of any reduced income proposals
- Approval of any savings proposals
- Approval of any increased income proposals
- Approval of any non-cash limit items
- Approval of any capital bids, capital savings, revised scheme costs and timings
- Approval of capital resource re-allocation

The meeting of Council in February 2021 will consider the final proposed Housing Capital Budget as identified in this report for approval.

Savings identified in the HRA from 2021/22 include a reduction in recharges for corporate costs and overheads, a reduction in the costs of customer service, anticipated to follow a service review and restructure and the closure of cashiers, reduction in the resident involvement budget as more residents opt to receive Open Door on line, savings in the costs of street light maintenance as more lamps are replaced with LED's and in the costs of Ditchburn Place, where the Council is now acting solely as landlord, and no longer as care provider.

Increased service charge income is anticipated from 2021/22 due to the number of properties in stock and the higher level of services being provided to some of them.

Savings and increased income are partially offset by unavoidable revenue pressures, predominantly due to increased costs of heating servicing in sheltered housing and the electrical testing programme, where contract costs have increased and the one-off cost to mobilise a new building cleaning contractor in communal areas of housing blocks and sheltered schemes.

A reduction in rent income is also anticipated as the rate of CPI, upon which rent increases are based was 0.5% in September 2020, compared with the 0.9% assumed when the HRA MTFs was constructed.

Any net saving delivered allows for the creation of a Strategic Investment Fund as approved in the HRA Medium Term Financial Strategy, with bids proposed to move the 10 year electrical testing programme to 5 years, as identified in the latest Asset Management Strategy, for continuation of a full time post to support securing vacant possession on HRA redevelopment sites as more sites are brought forward, to meet the up-front feasibility costs for potential HRA new build sites, to continue a small contribution towards the Financial Inclusion Officer employed in Revenues and Benefits for one further year and to undertake a water conservation feasibility project.

There are non-cash limit adjustments in respect of interest received, the required contribution to the bad debt provision which is linked to the anticipated rental income and in respect of direct revenue financing of capital expenditure, where this has been reduced to mitigate the impact of the lower level of rental income anticipated from 2021/22.

The overall position for the HRA by 2021/22 (including non-cash limit adjustments) is a cumulative over-achievement of £99,140, increasing by £130,090 in 2022/23 and then by £155,090 per annum thereafter.

There is currently an assumption that efficiency savings of £136,000 per annum will be sought for a further 4 years, allowing the creation of a corresponding Strategic Investment Fund for the same period. Effectively, any increase in costs or investment in new areas of priority will need to be

funded through the identification of efficiency savings or increased income elsewhere across the service.

The HRA's approach to long-term financial planning has previously incorporated the assumption that surplus resource will be set-aside so that 25% of the self-financing loan portfolio can be redeemed at maturity. Now that the authority has committed to further expansion of its new build programme, which will require significant additional borrowing, there will need to be a fundamental review of the overall approach to future debt redemption.

The HRA is making significant progress in delivering over 500 additional homes using Devolution Grant, with 62 additional homes handed over and a further 308 additional homes on site at the time of writing this report. A net increase in the housing stock is anticipated over this period, with new homes outweighing those anticipated to be lost through the right to buy.

One of the key challenges for the HRA remains the ability to invest in new homes, using Devolution Grant and retained right to buy receipts, quickly enough to avoid the need to hand any right to buy receipts to central government, with interest penalties attached.

The delegation to the Strategic Director, to allow revenue resource previously transferred into the potential debt redemption / new build reserve to be drawn down to allow the strategic acquisition of land or market housing for use for affordable rented homes is retained and extended. This will continue to mitigate the risk that delay, or lead in, to the delivery of new homes may result in a requirement to pay retained right to buy receipts over to central government, with an interest penalty attached.

Any review of the need to identify savings in future years will need to consider not only sustaining a 30 year business plan, supporting borrowing and taking account of the impact of any emerging housing legislation, but also considering the authorities commitment to the delivery of new build housing and aspiration to improve the sustainability standards of existing housing, whilst also being mindful of the approach to set-aside of any resource for the redemption housing debt.

Business Planning Assumptions (Highlighting Changes)

Key Area	Assumption	Comment	Status
General Inflation (CPI)	0.9% for 2021/22, then 2% ongoing	General inflation on expenditure included at 0.9% for 2021/22, then 2% ongoing, per Bank of England) forecasts of May 2020.	Retained
Capital and Planned Repairs Inflation	CPI plus 1.1%	Based upon the mix of BCIS and CPI forecasts for next 2 years, using averages over this period. Reverts to CPI after 2 years.	Retained
Debt Repayment	Set-aside 25% to Repay Self-Financing Debt	Assumes surplus is re-invested in income generating assets, with 25% of resource set-aside to repay self-financing debt as loans reach maturity dates, pending review of the set-aside policy in conjunction with any borrowing being considered.	Retained
Capital Investment	Partial Investment Standard	Base model assumes a partial investment standard in the housing stock, compared with a basic decent homes standard.	Retained
Pay Inflation	1.5% Pay Progression & Pay Inflation at 2.5% for 2021/22 then 2% from 2022/23	Assume allowance for increments at 1.5% and cost of living pay inflation at 2.5% for 2021/22, then 2% on an ongoing basis.	Retained
Employee Turnover	3%	Employee budgets assume a 3% turnover, unless service area is a single employee, or is a shared service, externally recharged service or trading account.	Retained
Social Rent Review Inflation	CPI plus 1% for 4 years from 2021/22, then CPI plus 0.5% from 2025/26	Rent increases of up to CPI plus 1% for 4 further years, reverting to inflation plus 0.5% after this. Assume CPI in preceding September is as above.	Retained
Affordable Rent Review Inflation	CPI plus 1% for 4 years from 2021/22, then CPI from 2025/26	Affordable rents to be reviewed annually in line with Local Housing Allowance, ensuring that they match the LHA unless it rises above CPI plus 1%, in which case the lower will apply.	Retained
Rent Convergence	Void Only	Ability to move to target rent achieved only through movement of void properties directly to target rent.	Retained

Key Area	Assumption	Comment	Status
External Lending Interest Rate	0.6%	Interest rates based on latest market projections, recognising that the HRA will benefit from low risk investments only	Retained
Internal Lending Interest Rate	0.6%	Assume the same rate as anticipated can be earned on cash balances held, so as not to detriment either the HRA or the General Fund longer-term.	Retained
External Borrowing Interest Rate	1.89%	Assumes additional borrowing using PWLB reduced rates from November 2020.	Amended
Internal Borrowing Interest Rate	1.89%	Assume the same rate as external borrowing to ensure flexibility in choice of borrowing route.	Amended
HRA Minimum Balances	£2,000,000	Maintain HRA minimum balance at £2,000,000, pending a review once the business plan and asset investment strategy has been fully reviewed.	Retained
HRA Target Balances	£3,000,000	Maintain HRA target balance at £3,000,000, pending a review once the business plan and asset investment strategy has been fully reviewed.	Retained
Right to Buy Sales	15, then 25 sales ongoing	The impact of the coronavirus pandemic is expected to result in a decline in activity for 2020/21. Assume 15 in 2020/21 then 25 sales annually ongoing.	Amended
Right to Buy Receipts	Settlement right to buy and assumed one-for-one receipts included	Debt settlement receipts included, assuming the receipts utilised partly for general fund housing purposes. Anticipated one-for-one receipts included, and ear-marked for direct new build spend. Debt repayment proportion assumed to be set-aside.	Retained
Void Rates	1% ongoing	Assume an ongoing void rate of 1% from 2021/22, recognising recent standard void performance.	Retained
Bad Debts	4.5% for 2020/21, then 1.5% from 2021/22 ongoing	Bad debt provision increased to 4.5% for 2020/21 as a result of the coronavirus pandemic, then 1.5% ongoing reflecting the requirement to collect 100% of rent directly through Universal Credit.	Retained
Savings Target	£136,000 (4% of general and repairs administrative expenditure)	Retain an efficiency target of £136,000 from 2021/22 for 5 years. Allows strategic reinvestment or alternatively a response to pressure from national housing policy change.	Retained

Key Area	Assumption	Comment	Status
Responsive Repairs Expenditure	Adjusted pro rata to stock changes	An assumption is made that direct responsive repair expenditure is adjusted annually in line with any change in stock numbers.	Retained
Strategic Investment Fund	£136,000	Housing Strategic Investment Fund included from 2021/22 for 5 years at the same value as the savings target.	Retained

Service Charges

Appendix B

Charge Description	Charges 2020/21	Charge Basis	Charges 2021/22
General Stock			
Caretaking Charge	£3.70 to £4.58	Per Week	A
Building Cleaning	£0.01 to £6.50	Per Week	A
Estate Services Champion	£0.16 to £0.47	Per Week	A
Door Entry	£0.16 to £3.70	Per Week	A / B
Passenger Lifts	£0.21 to £1.06	Per Week	A / B
Gas Maintenance / Servicing	£0.71 to £2.14	Per Week	A / B
Digital TV Aerial Charge	£0.07 to £0.26	Per Week	A
Grounds Maintenance	£0.02 to £4.73	Per Week	A / B
Communal Electricity	£0.10 to £1.81	Per Week	A / B
Community Alarm Charge	£5.32	Per Week	C
Third Party Service Charge	£11.59 to £31.01	Per Week	A
Disabled Adaptation Charge	£2.94 to £6.35	Per Week	A
Dropped Kerb Charge	£0.05 to £1.08	Per Week	Frozen
General Sheltered Schemes			
Premises Charge	£0.72 to £27.47	Per Week	A
Communal Heating / Lighting	£2.09 to £5.67	Per Week	A
Individual Heating / Lighting	£3.45 to £13.77	Per Week	A
Water	£1.87 to £3.12	Per Week	A
Grounds Maintenance	£0.26 to £2.55	Per Week	A
Electrical / Mechanical Maintenance	£0.36 to £4.82	Per Week	B
Sheltered Support Charge	£5.64 to £6.95	Per Week	C
Alarm Charge	£1.90	Per Week	A
Landlord Emergency Contact	£1.17	Per Week	A
Sheltered Hall Hire	£10.00 (M - F) £20.00 (Sat/Sun)	Per Hour	£10.00 (M - F) £20.00 (Sat/Sun)

	£5.45 (Reduced)**		£5.45 (Reduced)**
**Reduced hourly rate for events which CCC sheltered residents can attend			
Ditchburn Place			
Premises Charge	£1.95 to £43.08	Per Week	A
Flat Cleaning / Laundry Charge	£28.09	Per Week	A
Communal Heating / Lighting	£0.59 to £4.02	Per Week	A
Individual Heating / Lighting	£5.61 to £10.30	Per Week	A
Water	£3.07	Per Week	A
Catering	£127.07	Per Week	A
Grounds Maintenance	£1.96	Per Week	A
Electrical / Mechanical Maintenance	£2.76	Per Week	B
Sheltered Support Charge	£6.95	Per Week	C
Alarm Charge	£1.90	Per Week	A
Landlord Emergency Contact	£1.17	Per Week	A
Launderette – Wash / Dry / Iron	£6.50	Per Load	£9.00
Cleaning	£7.16	Per 30 Mins	£9.00
Temporary Accommodation			
Premises Charge	£28.59 to £53.55	Per Week	A
Individual Heating / Lighting	£12.01 to £25.52	Per Week	A
Water	£7.49 to £11.23	Per Week	A
Grounds Maintenance	£0.19 to £1.91	Per Week	A
Electrical / Mechanical Maintenance	£0.27 to £3.03	Per Week	B
Independent Living Services			
Private Lifelines - In City	£5.32	Per Week	£3.42
Keysafe / Keyholding Charge	£3.34	Per Quarter	£3.34
Monitoring Charge	£0.40	Per Week	£0.40
Leasehold Charges for Services			
Solicitors' pre-sale enquiries	£110.00	Per Request	£150.00

Copy of lease / Document provision	£30.00	Per Request	£30.00
Re-mortgage Enquiry/Copy of Insurance schedule	£30.00	Per Request	£30.00
Notice of Assignment / Notice of Charge	£90.00	Per Request	£100.00
Deed of Variations Administration plus CCC Solicitor Fee and Own Solicitor Fee	£50.00 £550.00+	Per Request	£50.00 £550.00+
Home Improvement Administration	£30.00	Per Request	£30.00
Home Improvement Survey	£125.00		£125.00
Retrospective consent for improvements	Above +£25.00	Per Request	Above +£25.00
Registering sub-let details	£50.00	Per Request	£75.00
Advice Interview for Prospective Purchasers	£50.00	Per Request	£50.00
Right of First Refusal – s156a Certificate	£150.00	Per Request	£150.00
Deed of postponement	£140.00	Per Request	£140.00

Key	
A	Charges based on recovering the actual cost of service provision. Proposal is to continue to recover the full estimated cost of providing these services in 2021/22, recognising that the authority should endeavour to limit increases to inflation at 1.5% (CPI at September 2020 plus 1%). The exception to this will be in respect of affordable homes, where total rents and service charges will be limited to Local Housing Allowance levels, and therefore full cost recovery will not always be possible. Where possible service charges will be amended, with the rent element acting as the balancing figure.
B	Charges were separated out from rent in 2004/05. Charges can be increased to recover full cost, recognising that the authority should endeavour to limit increases to inflation at 1.5% (CPI at September 2020 plus 1%)
C	Charges levied for support activities will be reviewed in line with services being provided following renegotiation of the support service for older people, where the County Council commission services across the whole city.
	Charges for the optional household contents insurance scheme will continue to be determined by the insurer but notified to tenants by the Council.

HRA Earmarked & Specific Funds

Appendix C

HRA Earmarked & Specific Revenue Funds (£'000)

Repairs & Renewals

	Opening Balance	Contributions	Expenditure to November	Current Balance
General Management	(873.5)	(69.1)	32.5	(910.1)
Special Services	(1,141.5)	(146.1)	31.4	(1,256.2)
Repairs and Maintenance	(489.9)	(47.9)	0.0	(537.8)
Total	(2,504.9)	(263.1)	63.9	(2,704.1)

Tenants Survey

	Opening Balance	Contributions	Expenditure to November	Current Balance
Tenants Survey	(47.5)	(6.3)	12.5	(41.3)

Debt Set-Aside (Revenue)

	Opening Balance	Contributions	Expenditure to November	Current Balance
Debt Set-Aside	(14,704.5)	0.0	0.0	(14,704.5)

HRA Earmarked & Specific Capital Funds (£'000)

Debt Set-Aside (Capital)

	Opening Balance	Contributions	Expenditure to November	Current Balance
Debt Set-Aside	(9,855.6)	(166.8)	0.0	(10,022.4)

Major Repairs Reserve

	Opening Balance	Contributions	Expenditure to November	Current Balance
MRR	(9,800.7)	0.0	0.0	(9,800.7)

Appendix D(1)

2020/21 HRA Mid-Year Revenue Budget Adjustments

Area of Income / Expenditure	Description	Budget Amendment in 2020/21 Budget (£)	Budget Amendment in 2021/22 Budget (£)	Comment
Budgeted use of / (contribution to) HRA Reserves pre BSR		5,983,200		
HRA General and Special Management				
No Changes	Not applicable	0	0	
Total HRA General and Special Management		0		
HRA Repairs				
No Changes	Not applicable	0	0	
Total HRA Repairs		0		
HRA Summary Account				
Interest earned on HRA Balances	The level of balances held by the HRA result in an estimated reduction in the level of interest that will be earned.	550	0	Built into base for future years
Total HRA Summary		550		
Revised use of / (contribution to) HRA Reserves post HRA BSR		5,983,750		

2021/22 Budget – HRA Proposals – by Type

Appendix D (2)

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Unavoidable Revenue Pressure

URP4747	Housing Repairs Heating / Boiler Servicing	10,000	10,000	10,000	10,000	10,000	Nil	No Impact
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This budget relates to the servicing of communal boilers in sheltered schemes and related repairs arising from the service. As the boilers are aging, the need to repair is increasing, but repairs extend the life cycle of the boiler and reduce the potential for a total breakdown resulting in the need to replace the boiler as an emergency.

John Conroy

Housing (HRA) Portfolio

URP4748	Electrical safety testing (Hard wire testing).	11,000	11,000	11,000	11,000	11,000	Nil	No Impact
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The current programme of testing electrical installations in properties and communal areas of blocks of flats is based upon a 10 year cycle. The current budget does not include sufficient allowance for the inspection of the communal areas and needs to be increased by £11,000 to enable these essential works to be undertaken. There is a separate bid for Members to consider which would reduce this programme from a 10 year cycle to a 5 year cycle as recommended by Industry best practise guidelines.

Lynn Thomas

Housing (HRA) Portfolio

URP4802	Building Cleaning Contract Mobilisation Costs	52,000	0	0	0	0	Nil	Low Impact
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The transfer of building cleaning services to a new contractor results in contract mobilisation costs which will not be passed on to residents in the form of service charges and will need therefore to be met from the HRA directly.

Sandra Farmer

Housing (HRA) Portfolio

Total Unavoidable Revenue Pressure	73,000	21,000	21,000	21,000	21,000
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2021/22 Budget – HRA Proposals – by Type

Appendix D (2)

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Reduced Income

RI4793	Reduction in rent income from 2021/22	105,000	105,000	105,000	105,000	105,000	Nil	No Impact
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Rent increases are based upon the rate of CPI at September each year. In the HRA MTFs a rate of 0.9% was assumed, but once announced, the rate had fallen to 0.5%, resulting in lower rent income from April 2021 than anticipated.

Julia Hovells

Housing (HRA) Portfolio

Total Reduced Income	105,000	105,000	105,000	105,000	105,000
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2021/22 Budget – HRA Proposals – by Type

Appendix D (2)

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Bids

B4693	Continuation of the Housing Officer (Re-Development) role on a full time basis	12,600	46,900	46,900	46,900	46,900	Nil	No Impact
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This bid would allow the Housing Officer (Re-Development) role to be made full time from August 2021 for the remainder of the financial year, and to be continued on a full time basis from April 2022 onwards. This post will continue to support tenants and leaseholders on re-development sites to find alternative accommodation and to support the handover of new council homes once completed. This role is key to supporting the future new housing delivery and also to support residents when they first move into their homes. The scale of handovers from August 2022 cannot be met with existing HO/HA resources.

Sandra Farmer

Housing (HRA) Portfolio

B4697	Financial Inclusion Officer (HRA share - 35% of post) 0.8 FTE	12,700	0	0	0	0	Nil	No Impact
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Extension of Financial Inclusion Officer - This existing post provides support and hands on assistance in helping people affected by welfare reforms to maximise their income, reduce their costs and explore options for improving their lives moving forward. The client group tends to be those on lowest incomes, the most vulnerable claimants and families with complex needs and often chaotic lifestyles. This bid relates to the revised HRA share for this post (35%) and subject to confirmed General Fund funding for the balance of the post, allows extension of the role until 31/3/2022.

Sandra Farmer

Housing (HRA) Portfolio

B4749	Electrical safety testing (Hard wire testing) accelerate to 5 year programme	99,300	99,300	99,300	99,300	99,300	Nil	No Impact
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The current programme of testing electrical installations is based upon a 10 year cycle. However, industry best practice recommends that this work is undertaken every 5 years. This enhanced timescale is not a legislative requirement but enhances safety through the early identification of potential or actual faults to the wiring of a property or block of flats. It should be noted that this programme does encounter access difficulties. To reduce the cycle to 5 years would require additional funding of £99,340 assuming full access can be achieved. (A separate bid has been made to increase the current base budget in line with costs associated with the 10 year programme)

Lynn Thomas

Housing (HRA) Portfolio

B4804	Increase in new build feasibility funding	100,000	100,000	100,000	100,000	100,000	Nil	No Impact
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Following approval of a commitment to deliver 1,000 homes in the next new build programme, an increase in the budget for feasibility work is required, to meet the cost of up-front investment prior to formal scheme decision.

Julia Hovells

Housing (HRA) Portfolio

2021/22 Budget – HRA Proposals – by Type

Appendix D (2)

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
LDB2	Funding to review options for Water Conservation	25,000	25,000	0	0	0	Nil	No Impact

This bid would fund a 2 year project to explore water conservation options for the existing housing stock, recognising that the findings from the project, once fully explored and quantified, are likely to result in a future capital bid to facilitate the desired investment in the housing stock.

Julia Hovells

Housing (HRA) Portfolio

Total Bids	249,600	271,200	246,200	246,200	246,200
Pressures & Bids Total:	427,600	397,200	372,200	372,200	372,200

2021/22 Budget – HRA Proposals – by Type

Appendix D (2)

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Savings

S4694	Reduction in funding required for Holiday Pay	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	Nil	No Impact
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An allowance was made in the HRA to meet the costs of holiday pay due to employees in respect of overtime worked. A reduction in the amount of overtime paid has resulted in an over-provision in the funds held to meet the cost of holiday pay, with a resulting saving delivered. Julia Hovells

Housing (HRA) Portfolio

S4695	Savings resulting from a review of the Resident Involvement (RI) Budget	(8,100)	(8,100)	(8,100)	(8,100)	(8,100)	Nil	No Impact
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A review of the RI budget has concluded that it is possible to save £4,000 from the annual printing and postage costs of Open Door due to more copies now being sent electronically, and a previous reduction from 4 issues to 3 annually. In addition, it is also possible to save £1,000 by reducing the provision for Resident Association Grants based on previous years applications. A further £3,100 can be saved by reducing the amount budgeted for other areas of work including digital grants, whilst still leaving enough of a fund to carry out the work planned for this area. Laura Adcock

Housing (HRA) Portfolio

S4698	Closure of Housing Cashiers	(10,100)	(10,100)	(10,100)	(10,100)	(10,100)	Nil	No Impact
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This proposal would see the permanent closure of the cashiering service at 171 Arbury Road, following its temporary closure from March 2020. The saving of £41,400 would be shared between the General Fund and the Housing Revenue Account, with the HRA share totalling £10,100. The General Fund will benefit from a saving of £31,300 as the full recharge for the cost of the cashiers service including all management costs and overheads would be deleted, but some of these management costs and overheads will need to be retained in the HRA, with only the direct costs of service provision ceasing. Sandra Farmer

Housing (HRA) Portfolio

S4761	Customer Services service review - Provisional HRA allocation	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	Positive/Low Impact	No Impact
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To implement a restructure of Customer Services including introduction of new digital self-service channels, enhanced assisted self-service provision, a new (cashless) face to face model, and improved service quality. The impact of this proposal should be to reduce the recharge from Customer Services to the HRA by the specified amount and for the HRA budget to be reduced by the same amount. Julia Hovells

Housing (HRA) Portfolio

S4762	Savings arising from reconfiguration of services post the transfer of care	(16,800)	(16,800)	(16,800)	(16,800)	(16,800)	Nil	No Impact
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2021/22 Budget – HRA Proposals – by Type

Appendix D (2)

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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services to an alternative provider

Following transfer of care services at Ditchburn Place to Radis from February 2020, the remaining services being delivered at Ditchburn Place have been reviewed. The post of Housing Services Manager has been reduced from 37 to 29.6 hours per week, with the vacant 7.4 hours offered as a saving, building security is being addressed at night by Radis and cleaning services are now being delivered during the day, which result in reduced costs.

Laura
Adcock

Housing (HRA) Portfolio

S4784	Maintenance of Street Lighting columns	(21,000)	(21,000)	(21,000)	(21,000)	(21,000)	Nil	No Impact
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To reduce the annual budget for the inspection and maintenance of street lighting columns on HRA land, taking into consideration the impact of the programme to upgrade lighting lanterns with LEDs that have a longer life cycle and the expectation that this programme will be carried out by a contractor offering a 10 year guarantee. As the replacement programme is completed, there should be a corresponding reduction in the level of failures.

John Conroy

Housing (HRA) Portfolio

S4803	Review of Corporate Overheads and Recharges	(263,100)	(263,100)	(263,100)	(263,100)	(263,100)	Nil	No Impact
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A corporate review of overheads and recharges has resulted in a reduction in net costs to be recharged to the HRA.

Julia Hovells

Housing (HRA) Portfolio

Total Savings	(414,100)	(414,100)	(414,100)	(414,100)	(414,100)
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2021/22 Budget – HRA Proposals – by Type

Appendix D (2)

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Increased Income

II4792	Increased service charge income	(10,800)	(10,800)	(10,800)	(10,800)	(10,800)	Nil	No Impact
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Based upon the latest data available, a marginal increase in the level of service charge income is anticipated from April 2021.

Julia Hovells

Housing (HRA) Portfolio

Total Increased Income	(10,800)	(10,800)	(10,800)	(10,800)	(10,800)
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Savings Total:	(424,900)	(424,900)	(424,900)	(424,900)	(424,900)
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2021/22 Budget – HRA Proposals – by Type

Appendix D (2)

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Non-Cash Limit Items

NCL4794	Reduction in the level of Direct Revenue Financing (DRF) of capital	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)	Nil	No Impact
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A reduction in the level of rent income anticipated from April 2021, will mean a lower level of rental surplus available to transfer into the Housing Capital Programme over the same period. Capital expenditure will instead need to be funded from other capital resources or borrowing. Julia Hovells

Housing (HRA) Portfolio

NCL4795	Reduction in Contribution to the HRA Bad Debt Provision	(6,250)	(6,250)	(6,250)	(6,250)	(6,250)	Nil	No Impact
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The contribution to the HRA Bad Debt Provision is linked to rental income, with a reduction in anticipated rental income from 2021/22 driving a small reduction in the level of contribution required. Julia Hovells

Housing (HRA) Portfolio

NCL4796	Reduction in interest due to the HRA	8,860	8,860	8,860	8,860	8,860	Nil	No Impact
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A reduction in the level of interest anticipated to be due to the HRA results from all of the other changes incorporated into the HRA Budget Setting Report Julia Hovells

Housing (HRA) Portfolio

Total Non-Cash Limit Items	(102,390)	(102,390)	(102,390)	(102,390)	(102,390)
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Non - Cash Limit Items Total:	(102,390)	(102,390)	(102,390)	(102,390)	(102,390)
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Appendix D (3)

HRA Budget – All Capital Items

No formal capital bids exist for 2021/22 onwards as part of the 2021/22 HRA Budget Setting Report

Appendix E

2020/21 Capital Budget Amendments Summary

Area of Expenditure and Change	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Total Housing Capital Plan Expenditure per HRA MTFS	59,726	66,879	105,657	87,288	88,031
General Fund Housing					
No changes	0	0	0	0	0
Decent Homes and Other HRA Stock Investment					
Adjustment to allocation for new build decent homes work to recognise increase to Passivhaus standard	0	67	219	260	343
New Build					
Re-phase and increase budget for Tedder Way	5	112	0	0	0
Re-phase and increase budget for Kendal Way	(40)	190	0	0	0
Re-phase and increase budget for Kingsway	(166)	310	0	0	0
Re-phase budget for Meadows and Buchan Street	(1,640)	(3,077)	(2,336)	5,153	1,900
Re-phase and increase budget for Clerk Maxwell	0	200	100	0	0
Re-phase and increase budget for Campkin Road	140	(614)	1,116	0	0
Rephase budget for L2	(903)	436	467	0	0
Rephase and reduce budget for Colville Road II	927	(575)	(1,575)	0	0
Rephase budget for Colville Road III	(417)	0	0	417	0
Inclusion of scheme specific budget for Fen Road	100	1,779	1,779	0	0
Inclusion of scheme specific budget for Ditton Walk	100	909	909	0	0
Inclusion of scheme specific budget for Aragon Close	100	875	875	0	0
Inclusion of scheme specific budget for Sackville Close	100	875	875	0	0
Inclusion of scheme specific budget for Borrowdale	100	388	387	0	0

Area of Expenditure and Change	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Re-allocation of 1,000 homes budget into 5 specific schemes above	(500)	0	(9,651)	0	0
Reduce budget for Rough Sleeper Next Steps Acquisitions in recognition of unsuccessful MHCLG grant bid	(2,573)	0	0	0	0
Sheltered Housing					
No changes	0	0	0	0	0
Other HRA Capital Spend					
No changes	0	0	0	0	0
Inflation Allowance					
Adjustment in inflation allowed as spend changes	0	(7)	(23)	(24)	14
Total Housing Capital Plan Expenditure per HRA BSR	55,059	68,747	98,799	93,094	90,288

Risk Area & Issue arising	Controls / Mitigation Action
Effects of Legislation / Regulation	
<p>Implications of new legislation / regulation or changes to existing are not identified</p>	<ul style="list-style-type: none"> • Effective, formal, regular review processes are in place for the HRA to ensure that implications are identified, quantified and highlighted
<p>Delays in announcement of detail surrounding housing policy change negatively impacts decisions taken at a local level</p>	<ul style="list-style-type: none"> • Decisions taken in the context of a business plan which recognises the uncertainty. Savings taken have impacts exemplified to ensure impact is mitigated
<p>Funding is not identified to meet the costs associated with changes in statutory requirements</p>	<ul style="list-style-type: none"> • Additional / specific funding requirements for new services can be identified through the budget process, to allow effective prioritisation of resources. Minimum reserves are held to allow immediate investment if required
<p>Changes in national housing or rent policy impact the ability to support the housing debt or deliver against planned investment programmes</p>	<ul style="list-style-type: none"> • The Council has processes in place ensuring early engagement in any consultation and collective representation through national housing bodies • Impact of any proposed changes to national rent policy is incorporated into financial planning as early as possible
<p>Implementation of Fixed Term Tenancies carries administrative cost and would dictate the need for system change at a time when the Housing Management Information System has just been replaced</p>	<ul style="list-style-type: none"> • Project Board for system replacement are aware of the potential need for further changes to IT systems • Fixed term tenancies may now not be compulsory, depending upon outcome of Housing Green Paper
Housing Portfolio & Spending Plans	
<p>The Council approves plans which are not sustainable into the future, leading to increasing problems in balancing budgets</p>	<ul style="list-style-type: none"> • Council has adopted medium and long-term modelling (up to 30 years) for HRA, ensuring decisions are made in context of long-term impact • The Business Plan includes long-term trend analysis on key cost drivers • Target levels of reserves are set for the HRA to enable uneven pressures to be effectively dealt with, and to provide cover against unforeseen events / pressures

Risk Area & Issue arising	Controls / Mitigation Action
Financial planning lacks appropriate levels of prudence	
<p>Business Planning assumptions are wildly inaccurate</p> <p>Financial policies, in general, are not sufficiently robust</p> <p>Funding to support the approved Capital Plan is not available</p> <p>The financial impact of the coronavirus pandemic is far greater, and longer lasting, than anticipated in 2020/21</p>	<p>Council has adopted key prudence principles, reflected in:</p> <ul style="list-style-type: none"> • Use of external expert opinion and detailed trend data to inform assumptions • Ongoing revenue funding for capital is reviewed for affordability as part of the 30-year modelling process • Adoption of strict medium / long-term planning • Policy on applying general capital receipts for strategic disposals only at point of receipt • Ongoing monthly review of key parameters whilst the impact of the coronavirus pandemic is uncertain.
Use of resources is not effectively managed	
<p>There is ineffective use of the resources available to the HRA</p> <p>Failure to deliver Major Housing / Development Projects, i.e. return on capital investment, project on time etc.</p> <p>Value for money in terms of investment in new build homes is challenged</p>	<ul style="list-style-type: none"> • Council employs robust business planning processes for the HRA • Council has adopted a standard project management framework • A business case is required for all strategic acquisitions, disposals and one-off areas of significant investment • Performance and contractor management procedures are robust and contracts are enforceable • The Council's accounts are audited on an annual basis, with assurance given that the authority is delivering economy, efficiency and effectiveness in its use of resources • Council adopts a mix of delivery vehicles • Council employs cost consultants to demonstrate price comparability with the local market • Council has completed an independent review of new build delivery

Risk Area & Issue arising	Controls / Mitigation Action
External income / funding streams	
<p>Undue reliance may be placed on external income streams, leading to approval of unsustainable expenditure</p>	<ul style="list-style-type: none"> • Modelling over the medium and long-term is conducted for key income sources, including sensitivity analysis of potential changes • Council seeks to influence national settlements and legislative changes through response to formal consultation
<p>Rent and service charge arrears increase, and bad debt rises, as a direct result of the Welfare Benefit Reforms or the Coronavirus pandemic</p>	<ul style="list-style-type: none"> • Increased resources identified for income management. Performance closely monitored to allow further positive action if required.
<p>Rent income is under-achieved due to a major incident in the housing stock</p>	<ul style="list-style-type: none"> • Asset Management Plan in place to identify and address key issues in the housing stock to minimise likelihood of widespread incidents
<p>Changes in the economic environment cause a significant reduction in the number of right to buy sales, reducing the resource available to finance the capital investment programme</p>	<ul style="list-style-type: none"> • Sensitivities modelled so potential impacts are understood • Business plan is regularly reviewed allowing reallocation of resource or consideration of borrowing if required
<p>Changes to the right to buy rules result in an increase in the level of sales, with the associated commitment to deliver replacement units or pay over receipts with interest</p>	<ul style="list-style-type: none"> • Sensitivities modelled so potential impacts are understood • Retained resources are monitored to ensure delivery of required units or return of resource at earliest opportunity
<p>Volatility and competition in the property market impacts the ability to fund planned capital investment from the sale of assets</p>	<ul style="list-style-type: none"> • Policy on applying general capital receipts for strategic disposals only at point of receipt • Regular review of mix of new build delivered to ensure that assumptions around shared ownership and market sale are realistic

Appendix G

Retained 1-4-1 Right to Buy Receipts

Quarter date for Receipt	Retained 1-4-1 Receipt Value (Per Quarter)	Retained 1-4-1 Receipt Value (Cumulative)	Amount of New Build Expenditure Required (Cumulative)	Deadline for Receipt to be spent on New Dwelling	Qualifying Spend by Deadline (Cumulative)	Retained 1-4-1 Receipt Spent (Cumulative)	Balance of Retained 1-4-1 Receipts to be Spent or Paid to CLG (Cumulative)	Further New Build Spend Required by Deadline (Cumulative)
31/03/2016	1,591,834.76	13,136,139.23	43,787,130.78	31/03/2019	54,012,650.36	16,203,795.11	-	-
30/06/2016	2,263,872.93	15,400,012.16	51,333,373.87	30/06/2019	57,282,779.08	17,184,833.72	-	-
30/09/2016	1,874,821.59	17,274,833.75	57,582,779.17	30/09/2019	61,400,261.17	18,420,078.35	-	-
31/12/2016	1,320,457.44	18,595,291.19	61,984,303.97	31/12/2019	66,415,285.15	19,924,585.55	-	-
31/03/2017	1,313,143.16	19,908,434.35	66,361,447.83	31/03/2020	76,190,083.40	22,857,025.02	-	-
30/06/2017	2,045,445.56	21,953,879.91	73,179,599.70	30/06/2020	78,748,340.69	23,624,502.21	-	-
30/09/2017	1,779,600.43	23,733,480.34	79,111,601.13	30/09/2020	84,496,495.72	25,348,948.72	-	-
31/12/2017	2,229,968.03	25,963,448.37	86,544,827.90	31/12/2020			614,499.65	2,048,332.18
31/03/2018	646,869.52	26,610,317.89	88,701,059.63	31/03/2021			1,261,369.17	4,204,563.91
30/06/2018	1,556,719.56	28,167,037.45	93,890,124.83	30/06/2021			2,818,088.73	9,393,629.11
30/09/2018	557,803.20	28,724,840.65	95,749,468.83	30/09/2021			3,375,891.93	11,252,973.11
31/12/2018	1,210,892.84	29,935,733.49	99,785,778.30	30/12/2021			4,586,784.77	15,289,282.58
31/03/2019	209,910.09	30,145,643.58	100,485,478.60	31/03/2022			4,796,694.86	15,988,982.88
30/06/2019	1,408,403.81	31,554,047.39	105,180,157.97	30/06/2022			6,205,098.67	20,683,662.24
30/09/2019	711,247.45	32,265,294.84	107,550,982.80	30/09/2022			6,916,346.12	23,054,487.08
31/12/2019	317,598.07	32,582,892.91	108,609,643.03	30/12/2022			7,233,944.19	24,113,147.31
31/03/2020	908,642.82	33,491,535.73	111,638,452.43	31/03/2023			8,142,587.01	27,141,956.71
30/06/2020	544,986.29	34,036,522.02	113,455,073.40	30/06/2023			8,687,573.30	28,958,577.68
30/09/2020	0	34,036,522.02	113,455,073.40	30/09/2023			8,687,573.30	28,958,577.68

New Build Investment Cashflow

Appendix H

New Build / Re-Development Scheme	2020/21 £'0000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
New Build / Acquisition / Re-Development Cash Expenditure										
Anstey Way	100	0	0	0	0	0	0	0	0	0
2015/16 Garage & In-Fill Sites (Nuns & Cameron / Wiles / Teddar)	15	490	0	0	0	0	0	0	0	0
Kendal Way	5	490	0	0	0	0	0	0	0	0
Queensmeadow	28	0	0	0	0	0	0	0	0	0
Wulfstan Way	289	0	0	0	0	0	0	0	0	0
Akeman Street	2,566	68	0	0	0	0	0	0	0	0
Ventress Close	1,479	0	0	0	0	0	0	0	0	0
Colville Road (Garage Site)	113	0	0	0	0	0	0	0	0	0
Mill Road (Phase I and II)	8,899	2,747	0	0	0	0	0	0	0	0
Gunhild Way	129	0	0	0	0	0	0	0	0	0
Markham Close	116	0	0	0	0	0	0	0	0	0
Cromwell Road	3,503	3,791	3,263	198	0	0	0	0	0	0
Kingsway Clinic Conversion	165	310	0	0	0	0	0	0	0	0
Colville Road	3,867	7,425	2,064	0	0	0	0	0	0	0
Meadows and Buchan Street	1,733	8,000	8,000	7,000	1,900	0	0	0	0	0
Clerk Maxwell Road	604	2,343	100	0	0	0	0	0	0	0
Campkin Road	4,700	6,381	6,341	0	0	0	0	0	0	0
L2	400	3,540	2,267	0	0	0	0	0	0	0
Colville Road III	600	2,522	5,043	2,939	0	0	0	0	0	0
Histon Road	151	832	530	0	0	0	0	0	0	0
Fen Road	100	1,779	1,779	0	0	0	0	0	0	0
Ditton Walk	100	909	909	0	0	0	0	0	0	0
Aragon Close	100	875	875	0	0	0	0	0	0	0

New Build / Re-Development Scheme	2020/21 £'0000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
Sackville Close	100	875	875	0	0	0	0	0	0	0
Borrowdale	100	388	387	0	0	0	0	0	0	0
Rough Sleeper Acquisitions	1,901	0	0	0	0	0	0	0	0	0
Keepmoat Defect Management	28	0	0	0	0	0	0	0	0	0
Acquisition or New Build (Unallocated)	2,482	0	0	0	0	0	0	0	0	0
1,000 New Build Programme	500	2,000	48,064	63,236	65,758	65,758	65,758	65,758	65,758	65,758
Total New Build/ Re-Development Expenditure	34,873	45,765	80,497	73,373	67,658	65,758	65,758	65,758	65,758	65,758
New Build Devolution Grant Funding / MHCLG Rough Sleeper Next Steps Grant Funding										
Anstey Way	(36)	0	0	0	0	0	0	0	0	0
2015/16 Garage & In-Fill Sites	(11)	(343)	0	0	0	0	0	0	0	0
Kendal Way	(3)	(343)	0	0	0	0	0	0	0	0
Queensmeadow	(20)	0	0	0	0	0	0	0	0	0
Wulfstan Way	(202)	0	0	0	0	0	0	0	0	0
Akeman Street	(1,191)	(12)	0	0	0	0	0	0	0	0
Ventress Close	(876)	0	0	0	0	0	0	0	0	0
Colville Road (Garage Site)	(79)	0	0	0	0	0	0	0	0	0
Mill Road (Phase I and II)	(6,229)	(1,923)	0	0	0	0	0	0	0	0
Gunhild Way	(90)	0	0	0	0	0	0	0	0	0
Markham Close	(81)	0	0	0	0	0	0	0	0	0
Cromwell Road	(2,452)	(2,654)	(2,284)	(139)	0	0	0	0	0	0
Kingsway Clinic Conversion	(116)	(217)	0	0	0	0	0	0	0	0
Colville Road	(1,580)	(3,646)	(1,014)	0	0	0	0	0	0	0
Meadows and Buchan Street	(1,213)	(5,600)	(5,600)	(434)	0	0	0	0	0	0
Clerk Maxwell Road	(423)	(1,640)	(70)	0	0	0	0	0	0	0
Fen Road	0	(420)	(420)	0	0	0	0	0	0	0
Ditton Walk	0	(210)	(210)	0	0	0	0	0	0	0
Aragon Close	0	(245)	(245)	0	0	0	0	0	0	0

New Build / Re-Development Scheme	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£'0000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Sackville Close	0	(245)	(245)	0	0	0	0	0	0	0
Borrowdale	0	(105)	(105)	0	0	0	0	0	0	0
Rough Sleeper Acquisitions	0	0	0	0	0	0	0	0	0	0
1,000 New Build Programme	0	0	(6,593)	(9,043)	(9,043)	(9,043)	(9,043)	(9,043)	(9,043)	(9,043)
Total New Build / Re-Development Funding	(14,603)	(17,603)	(16,785)	(9,616)	(9,043)	(9,043)	(9,043)	(9,043)	(9,043)	(9,043)
Use of Retained Right to Buy Funding										
Anstey Way	(16)	0	0	0	0	0	0	0	0	0
2015/16 Garage & In-Fill Sites	(5)	(147)	0	0	0	0	0	0	0	0
Kendal Way	(2)	(147)	0	0	0	0	0	0	0	0
Queensmeadow	(8)	0	0	0	0	0	0	0	0	0
Wulfstan Way	(87)	0	0	0	0	0	0	0	0	0
Wakeman Street	(511)	(5)	0	0	0	0	0	0	0	0
Ventress Close	(375)	0	0	0	0	0	0	0	0	0
Colville Road (Garage Site)	(34)	0	0	0	0	0	0	0	0	0
Mill Road (Phase I and II)	(2,670)	(824)	0	0	0	0	0	0	0	0
Gunhild Way	(39)	0	0	0	0	0	0	0	0	0
Markham Close	(35)	0	0	0	0	0	0	0	0	0
Cromwell Road	(350)	(379)	(327)	(20)	0	0	0	0	0	0
Kingsway Clinic Conversion	(49)	(93)	0	0	0	0	0	0	0	0
Colville Road	(678)	(1,563)	(434)	0	0	0	0	0	0	0
Meadows and Buchan Street	(519)	(264)	(72)	(945)	(57)	0	0	0	0	0
Clerk Maxwell Road	(181)	(703)	(30)	0	0	0	0	0	0	0
Campkin Road	(629)	(1,276)	(1,268)	0	0	0	0	0	0	0
L2	(40)	(354)	(227)	0	0	0	0	0	0	0
Colville Road III	(69)	(293)	(585)	(341)	0	0	0	0	0	0
Histon Road	(15)	(83)	(53)	0	0	0	0	0	0	0

Acquisition or New Build (Unallocated)	(390)	0	0	0	0	0	0	0	0	0
1,000 New Build Programme	0	0	0	(2,400)	(2,800)	(2,800)	(2,800)	(2,800)	(2,800)	(2,800)
Total Use of Retained Right to Buy Funding	(6,702)	(6,131)	(2,996)	(3,706)	(2,857)	(2,800)	(2,800)	(2,800)	(2,800)	(2,800)
Total to be funded from HRA Resources (DRF & MRR) and Sales Receipts	13,567	22,031	8,562	25,263	23,814	23,418	26,046	25,236	22,775	17,991
Total HRA Borrowing	0	0	52,153	34,788	31,944	30,497	27,869	28,679	31,140	35,925

Key Sensitivity Analysis

Appendix I

Topic	Business Plan Assumption	Key Sensitivity Modelled	Financial Impact
Rents Inflation	CPI plus 1% for 4 further years from 2021/22, followed by CPI plus 0.5%	Although confirmed by government, for the next 4 years, there is no guarantee that there will be the ability to return to previously assumed rent increases if rents are set legislatively after 2024/25, so assume CPI only from 2025/26.	Borrowing increases by £96 million during the life of the plan and the resource available for debt redemption at the end of the business is £50 million lower, with the need to re-finance earlier loans in the portfolio.
Direct Payments (Universal Credit)	Bad Debts at 1.5% (4.5% for 2020/21 due to coronavirus)	Evidence from the pilot authorities for direct payment indicated that collection rates may fall from 99% to 95%. Assume bad debts at 5% from 2021/22.	Borrowing increases by £69 million during the life of the plan and the resource available for debt redemption at the end of the business plan is £25 million lower, with the need to re-finance earlier loans in the portfolio.
Cost of HRA New Build 1,000 Programme	Homes England Grant assumed for both rented (£70,000) and shared ownership (£28,000) homes	Assume that the authority fails to secure Homes England Grant to support the delivery of 1,200 council rented and 233 shared ownership homes	Borrowing increases by £147 million during the life of the plan and the resource available for debt redemption at the end of the business plan is £38 million lower, with the need to re-finance earlier loans in the portfolio.

HRA Summary 2020/21 to 2025/26

Appendix J

Description	2020/21 £0	2021/22 £0	2022/23 £0	2023/24 £0	2024/25 £0	2025/26 £0
Income						
Rental Income (Dwellings)	(38,006,650)	(39,077,680)	(41,765,880)	(44,898,390)	(46,694,000)	(48,676,510)
Rental Income (Other)	(1,256,680)	(1,301,130)	(1,327,150)	(1,353,700)	(1,380,770)	(1,408,380)
Service Charges	(3,028,520)	(3,085,630)	(3,142,760)	(3,201,040)	(3,260,480)	(3,321,110)
Contribution towards Expenditure	(658,690)	(667,770)	(681,120)	(694,750)	(708,640)	(722,820)
Other Income	(460,530)	(458,110)	(466,540)	(475,870)	(485,390)	(495,090)
Total Income	(43,411,070)	(44,590,320)	(47,383,450)	(50,623,750)	(52,529,280)	(54,623,910)
Expenditure						
Supervision & Management - General	3,928,910	4,023,820	4,068,310	4,251,400	4,394,880	4,541,150
Supervision & Management - Special	3,153,450	3,238,530	3,263,930	3,343,350	3,424,850	3,508,500
Repairs & Maintenance	8,147,100	8,500,110	8,392,990	8,666,020	8,945,410	9,310,770
Depreciation - t/f to Major Repairs Res.	10,636,970	10,792,810	11,174,660	11,831,340	12,285,780	12,645,760
Debt Management Expenditure	0	0	0	0	0	0
Other Expenditure	5,277,990	3,916,400	4,072,610	4,239,470	4,390,450	4,548,550
Total Expenditure	31,144,420	30,471,670	30,972,500	32,331,580	33,441,370	34,554,730
Net Cost of HRA Services	(12,266,650)	(14,118,650)	(16,410,950)	(18,292,170)	(19,087,910)	(20,069,180)
HRA Share of operating income and expenditure included in Whole Authority I&E Account						
Interest Receivable	(375,370)	(230,680)	(129,530)	(113,450)	(114,410)	(117,700)
HRA (Surplus) / Deficit for the Year	(12,642,020)	(14,349,330)	(16,540,480)	(18,405,620)	(19,202,320)	(20,186,880)
Items not in the HRA Income and Expenditure Account but in the movement on HRA balance						
Loan Interest	7,452,250	7,471,700	7,927,130	8,744,900	9,360,460	9,935,040
Housing Set Aside	(3,905,000)	(5,858,000)	(4,941,510)	0	0	0

Appropriation from Ear-Marked Reserve	0	0	0	0	0	0
Direct Revenue Financing of Capital	15,078,520	19,133,030	13,460,450	9,486,740	9,868,220	10,206,690
(Surplus) / Deficit for Year	5,983,750	6,397,400	(94,410)	(173,980)	26,360	(45,150)
Balance b/f	(15,478,891)	(9,495,141)	(3,097,741)	(3,192,151)	(3,366,131)	(3,339,771)
Total Balance c/f	(9,495,141)	(3,097,741)	(3,192,151)	(3,366,131)	(3,339,771)	(3,384,921)

Housing Capital Investment Plan

Appendix K

Description	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund Housing Capital Spend										
Disabled Facilities Grants	935	707	707	707	707	707	707	707	707	707
Private Sector Housing Grants and Loans	195	195	195	195	195	195	195	195	195	195
Hill POD Homes	140	0	0	0	0	0	0	0	0	0
Total General Fund Housing Capital Spend	1,270	902	902	902	902	902	902	902	902	902
HRA Capital Spend										
Decent Homes										
Kitchens	682	303	466	621	753	1,136	747	1,474	1,367	1,799
Bathrooms	1,049	188	47	158	650	653	146	67	363	1,222
Central Heating / Boilers	1,888	2,816	2,050	2,525	2,675	1,902	2,129	2,315	1,685	3,711
Insulation / Energy Efficiency / Wall Finishes	1,384	891	807	676	519	420	970	181	1,184	807
Energy Efficiency Pilot / Retrofit	500	1,000	1,000	0	0	0	0	0	0	0
External Doors	270	52	72	20	58	52	75	57	58	162
PVCU Windows	689	467	241	855	538	1,062	380	328	1,111	776
Wall Structure	2,567	2,708	6	19	2	250	94	505	681	1,057
External Painting	357	357	357	357	357	357	357	357	357	357
Roof Structure	300	300	300	300	300	300	300	300	300	300
Roof Covering	869	1,106	200	690	1,918	1,647	994	1,058	935	398
Chimneys	2	0	0	2	2	0	0	0	7	0
Electrical / Wiring	296	274	445	388	483	209	266	4	19	559
Sulphate Attacks	102	102	102	102	102	102	102	102	102	102
HHSRS Contingency	457	100	100	100	100	100	100	100	100	100

Description	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Other Health and Safety Works	90	50	50	50	50	50	50	50	50	50
Capitalised Officer Fees - Decent Homes	330	330	330	330	330	330	330	330	330	330
Decent Homes Backlog	0	4,716	4,716	4,716	4,716	4,716	3,811	3,811	3,811	3,811
Decent Homes Planned Maintenance Contractor Overheads	1,308	1,096	576	754	936	906	738	759	915	1,254
Decent Homes New Build Allocation	0	975	1,184	1,546	1,843	2,151	2,469	2,800	3,142	3,795
Total Decent Homes	13,140	17,831	13,049	14,209	16,332	16,343	14,058	14,598	16,517	20,590
Other Spend on HRA Stock										
Garage Improvements	100	100	100	100	100	100	100	100	100	100
Asbestos Removal	50	50	50	50	50	50	50	50	50	50
Disabled Adaptations	808	808	808	808	808	808	808	808	808	808
Communal Areas Uplift	100	100	100	100	100	100	100	100	100	100
Communal Electrical Installations / Fire Systems / Communal Lighting	150	150	150	150	150	150	150	150	150	150
Communal Entrance / Enclosure Doors + Glazing	329	71	76	136	71	140	71	73	185	161
Fire Prevention / Fire Safety Works	954	300	50	50	50	50	50	50	50	50
Hard surfacing on HRA Land - Health and Safety Works	225	225	225	225	225	225	225	225	225	225
Communal Areas Floor Coverings	100	100	100	100	100	100	100	100	100	100
Lifts and Door Entry Systems	231	9	0	38	28	75	0	0	40	40
Estate Investment Scheme	1,238	970	1,000	806	0	0	0	0	0	0
Capitalised Officer Fees - Other HRA Stock Spend	114	114	114	114	114	114	114	114	114	114
Other Spend on HRA Stock Planned Maintenance Contractor Overheads	344	183	182	193	185	197	182	182	199	196
Total Other Spend on HRA stock	4,743	3,180	2,955	2,870	1,981	2,109	1,950	1,952	2,121	2,094

Description	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HRA New Build / Re-Development										
Anstey Way	100	0	0	0	0	0	0	0	0	0
2015/16 Garage & In-Fill Sites (Nuns & Cameron / Wiles / Teddar)	15	490	0	0	0	0	0	0	0	0
Kendal Way	5	490	0	0	0	0	0	0	0	0
Queensmeadow	28	0	0	0	0	0	0	0	0	0
Wulfstan Way	289	0	0	0	0	0	0	0	0	0
Akeman Street	2,566	68	0	0	0	0	0	0	0	0
Ventress Close	1,479	0	0	0	0	0	0	0	0	0
Colville Road (Garage Site)	113	0	0	0	0	0	0	0	0	0
Mill Road (Phase I and II)	8,899	2,747	0	0	0	0	0	0	0	0
Ganhild Way	129	0	0	0	0	0	0	0	0	0
Markham Close	116	0	0	0	0	0	0	0	0	0
Cornwell Road	3,503	3,791	3,263	198	0	0	0	0	0	0
Kingsway Clinic Conversion	165	310	0	0	0	0	0	0	0	0
Colville Road Phase II	3,867	7,425	2,064	0	0	0	0	0	0	0
Meadows and Buchan Street	1,733	8,000	8,000	7,000	1,900	0	0	0	0	0
Clerk Maxwell Road	604	2,343	100	0	0	0	0	0	0	0
Campkin Road	4,700	6,381	6,341	0	0	0	0	0	0	0
L2	400	3,540	2,267	0	0	0	0	0	0	0
Colville Road Phase III	600	2,522	5,043	2,939	0	0	0	0	0	0
Histon Road	151	832	530	0	0	0	0	0	0	0
Fen Road	100	1,779	1,779	0	0	0	0	0	0	0
Ditton Walk	100	909	909	0	0	0	0	0	0	0

Description	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Aragon Close	100	875	875	0	0	0	0	0	0	0
Sackville Close	100	875	875	0	0	0	0	0	0	0
Borrowdale	100	388	387	0	0	0	0	0	0	0
Rough Sleeper Acquisitions	1,901	0	0	0	0	0	0	0	0	0
Keepmoat Defect Management (10 Schemes)	28	0	0	0	0	0	0	0	0	0
Acquisition or New Build (Unallocated)	2,482	0	0	0	0	0	0	0	0	0
1,000 New Build Programme	500	2,000	48,064	63,236	65,758	65,758	65,758	65,758	65,758	65,758
Total HRA New Build	34,873	45,765	80,497	73,373	67,658	65,758	65,758	65,758	65,758	65,758
Sheltered Housing Capital Investment										
Blackburn Place	15	0	0	0	0	0	0	0	0	0
Total Sheltered Housing Capital Investment	15	0	0	0	0	0	0	0	0	0
Other HRA Capital Spend										
Orchard Replacement / Mobile Working	422	0	0	0	0	0	0	0	0	0
Shared Ownership Repurchase	300	300	300	300	300	300	300	300	300	300
Commercial and Administrative Property	30	30	30	30	30	30	30	30	30	30
Total Other HRA Capital Spend	752	330	330	330	330	330	330	330	330	330
Total HRA Capital Spend	53,523	67,106	96,831	90,782	86,301	84,540	82,096	82,638	84,726	88,772
Total Housing Capital Spend at Base Year Prices	54,793	68,008	97,733	91,684	87,203	85,442	82,998	83,540	85,628	89,674
Inflation Allowance and Stock Reduction Adjustment for Future Years	266	739	1,066	1,410	3,085	4,677	6,067	7,761	9,684	11,954
Total Inflated Housing Capital Spend	55,059	68,747	98,799	93,094	90,288	90,119	89,065	91,301	95,312	101,628

Description	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing Capital Resources										
Right to Buy Receipts	(405)	(478)	(483)	(483)	(483)	(483)	(483)	(483)	(513)	(518)
Other Capital Receipts (Land / Dwellings)	0	0	0	0	0	0	0	0	0	0
Major Repairs Reserve	(7,860)	(22,630)	(11,915)	(11,832)	(12,286)	(12,645)	(13,016)	(13,394)	(13,784)	(14,182)
Direct Revenue Financing of Capital	(15,079)	(19,133)	(13,460)	(9,487)	(9,868)	(10,207)	(10,761)	(11,146)	(11,600)	(12,039)
Other Capital Resources (Grants / Shared Ownership / R&R Funding)	(2,334)	(300)	(300)	(22,475)	(23,100)	(23,737)	(24,386)	(25,049)	(25,725)	(26,414)
Devolution Grant	(14,603)	(17,603)	(16,785)	(9,616)	(9,043)	(9,043)	(9,043)	(9,043)	(9,043)	(9,043)
Retained Right to Buy Receipts	(6,702)	(6,131)	(2,996)	(3,706)	(2,857)	(2,800)	(2,800)	(2,800)	(2,800)	(2,800)
Disabled Facilities Grant	(651)	(707)	(707)	(707)	(707)	(707)	(707)	(707)	(707)	(707)
Prudential Borrowing	0	0	(52,153)	(34,788)	(31,944)	(30,497)	(27,869)	(28,679)	(31,140)	(35,925)
Total Housing Capital Resources	(47,634)	(66,982)	(98,799)	(93,094)	(90,288)	(90,119)	(89,065)	(91,301)	(95,312)	(101,628)
Net (Surplus) / Deficit of Resources	7,425	1,765	0	0	0	0	0	0	0	0
Capital Balances b/f	(10,006)	(2,581)	(816)	(816)	(816)	(816)	(816)	(816)	(816)	(816)
Use of / (Contribution to) Balances in Year	7,425	1,765	0	0	0	0	0	0	0	0
Capital Balances c/f	(2,581)	(816)	(816)	(816)	(816)	(816)	(816)	(816)	(816)	(816)
Other Capital Balances (Opening Balance 1/4/2020)										
Major Repairs Reserve	(9,801)	Utilised in future years to fund investment in the housing stock								

Description	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Retained 1-4-1 Right to Buy Receipts	(10,635)	Utilised between 2020/21 and 2021/22 above								
Right to Buy Receipts for Debt Redemption	(9,856)	Retained for future debt repayment								
Total Other Capital Balances	(30,292)									

Equalities Impact Assessment Appendix L



Cambridge City Council Equality Impact Assessment (EqIA)

This tool helps the Council ensure that we fulfil legal obligations of the [Public Sector Equality Duty](#) to have due regard to the need to –

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther, Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk or phone 01223 457046. Once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking. For advice on consulting on equality impacts, please contact Graham Saint, Strategy Officer, (graham.saint@cambridge.gov.uk or 01223 457044).

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

Housing Revenue Account Budget 2021/22.

2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)

Documents will be published here:

<https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=116&MId=3781>

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

This EqIA considers equality impacts of budget proposals that form part of the HRA Budget Setting Report that is presented to Housing Scrutiny Committee.

An EqIA is undertaken on the proposals in order to enable the City Council to set a balanced Housing Revenue Account budget for 2021/22 that reflects the Council's vision and takes into account councillors' priorities in its proposals for achieving the efficiency savings required to allow the strategic reinvestment of resource into new areas.

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

This EqlA assesses the equality impacts of the Housing Revenue Account element of the City Council's budget.

An EqlA has been completed for budget proposals that are likely to result in significant service changes. This EqlA sets out the material information attached to individual budget bids. Some bids or savings identify very small or neutral impacts and therefore have not been included.

This approach is intended to ensure that in making decisions on the Budget, the Council is discharging its Public Sector Equality Duty under the Equality Act 2010.

The 2021/22 budget bid and saving proposals that are considered as part of this impact assessment are:

- Closure of cashiering service
- Extension of Decant and Re-Housing Officer in the Housing Development Agency to support securing vacant possession of HRA redevelopment sites
- Extension of Financial Inclusion Officer post (reduced HRA share)
- Reduction in Resident Involvement expenditure
- Accelerate electrical hardwire testing programme to every 5 years from 10 years
- Review and restructure of Customer Services (HRA share)
- Reduction in costs following transfer of care services at Ditchburn Place to an external provider
- Reduction in maintenance costs for housing street lighting
- Reduction in rent income due to the rate of inflation at September 2020

4. Responsible Service

The Finance service manages the budget process, but a range of Council Services are responsible for the individual bid proposals included in this EqlA.

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

- ☒ Residents of Cambridge City
- ☒ Visitors to Cambridge City
- ☒ Staff

Please state any specific client group or groups (e.g. City Council tenants, tourists, people who work in the city but do not live here): City Council tenants and leaseholders

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

Each of the proposals identified will change the level of service to be delivered.

7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)

Yes: This is an assessment of the Council's Housing Revenue Account budget proposals and therefore covers all of our landlord related services, and as such will involve multiple council departments.

8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?

The HRA Budget Setting Report considers revenue budget bid proposals at the meeting of Housing Scrutiny Committee on 19th January 2021 and capital bids at Council on 25th February 2021:

<https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=116&MId=3781>

9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?

This information is based on feedback from Council Officers that lead on the individual Budget Bid proposals and any EqlA's they have produced.

10. Potential impacts

For each category below, please explain if the strategy, policy, plan, project, contract or major change to your service could have a positive/ negative impact or no impact. Where an impact has been identified, please explain what it is. Consider impacts on service users, visitors and staff members separately.

(a) Age

Closure of housing cashiering service

This proposal would see the permanent closure of the cashiers and reception at 171 Arbury Road, following its temporary closure from March 2020. This proposal relates to the fact that the Council has invested significantly in technology over the last two years to replace a number of legacy back-office IT systems and to integrate these with a single, self-service online access point, the "My Cambridge customer portal", which sits alongside the existing website. Older customers lacking in robust support networks and who live within a reasonable range of the Arbury Road office may be disadvantaged by the closure of cashiers and reception and the move to digitised access to support, as they are more likely to be digitally excluded, which can relate to the issue of lack of digital skills that increases with age.

However, as Public Health guidelines around social distancing relax, City Homes' Housing Officers will have a greater presence within neighbourhoods to engage with tenants and give them the capacity to focus more on their 'patch areas'. If tenants are not able to register and sign into our Customer Portal where they need to Housing Officer's would re-direct them to the Customer Service Centre or the City Homes Income Management Team. With regards to support from the Customer Service Contact Centre, older customers can seek support with making digital payments from Mandela House that shall be providing assisted digital support, including carrying out a transaction on a customer's behalf where appropriate or navigating customers through online systems. There will be proactive communications to ensure customers understand the changes and how they can access assistance if needed.

Extension of Decant and Re-Housing Officer in the Housing Development Agency to support securing vacant possession of HRA redevelopment sites

HRA redevelopment sites are focussed on areas where the existing provision is in poor condition, where there are identified housing management issues, and where increased density can be achieved on a site. Where density can be significantly increased, there can be bungalows as part of the existing site make-up, which are often let to older residents. As part of any consultation and any subsequent redevelopment of a site, officers work proactively with all residents to ensure that they are supported in finding suitable alternative accommodation that meets their needs fully. Every effort is made to support older, long-term residents in finding accommodation which means that they can stay connected to their community, and this post will contribute to this. The officer will utilise the existing allocations and lettings system to ensure a fair system for all, whilst taking account of any special considerations for each household.

Extension of Financial Inclusion Officer post (Housing Revenue Account share)

This bid is to increase the capacity of the Financial Inclusion Officer to support and provide hands-on assistance in helping people affected by welfare reforms (working age people) to maximise their income, reduce their costs and explore options for improving their lives going forward. The Financial Inclusion Officer works with all age groups but has some particularly complex cases of single parents, mostly female, with young children who struggle to access work due to childcare issues. Strong links have been made with Cambridge Housing Society Employment Advisor and successes have been made getting single parents closer to the workforce and into employment.

(a) Age

Reduction in Resident Involvement expenditure

The cost of Open Door is reducing as more tenants and leaseholders receive the communication on-line. Based upon reduced activity over the last few years, a reduction in general resident involvement investment is proposed. This has the potential to impact older people particularly, who have historically been those most engaged with the council in this regard, with retired residents often having more time to volunteer for, or engage in, resident activities. We will continue to liaise with our elected tenant and leaseholder representatives to monitor any impact of these changes.

Review and restructure of Customer Services (HRA share)

This bid would be to implement a restructure of Customer Services including introduction of new digital self-service channels, enhanced assisted self-service provision, a new (cashless) face to face model, and improved service quality.

In relation to customers, the move to an appointment only service at Mandela House will have a positive impact on people who are digitally competent, especially likely to be younger people as on-line options are developed. These options should result in quicker response times/results for customers. Younger customers identifying as vulnerable or with complex needs could benefit from new arrangements as staff are trained and empowered to identify these groups and provide appropriate and tailored assistance. Older customers may be disadvantaged, as they are more likely to be digitally excluded. A large reason for older people's digital exclusion is lack of digital skills, and the issue increased with age. However, assisted digital arrangements will ensure that customers are able to access services effectively: including carrying out a transaction on a customer's behalf where appropriate or navigating council services. Feedback from advisors taking face to face payments is that some older people are used to making payments or making applications with assistance by dropping into Mandela House. There will be proactive communications to ensure customers understand the changes and how they can access assistance if needed. Customers known to cashiers will be contacted pro-actively to be offered help too.

Customer Services employs 43 staff between the ages of 24 and 63 and most are aged between 30 to 39 (16 people) and the second most common age group is 40 to 49. There are 11 people aged between 50 and 69. Older staff in customer services may be adversely affected due to lack of digital skills as the service moves towards 'assisted digital' provision, however training will be provided for all staff before service implementation and any further impact monitored through ongoing supervision. In addition, older staff may be adversely affected in relation to further job and retraining opportunities if facing redundancy. Support will be planned and provided throughout staff consultation and employment opportunities through the redeployment pool.

(a) Age

Reduction in Resident Involvement expenditure

The cost of Open Door is reducing as more tenants and leaseholders receive the communication on-line. Based upon reduced activity over the last few years, a reduction in general resident involvement investment is proposed. This has the potential to impact older people particularly, who have historically been those most engaged with the council in this regard, with retired residents often having more time to volunteer for, or engage in, resident activities. We will continue to liaise with our elected tenant and leaseholder representatives to monitor any impact of these changes.

Reduction in costs following transfer of care services at Ditchburn Place to an external provider

Care services for older people were transferred to an external provider in 2019/20. The saving proposed in the 2021/22 budget process recognises changes made to the landlord services that have been retained, with caretaking and cleaning functions now provided during the day, as opposed to at night, ensuring that residents can interact with staff to discuss service levels and specific cleaning requirements. The number of hours that the Service Manager works has been reduced, but the external care provider has management capacity in place of this.

The transfer of Extra Care Services under a reduced funding envelope from the County may have an adverse impact on older residents and those with disabilities requiring extra care services, but this is within the control of the County Council, who will have considered the impacts before arriving at their decision.

Reduction in maintenance costs for housing street lighting

A programme to replace older, failing street lighting, with modern LED equivalents, will not only reduce ongoing maintenance costs, but will also reduce the likelihood of failure resulting in better quality lighting which will particularly benefit older residents who may have visual impairments or mobility issues that can make them at greater risk of trips and falls.

(a) Disability

Closure of housing cashiering service

Some disabled customers might be disadvantaged from the closure of cashier service and reception, and the associated increased move to online channels to seek support. Disabled people are more likely to be digitally excluded because they may lack equipment adapted to meet their needs and are more likely than non-disabled people to have insufficient skills to use the internet.

There are plans for City Homes' Housing Officers to have a greater presence within neighbourhoods to engage with tenants and give them the capacity to focus more on their 'patch areas'. If tenants are not able to register and sign into our Customer Portal where they need to Housing Officer's would re-direct them to the Customer Service Centre or the City Homes Income Management team. With regards to support from the Customer Service Contact Centre, disabled customers can seek support with making digital payments from Mandela House that shall be providing assisted digital support, including carrying out a transaction on a customer's behalf where appropriate or navigating customers through online systems. There will be proactive communications to ensure customers understand the changes and how they can access assistance if needed.

Extension of Decant and Re-Housing Officer in the Housing Development Agency to support securing vacant possession of HRA redevelopment sites

HRA redevelopment sites are focussed on areas where the existing provision is in poor condition, where there are identified housing management issues, and where increased density can be achieved on a site.

Where density can be significantly increased, there can be bungalows as part of the existing site make-up, which are often let to disabled residents. As part of any consultation and any subsequent redevelopment of a site, officers work proactively with all residents to ensure that they are supported in finding suitable alternative accommodation that meets their needs fully. Every effort is made to support disabled residents in finding accommodation which means that they can stay connected to their community, and this post will contribute to this. The officer will utilise the existing allocations and lettings system to ensure a fair system for all, whilst taking account of any special considerations for each household. This officer can also work alongside the Disabled Adaptations Officer to help identify and meet specific needs.

Extension of Financial Inclusion Officer post (Housing Revenue Account share)

The Financial Inclusion Officer would have increased capacity to assist people with claiming disability benefits, explain potential impacts when receiving additional benefits and can offer support if applications fail and an appeal needs to be made. UK statistics indicate that disabled adults in working-age families are more likely to be in poverty because they are more likely to be out of work or in low-paid employment.

(b) Disability

Review and restructure of Customer Services (HRA share)

Disabled people as a group are more likely to be digitally excluded and a main reason for this can be lack of access to equipment adapted to meet their needs that can impact also on their development of sufficient skills to use the internet. However, people with mobility impairments who are not digitally excluded might benefit from digital options providing quicker resolutions to enquiries and service requests, as they are not required to travel to have their query resolved. Also, an enhanced 'assisted digital' service, triage arrangements and vulnerability/complex needs framework will ensure that customers requiring assistance can be identified and staff shall be trained to provide tailored assistance. The impacts will be different for specific characteristics within this group: for example, people with learning disabilities that may need support to navigate multiple services will be assisted by an advisor through an appointment.

In relation to impacts on staff, change and uncertainty around job security can detrimentally impact on staff members' mental health. Managers will alert staff to means they can access including the PAM Assist Employee Programme for support with mental health and a range of other personal issues. Reasonable adjustments will be made for staff with disabilities or long-term illnesses will be made to ensure needs are met.

Reduction in costs following transfer of care services at Ditchburn Place to an external provider

Care services for older people, including those with a disability, were transferred to an external provider in 2019/20. The saving proposed in the 2021/22 budget process recognises changes made to the landlord services that have been retained, with caretaking and cleaning functions now provided during the day, as opposed to at night, ensuring that residents can interact with staff to discuss service levels and specific cleaning requirements. The number of hours that the Service Manager works has been reduced, but the external care provider has management capacity in place of this.

The transfer of Extra Care Services under a reduced funding envelope from the County may have an adverse impact on older residents and those with disabilities requiring extra care services, but this is within the control of the County Council, who will have considered the impacts before arriving at their decision.

Reduction in maintenance costs for housing street lighting

A programme to replace older, failing street lighting, with modern LED equivalents, will not only reduce ongoing maintenance costs, but will also reduce the likelihood of failure resulting in better quality lighting which will particularly benefit disabled residents who may have mobility issues or visual impairments.

(c) Gender reassignment

No specific impact for this protected characteristic group.

(d) Marriage and civil partnership

No specific impact for this protected characteristic group.

(e) Pregnancy and maternity**Extension of Decant and Re-Housing Officer in the Housing Development Agency to support securing vacant possession of HRA redevelopment sites**

As part of any consultation and any subsequent redevelopment of a site, officers work proactively with all residents to ensure that they are supported in finding suitable alternative accommodation that meets their needs fully. Every effort is made to support pregnant residents, or those on maternity leave, in finding accommodation which means that they can stay connected to their community, schools and support network, and this post will contribute to this. The officer will utilise the existing allocations and lettings system to ensure a fair system for all, whilst taking account of any special considerations for each household.

Extension of Financial Inclusion Officer post (Housing Revenue Account share)

Extending the capacity of the Financial Inclusion Officer may particularly benefit lone parent families by ensuring they receive benefits they are entitled to and in providing budgeting and debt advice. Pregnancy and maternity can be a financially difficult time for some families, particularly for lone parent families. Until a baby is born, it is not included in the household for the purposes of additional financial support. Research in June by The Joseph Rowntree Foundation and Save the Children found that 86% of those with children on Universal Credit or Child Tax Credits have faced extra household costs owing to the pandemic and half were then behind on essential bills and rent. According to latest UK figures, 24% of lone parent households are likely to experience poverty.

(f) Race

Extension of Financial Inclusion Officer post (Housing Revenue Account share)

It is likely that the increase in hours for this post will especially be of benefit to ethnic minority groups who may be more likely to experience poverty, and so benefit from support to identify benefit entitlement or to manage their money. UK statistics find that Bangladeshi and Pakistani families have experienced much greater rates of poverty than all other ethnic groups. Poverty rates are higher among all ethnic minority groups compared with those among White British people.

Review and restructure of Customer Services (HRA share)

Where English is not their first language people may be negatively impacted from a move to increasingly digitised services and removal of a face to face drop-in service. Face to face contact with a customer with language barriers upon first contact can often help us determine what their main language is (e.g. by using a language chart) so we can arrange telephone interpretation to help us during the face-to-face meeting to more quickly support someone. Nevertheless, the enhanced triage arrangements, assisted digital and vulnerability/complex needs framework developed will ensure that customers requiring assistance can be identified so the council can continue to use its interpretation/ translation service effectively to support customers with language barriers.

Reduction in maintenance costs for housing street lighting

A programme to replace older, failing street lighting, with modern LED equivalents, will not only reduce ongoing maintenance costs, but will also reduce the likelihood of failure resulting in better quality lighting which may help to reduce race related crime.

(g) Religion or belief

No specific impact for this protected characteristic group.

(h) Sex

Extension of Financial Inclusion Officer post (Housing Revenue Account share)

Women are more likely to be single parents than men. By providing access to financial support to this group at an early point, outcomes are often more positive and longer lasting.

(i) Sexual Orientation

No specific impact for this protected characteristic group.

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

Closure of housing cashiering service

People on a low income may be negatively impacted by the closure of the cashiers and reception at 171 Arbury Road service. This could be due to lack of funds to access a computer or other device and/or internet access.

There are plans for City Homes' Housing Officers to have a greater presence within neighbourhoods to engage with tenants and give them the capacity to focus more on their 'patch areas'. If tenants are not able to register and sign into our Customer Portal where they need to Housing Officers would re-direct them to the Customer Service Centre or the City Homes Income Management team. With regards to support from the Customer Service Contact Centre, the enhanced assisted digital arrangements including access to computers means staff can provide tailored assistance to this group from Mandela House. There will be proactive communications to ensure customers understand the changes and how they can access assistance if needed.

Finally, the council is in the process of creating a scheme for City Council tenants and leaseholders to loan out tablets which have pre-paid Wi-Fi connectivity for up to a max of 6 months. This is also to enable them to improve their economic situation through job hunting or access to benefits. Improving digital inclusion is a key priority of the council's Anti-Poverty Strategy.

Extension of Decant and Re-Housing Officer in the Housing Development Agency to support securing vacant possession of HRA redevelopment sites

This post will have a positive impact for a number of equality groups, as it provides dedicated resource to support those who are required to find alternative accommodation as part of an HRA site redevelopment. The postholder will ensure that each household has access to the available financial and practical support on offer. The officer will utilise the existing allocations and lettings system to ensure a fair system for all, whilst taking account of any special considerations for each household.

Extension of Financial Inclusion Officer post (Housing Revenue Account share)

The increase in hours of the Financial Inclusion Officer post would have a positive income on people on low incomes, by providing support and hands-on assistance in helping people affected by welfare reforms to maximise their income, reduce their costs and explore options for improving their lives going forward. The client group tends to be those on lowest incomes, the most vulnerable claimants and families with complex needs and often chaotic lifestyles.

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

Review and restructure of Customer Services (HRA share)

People on a low income may be negatively impacted following a removal of drop-ins for services and cash payments and increasingly digitised services. This could be due to lack of access to a computer or device and funds for internet access. However, the enhanced assisted digital arrangements including access to computers means staff can provide tailored assistance to this group. The council shall also continue to work with partners to improve access to the internet for people in poverty or on a low income as a key priority of its Anti-Poverty Strategy 2020 to 2023.

Reduction in rent income due to the rate of inflation at September 2020

The level of rent increase applicable from April 2021 is governed by the rate of inflation at September 2020. This was forecast to be 0.9%, which would result in rent increase of 1.9%, but was published on 21/10/2020 at 0.5%, which will result in a lower rent increase of 1.5%. This will be of benefit to all tenants, but particularly those on lower incomes, who do not benefit from Universal Credit to support payment of their housing costs.

11. Action plan

This EqlA provides an overall assessment of the equality impacts of budget proposals included in the Housing Revenue Account budget proposals presented to Housing Scrutiny Committee on 19th January 2021. Any mitigating actions identified as part of this EqlA will be addressed by the officer responsible for each bid or saving proposal.

12. Do you have any additional comments?

No additional comments.

13. Sign off

Name and job title of lead officer for this equality impact assessment:

Julia Hovells, Assistant Head of Finance and Business Manager

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

- Helen Crowther, Equality and Anti-Poverty Officer
- Catherine Buckle, Business Development Manager
- Elissa Rospigliosi, Head of Transformation
- Lynn Thomas, Head of Housing Maintenance and Assets
- David Greening, Head of Housing
- Claire Flowers, Head of Housing Development Agency
- Alison Cole, Head of Revenues and Benefits

Date of EqIA sign off: 2/12/2020

Date of next review of the equalities impact assessment: This will be different for each project

Date to be published on Cambridge City Council website: EqIA will be published as part of the HRA Budget Setting Report presented to Housing Scrutiny Committee on 19th January 2021 and Council on 25th February 2021).

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STRATGEY & RESOURCES

8 February 2021

5.00- 10.05 pm

Present: Councillors Barnett (Chair), Robertson (Vice-Chair), Bick, Dalzell, Davies, Green

RECOMMENDATION TO COUNCIL

Capital Strategy 2021/22

This report presents the capital strategy of the council together with a summary capital programme for the General Fund (GF) and Housing Revenue Account (HRA). The previous capital strategy was approved by the council on 25 February 2020. The strategy is focused on providing a framework for delivery of capital expenditure plans over a 10-30 year period. These plans cover spending on operational assets to support service delivery and on investments which provide an income for the council alongside meeting the council's objectives in relation to economic development and place-making, regeneration and climate change mitigation. Governance arrangements are also outlined in order to ensure the capital programme continues to deliver value for money.

Resolved (by 4 votes to 0):

To recommend Council

- i. Approve the capital strategy; and
- ii. Note the summary capital programme.

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Item

Strategy & Resources 8 February 2021 - Finance and Resources Portfolio: Capital strategy 2020/21

To:

Councillor Mike Davey, Executive Councillor for Finance and Resources Portfolio

Report by:

Caroline Ryba, Head of Finance

Tel: 01223 - 458134 Email: caroline.ryba@cambridge.gov.uk

Wards affected:

(All) Abbey, Arbury, Castle, Cherry Hinton, Coleridge, East Chesterton, King's Hedges, Market, Newnham, Petersfield, Queen Edith's, Romsey, Trumpington, West Chesterton

Key Decision

1. Executive Summary

- 1.1 The council continues to develop and expand well-established, long term capital planning.
- 1.2 This report presents the capital strategy of the council together with a summary capital programme for the General Fund (GF) and Housing Revenue Account (HRA). The previous capital strategy was approved by the council on 25 February 2020. The strategy is focused on providing a framework for delivery of capital expenditure plans over a 10-30 year period. These plans cover spending on operational assets to support service delivery and on investments which provide an income for the council alongside meeting the council's objectives in relation to economic development and place-making, regeneration and climate change mitigation. Governance arrangements are also outlined in order to ensure the capital programme continues to deliver value for money.

- 1.3 The council has a substantial capital programme which is mainly guided by and supports the strategic aims of the council as outlined in the *One Cambridge – Fair for All* vision and defined in the *Annual Statement* as published on the council website.
- 1.4 The strategy has been updated to reflect:
- the ongoing development of a programme to build 1,000 new council homes in the 10 years from 2022 (page 5, paragraph 4.11)
 - changes in capital financing as recommended in the General Fund Budget Setting Report 2021/22 (page 8, paragraph 5.9)
 - the revised Public Works Loan Board (PWLb) lending terms (page 12, paragraph 5.27).

2 Section 151 officer report

- 2.1 The council's section 151 officer is required to report explicitly on the affordability and risk associated with the capital strategy.
- 2.2 As highlighted in the strategy the council ensures that capital projects and schemes are accompanied by detailed funding proposals. Where projects are to be funded from borrowing, either internally from cash balances or externally, a prudent Minimum Revenue Provision charge is made. The council has not borrowed externally to fund capital expenditure in the recent past, the current external borrowing representing debt incurred on the transition from the old housing subsidy system to HRA self-financing.
- 2.3 Where the council has expanded its commercial activities by purchasing additional commercial properties or by making loans to subsidiaries and joint ventures to facilitate the provision of intermediate housing or the development of sites for market and affordable housing, it ensures that the risks taken are proportionate to the size and scale of the authority. Legal advice is taken alongside the completion of appropriate due diligence and any loans are secured where appropriate. On projects undertaken by joint ventures the council monitors the expected

repayment of loans and expected future surpluses carefully. The council has not borrowed externally to fund the increase in commercial activity.

- 2.4 External debt will be used to fund the redevelopment of the Park Street multi-storey car park, future housing developments within the HRA. The council is aware of the risks associated with borrowing for these purposes and will seek appropriate external advice.
- 2.5 From 2021/22, external borrowing may also be used to fund the remainder of the capital programme where capital receipts and cash balances are insufficient. The level of capital spending will be reviewed annually for affordability in the Medium Term Finance Strategy (MTFS), before proposals are brought forward through the budget setting process.

3 Recommendations

3.1 The Executive Councillor is asked to:

- Recommend the capital strategy to Council; and
- Note the summary capital programme

4. Implications

(a) Financial Implications

The capital strategy underpins the Medium Term Financial Strategies (MTFSs) and Budget Setting Reports (BSRs) for the General Fund (GF) and Housing Revenue Account (HRA). The financial implications of the strategy are included within those documents. The treasury management implications of the strategy are summarised within the treasury management strategy statement.

(b) Staffing Implications

The capital strategy is considered to be deliverable within current staff resources. However, this will be kept under review by management through the relevant programme boards.

(c) Equality and Poverty Implications

Decisions around individual items of capital expenditure, properties and investments will consider the equality and poverty implications as and when specific proposals are made.

(d) Environmental Implications

Decisions around individual items of capital expenditure, properties and investments will consider the environmental implications as and when specific proposals are made.

(e) Procurement Implications

There are no direct procurement implications arising from this report. Any subsequent actions will be undertaken in accordance with procurement regulations, contract procedure rules and any other related legislation.

(f) Community Safety Implications

None.

5. Consultation and communication considerations

Individual proposals arising from this strategy will be consulted on as appropriate.

6. Background papers

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

- GF and HRA Budget Setting Reports 2021/22
- Treasury Management Strategy Statement 2021/22

7. Appendices

The following item is included in this report:

- Capital Strategy 2021/22

8. Inspection of papers

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

Author's Name:	Caroline Ryba, Head of Finance
Author's Phone Number:	01223 - 458134
Author's Email:	caroline.ryba@cambridge.gov.uk

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Cambridge City Council Capital Strategy 2021/22

Contents

Section	Title	Page
1	Introduction	1
2	Objectives	2
3	Scope	2
4	Council priorities and external influences	3
5	Capital expenditure	7
6	Debt, borrowing and treasury management	14
7	Commercial activity	17
8	Other long-term liabilities	26
9	Knowledge and skills	26
Appendix 1		29

Introduction

- 1.1 The CIPFA Prudential Code requires that councils have a capital strategy that demonstrates that the council takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. The strategy should set out the long-term context in which capital expenditure and investment decisions are made and give due consideration to both risk and reward and the impact on outcomes.
- 1.2 As local authorities become increasingly complex and diverse it is important that those charged with governance understand the long-term context in which investment decisions are made and the financial risks to which the council is exposed.
- 1.3 The strategy maintains a strong and current link to the council's priorities and to other key strategy documents including the Treasury Management Strategy, General Fund and Housing Revenue Account Medium Term Financial Strategies and the Council's Vision and Annual Statement.

2 Objectives

- 2.1 The objective of the capital strategy is to ensure that the overall strategy, governance procedures and risk appetite are clear to members, officers and readers in general. The strategy outlines how stewardship, value for money, prudence, sustainability and affordability will be secured.

3 Scope

- 3.1 The capital strategy specifically focusses on the key areas of:

- Capital expenditure;
- Debt, borrowing and treasury management; and
- Commercial activity.

It also considers:

- Other long-term liabilities; and
- Knowledge and skills.

Capital Expenditure

- 3.2 Capital expenditure in the City Council takes a number of forms:

- The council runs a majority of services in house and has a significant operational asset base to run and sustain those services - including council houses, community centres, car parks, a crematorium and vehicle fleet. This asset base must be maintained and assets replaced or upgraded as they age. This often reflects an enhancement, e.g. providing better energy efficiency.
- The council may purchase or develop new assets, for example community centres in new areas of the city, or purchase or enhance existing investment properties to address building/functional/economic obsolescence, support

regeneration of the local area and to generate additional income to support Council services.

- The council may make grants, loans or investments which are treated as capital expenditure under statute.

Debt, Borrowing and Treasury Management

- 3.3 The council has both external borrowing with the Public Works Loan Board (PWLB) and 'internal' borrowing from cash balances. This borrowing is managed alongside the investment of cash balances (currently over £100m per annum) as part of the council's treasury management function.

Commercial Activity

- 3.4 There has been an emerging commercialisation agenda in local government in the last few years as councils look to become more financially self-sufficient. The City Council has focused on loans to council joint ventures and companies wholly owned by the council. It has completed a programme to purchase further investment properties in accordance with its asset management plan to improve diversity of the portfolio or as strategically important to future portfolio performance. The council is considering investment in renewable energy generation and associated areas as part of its response to the Climate Emergency.

4 Council priorities and external Influences

- 4.1 The Council has an overall Vision statement – 'One Cambridge – Fair for All, in which economic dynamism and prosperity are combined with social justice and equality. The vision can be viewed at www.cambridge.gov.uk/our-vision
- 4.2 The Council's annual statement, published at www.cambridge.gov.uk/annual-statement outlines how it will

achieve the vision giving more detail on the Council's priorities and specific projects.

- 4.3 The Corporate Plan sets out three strategic objectives from the Annual Statement, with actions, initiatives and strategies to achieve those objectives. The Corporate Plan can be accessed at <https://www.cambridge.gov.uk/corporate-plan>.

Local Plan and North East Cambridge (NEC)

- 4.4 The Cambridge Local Plan was adopted in October 2018. The council will now use the local plan to guide development in the city in the coming years, with 14,000 additional homes and 22,000 additional jobs set to be created by 2031. The process to develop a new local plan with South Cambridgeshire District Council, to be known as the Greater Cambridge Local Plan, has begun. This has included an initial consultation held in January and February 2020 and publication of an initial evidence base and strategic options assessments in November 2020. Further information can be found at <https://www.greatercambridgeplanning.org/emerging-plans-and-guidance/greater-cambridge-local-plan/>.
- 4.5 Among the areas designated in the plan for potential future development is the NEC area around Cambridge North Station. The council, working with partners has secured £227m in national funding to support the relocation of Anglian Water's Cambridge Water Recycling Centre. Once the relocation has been achieved, 5,200 homes are planned for the core site, together with around 1m square feet of commercial space (7,000 jobs) and a mix of retail, community and leisure space. The redevelopment of the adjacent sites covering the wider NEC area, if enabled by the relocation of the water recycling centre, has the potential to deliver an additional estimated 2,400 homes and around 40,000 new jobs, supported by amenities and community facilities. This scale of development would make a significant contribution to the additional homes and jobs likely to be required by the new Local Plan.

- 4.6 As a significant landowner in the area the project to develop NEC will be important in the council's future capital plans. This is both in terms of capital expenditure and as a source of funding in the form of capital or other receipts.

Delivery of new council homes

- 4.7 The council has secured £70m of devolution grant towards the provision of 500 new council houses in Cambridge. This funding is to be used alongside right to buy receipts and other HRA resources, with current plans in place to deliver 589 additional, and some replacement, homes.
- 4.8 The council has formed a number of 50:50 joint venture partnerships with Hill Residential under the umbrella of the Cambridge Investment Partnership (CIP). CIP is undertaking the redevelopment of the council's former depot at Mill Road which will provide an equal number of market and council homes.
- 4.9 The council has purchased a former builders merchant's site at Cromwell Road which it is currently redeveloping with CIP to provide 295 units, 40% of which will be new council homes. CIP has also purchased a further site, L2 on Orchard Park for development for homes, 40% of which will be new council homes.
- 4.10 The council is also undertaking the redevelopment of the Meadows and Buchan Street community centre sites to deliver over 100 new council homes, a community hub and to re-provide local retail / commercial premises.
- 4.11 The council is working on a programme to deliver 1,000 new council homes over the course of the decade from 2022 following the end of the current housebuilding programme. New homes will be built to a Passivhaus standard where possible, with an intention to move to zero carbon during the life of the programme where possible and feasible to do so.

Other capital priorities

- 4.12 In addition to the major developments above for the delivery of new homes and businesses in Cambridge, the council is also planning and implementing a number of significant enabling investments to drive digital delivery and service improvement. This includes investment in new IT equipment to promote flexible and collaborative working under the umbrella of 'Council Anywhere' and the replacement of a number of key systems including the housing management system.
- 4.13 The council uses condition surveys and asset management planning for both the Housing Revenue Account (HRA), covering the council's 7,000 council houses, and the General Fund (GF) to inform priorities for capital expenditure.
- 4.14 The council undertakes energy efficiency and carbon reduction work on council buildings with funding allocated from the Climate Change Fund and other resources, as available. The Council also undertakes energy efficiency work on its commercial property portfolio to ensure compliance with the statutory requirements of the MEES legislation.
- 4.15 The council will continue to bring forward projects, including those targeted on energy saving and generation, within the council's property estate and in other locations where an environmental, social or financial benefit may be derived.

Working with external partners

- 4.16 The council works closely with external partners and this extends to decisions around capital.
- 4.17 The council has worked closely with the Cambridgeshire and Peterborough Combined Authority on the project to develop NEC,

which was prioritised by the Combined Authority as its only submission in the round of funding bids for the Housing Infrastructure Fund.

4.18 The Combined Authority is also responsible for the allocation of the 500 council homes devolution grant to the City Council.

4.19 The council is involved in a number of shared services with Huntingdonshire District Council and South Cambridgeshire District Council under the 3Cs Shared Services name. Further services are shared with either South Cambridgeshire alone or Huntingdonshire alone. Where these services require capital investment, the councils work closely together.

5 Capital expenditure

Governance

5.1 Capital projects put forward for funding through the Medium Term Financial Strategy (MTFS) or Budget Setting Report (BSR) must:

- Be linked to the council's vision and address other strategic considerations, including impact on the climate;
- maintain or enhance service delivery;
- be properly planned and developed and appropriate risks considered;
- be affordable and provide value for money; and
- be ready to be implemented, subject to any procurement requirements.

5.2 The council has a process for the review and prioritisation of new capital projects or programmes prior to approval by members. These arrangements are coordinated by the council's Corporate Programme Office (CPO). The objectives of the process include ensuring that the council has the capacity to deliver projects which are approved for inclusion on the capital plan. Review of capital

proposals also ensures that the sensitivity of costs to both internal and external risks is considered.

- 5.3 Under the process one of the programme boards (Business Transformation, Place, Digital, Housing, and Corporate Transformation) will review and make recommendations for the political approval that is required and funding approval in the BSR or MTFS. The CPO and a virtual Quality Assurance Group (QAG) reviews projects prior to presentation to the relevant board.
- 5.4 Boards have responsibility for monitoring the delivery of projects and ensure 'lessons learned' reviews take place to identify both good practice and areas for improvement. These reviews are shared to inform decision making on future projects.
- 5.5 The council's accounting policies have a de minimis of £15,000 (£2,000 for vehicles) for capital assets which are reflected in the processes above.
- 5.6 Where projects are to be funded by S106 contributions they are allocated S106 funding via the S106 priority-setting process by the Executive Councillor in the appropriate scrutiny committee.
- 5.7 The HRA capital programme is scrutinised by the Housing Futures (Senior Management) Team and Housing Committee prior to decisions being taken as part of the Housing BSR and MTFS.

Financing of capital expenditure

- 5.8 Consideration of the financing of capital projects is integral to the governance procedures outlined above.
- 5.9 For 2021/22 and later years, the council will normally no longer finance capital expenditure from in-year revenue funding. Where specific funding, such as grants or capital contributions are available, these will be used. Other capital expenditure will be financed from capital receipts and internal or external borrowing. To

ensure that capital expenditure is both affordable and prudent, an annual limit of capital financing from capital receipts and borrowing will be set and reviewed annually through the Medium Term Financial Strategy (MTFS).

5.10 Available resources will be allocated to capital proposals based on the following hierarchy of objectives:

- Statutory requirements e.g. Health and Safety;
- Maintenance of service delivery capacity and capability;
- Income generation to support the delivery of council objectives; and then
- The delivery of wider policy objectives, including those related to climate change and biodiversity.

5.11 Work with Heads of Service on forecasting possible GF capital expenditure requirements over the next 10 years has identified a core of around £2.0m per annum of expenditure to update or replace assets reaching the end of their useful lives. This forecast will however be dependent on future decisions relating to service delivery, so will be kept under annual review and will feed into consideration of the capital expenditure limit referred to above.

5.12 In the HRA the council is required to make a contribution from revenue resources to the Major Repairs Reserve each year – this is equal to the assessed depreciation on HRA assets. This funding will be used mainly to ensure that the existing stock meets decent homes standards and to build new homes. The HRA will also use direct revenue funding from its revenue resources and an element of borrowing to support reprovision of existing units (which cannot be funded from right to buy receipts) and wider investment on housing estates.

5.13 Where the council identifies that GF capital expenditure is to be supported by borrowing, either externally or internally from cash, a prudent Minimum Revenue Provision (MRP) charge will be made to revenue to fund the expenditure. This will ensure that the council

makes appropriate provision to fund the repayment of external debt or 'repay' cash balances internally borrowed. There will be circumstances in which MRP is not judged to be required. If so, the reasons will be specifically outlined in the MRP Policy. The MRP policy is published each year as part of the Treasury Management Strategy.

Asset management planning

- 5.14 The council's GF asset management plan was approved in July 2019, following an independent review of the council's property portfolio covering both operational and commercial properties. It will be reviewed every five years.
- 5.15 The asset management plan outlines how the council will manage its property. The plan sets out:
- The guiding principles of efficient management and the components and tools available to deliver results
 - How the council's objectives are supported, both in respect of property and its wider corporate objectives
 - The objectives of the commercial property portfolio and the regular reviews to be undertaken to assess how the portfolio meets these objectives
 - Property management including KPIs, the objectives, principles and process of acquisition, property reviews, asset management, development and disposals
 - Portfolio-wide matters such as repair and maintenance, health and safety, carbon management and sustainability and property data management.
- 5.16 The HRA asset management plan for housing stock was also reviewed and updated in 2019. The plan aims to return to a partial investment standard model rather than the basic decent homes standard, ensuring that the council invests in the current housing stock at the appropriate time and in the long term to reduce the level of spend in revenue repairs and maintenance.

- 5.17 The updated HRA asset management plan increases focus on improving the energy efficiency of the stock and compliance with relevant regulations, including fire safety. As this is a developing area following the Grenfell fire, the plan will be reviewed and updated once changes in regulations and other compliance requirements are published.
- 5.18 Work is also in progress to understand the level of investment that will be required to move existing homes towards Passivhaus or net zero carbon standards through retrofit, so that this can be balanced against the aspiration to also deliver new build homes to the highest sustainability standards possible, within resource constraints.
- 5.19 The council will review the condition of its existing assets on a regular basis, using specialist advisors where appropriate. This includes reviews of the maintenance requirements of operational property, investment properties and council housing stock.
- 5.20 Maintenance costs of existing assets will be considered carefully alongside replacement or upgrade decisions. For example, the council has its own fleet garage located in Waterbeach which is responsible for the maintenance of vehicles and keeps detailed records against each asset. Annual budgets will include provision for the maintenance of assets and service managers have the opportunity to make bids and offer savings in maintenance funding as part of the annual budget-setting round.
- 5.21 With the exception of the £214m loans taken out on the inception of self-financing of the HRA at the end of the previous subsidy system, the council currently has no external debt. It therefore does not need to consider the impact of past borrowing on asset management plans.

Forecasts

- 5.22 Forecasts of capital expenditure and the underlying need to borrow, also known as the Capital Financing Requirement (CFR), are included at Appendix 1.

Disposals

- 5.23 Disposal of assets will be subject to scrutiny by relevant committees and Executive Councillor approval. Detailed cases will be prepared for any asset disposals and where appropriate, independent advice taken, to ensure that best value is achieved on disposals, taking into account any strategic objectives. The council is also obliged to sell council properties to qualifying tenants under the Right to Buy legislation.
- 5.24 The council's current plans for disposal include the sale of its interest in Hobson House, formerly used as a council office, and various commercial properties as indicated by the property portfolio review undertaken at the same time as the current GF asset management plan.

Funding and borrowing restrictions

- 5.25 Under the Prudential Code the council has discretion to undertake borrowing which is prudent, affordable and sustainable.
- 5.26 With the removal of the HRA debt 'cap' in October 2018, the HRA is now able to borrow to fund its capital plans, subject to the normal provision that any borrowing is affordable.
- 5.27 There are a number of restrictions around borrowing and funding of capital expenditure and these will be taken into account in the development and monitoring of the capital plan. In particular, the PWLB has recently revised its lending terms which now require councils to confirm that they have no plans for capital schemes that can be classified primarily as 'debt for yield' investments before any loans are agreed.
- 5.28 Guidance indicates that the purchase of assets primarily for yield would usually have one or more of the following characteristics:
- Buying land or existing buildings to let out at market rate

- Buying land or existing buildings which were previously operated on a commercial basis which is then continued by the local authority without any additional investment or modification
- Buying land or existing buildings other than housing which generate income and are intended to be held indefinitely, rather than until the achievement of some meaningful trigger such as the completion of land assembly

5.29 At present, no schemes of this types are included in the council's capital programme.

5.30 The majority of the receipts from asset disposal come from the sale of council homes under the Right to Buy. The council remains subject to the agreement with the Ministry of Housing, Communities and Local Government (MHCLG) that allows the retention of right to buy receipts, subject to a set of specific conditions. These conditions include a requirement that such receipts are spent on housing.

5.31 The receipts assumed in the HRA Self-Financing Settlement continue to be shared with MHCLG in the statutorily agreed proportions, with a proportion of the receipts from any subsequent sales kept by the authority in recognition of the debt that the authority holds in respect of the asset. The balance of capital receipts is ring-fenced for one-for-one (1-4-1) investment.

5.32 Currently, 1-4-1 receipts must be spent within a three-year timeframe to fund the delivery of new social housing. A maximum of 30% of the cost can be met from this funding stream with the balance funded from the council's own resources or borrowing. MHCLG has consulted on allowing authorities longer to use existing receipts but the outcome of the consultation is still awaited.

5.33 Where receipts are not used within the three-year timeframe, receipts have to be repaid to central government with interest at 4% above the base rate.

- 5.34 The council aims to be around 12 months ahead of the profile for return of monies but this is critically dependent on the progress of housing developments that may be affected by factors outside the council's control. If the council is unable to use receipts within the three-year timeframe, it will either acquire existing properties on the open market or look to pass receipts on to a registered provider to deliver affordable housing in the city. All efforts will be made to ensure that no receipts are paid back to central government.
- 5.35 The council must also ensure that it observes the ring-fence between GF and HRA resources.

Capital receipt flexibilities

- 5.36 Under a direction issued by central government in February 2018 authorities can choose to use capital receipts received in the 6 years commencing from 1 April 2016 to fund the revenue costs of transformation projects. Qualifying expenditure must 'generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that will reduce costs or demand for services in future years for any of the public sector delivery partners.'
- 5.37 The council has no plans to use this flexibility.

6 Debt, borrowing and treasury management

Summary

- 6.1 Appendix 1 shows a summary of the council's total underlying need to borrow – the Capital Financing Requirement (CFR), together with the estimated levels of borrowing and the level of protection provided by reserves.

- 6.2 The Prudential Code requires that the council set and publish an authorised limit and operational boundary for external debt. These can be found in the annual treasury management strategy.

External debt

- 6.3 At present the only external debt held by the authority relates to the twenty loans from the PWLB for self-financing the HRA taken out in 2012 totalling £213,572,000.
- 6.4 These loans have maturities from 2038 to 2057 and interest rates between 3.46% and 3.53%.
- 6.5 Although the council is not required to make MRP payments on this debt, the HRA has a 30-year business plan which demonstrates its ability to meet the on-going financing costs of this debt and considers the options for repayment or refinancing.
- 6.6 The council will borrow to support capital expenditure where prudent to do so. At present there are plans to fund the redevelopment of the Park Street multi-storey car park (see 7.10) and some residential development within the HRA by external debt. These schemes will increase the council's external debt by around £210m over the next four years.
- 6.7 The change to capital financing outlined in 5.9 will give rise to additional external borrowing. This will be dependent on the timing and level of capital receipts achieved, the level of cash balances held and the timing of delivery of capital schemes. Estimate of external debt are included in the treasury management strategy.

Internal borrowing

- 6.8 Where the council borrows from internal cash balances it must also ensure that it makes a prudent MRP charge. The MRP policy is included each year as part of the treasury management strategy.

Treasury management

6.9 The council manages its deposits in-house and uses Link (formerly Capita) as its independent treasury adviser. The council recognises that responsibility for treasury management activities remains with the organisation. The council will ensure that the terms of Link's appointment are properly agreed, documented and reviewed annually.

6.10 The council's deposit priorities are (and in this order):-

- The security of capital;
- The liquidity of deposits; and;
- The yield or return on its deposits.

6.11 The council takes a cautious approach within its treasury management strategy. However, in order to ensure that the council invests its funds in the most appropriate way, the strategy will be reviewed at least annually taking into account the information available from Link and wider developments.

6.12 The council will use the creditworthiness service provided by Link which is updated daily for the authority to use. The service uses a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies – Fitch, Moody's and Standard & Poor's. However, the council does not rely solely on the current credit ratings of counterparties but also uses the following as overlays:-

- Credit watches and credit outlooks from credit rating agencies;
- Credit Default Swaps (CDS) spreads to give early warning of likely changes in credit ratings i.e. akin to an insurance policy whereby counterparties enter into a contractual agreement; and;
- Sovereign ratings to select counterparties from only the most creditworthy countries.

- 6.13 The council will not place an investment contrary to Link's credit methodology criteria which includes a maximum duration period (except for 'smaller' building societies).
- 6.14 In addition to considering the creditworthiness of counterparties the council will also consider the duration of deposits to ensure the appropriate liquidity of funds.
- 6.15 Treasury management activity will be delegated to officers in the council's finance team in line with the defined treasury management practices.
- 6.16 The current investment position will be reported to the Senior Management Team as part of the council's quarterly budget monitoring process. Investment performance will be formally reported to Strategy and Resources Scrutiny Committee and Council at the mid-year and outturn.

7 Commercial activity

- 7.1 Where the council invests in non-financial assets, it will consider security, liquidity and yield, as it does for financial assets.
- 7.2 Specifically, in relation to non-financial assets:
- **Security** – the council recognises that it will normally have an asset that can be used to recoup capital invested. Therefore, it will ensure through regular valuations at fair value, that there is sufficient value in assets and the portfolio as a whole to protect the funds invested.
 - **Liquidity** – the council has a large diversified portfolio of non-financial assets and will therefore be able to look at potential disposals across it to access funds, without having to rely on the disposal of a key asset for liquidity. The council will also maintain significant financial investments to meet its liquidity needs.

- **Yield** – Return for non-financial assets is represented by rental income less direct costs and will be reviewed on a regular basis. Yield will be appropriate to the perceived level of risk for the asset in the market at that time, within any constraints imposed by policy decisions, after satisfying the requirements for security and liquidity.

7.3 The council considers commercial activity to include:

- The provision of income-generating services, such as car parking and bereavement services, which utilise significant assets, classified as operational assets for management purposes.
- Investment in commercial properties through acquisition but also through portfolio management (recycling portfolio performance through buying and selling) and regeneration or redevelopment of the existing portfolio.
- Investment in other income-generating assets that support council objectives, such as housing and renewable energy generation facilities
- Loans to group undertakings

Investment in commercial properties

7.4 The council has historically owned a significant investment property portfolio, including retail, office and industrial properties. The GF asset management plan identifies the following objectives for the commercial property portfolio:

- Securing a financial return from the net rental income
- Diversification (geographic, property type, tenure) to mitigate stock specific risk
- Meeting wider corporate objectives such as improving environmental performance and sustainability by providing high performing property
- Delivery of services to the citizens in accordance with objectives
- Opportunity to influence through wider land ownership

- Providing opportunities for entrepreneurs and small businesses which may not always be available through the private sector
- Ensuring appropriate standards of property management are maintained including but not limited to environmental and health and safety standards and legislation
- Improving the quality of the public realm.

7.5 The GF asset management plan sets out criteria and procedures for property acquisitions. Where new acquisitions are to be made, agents will be appointed to advise on and acquire suitable commercial property investments.

7.6 As there are many factors to consider, a weighted scored matrix will be used to assess potential acquisitions. Acquisitions should generally meet the following requirements, but exceptions may be made where an acquisition is strategically important in relation to the council's existing land ownership or portfolio balance:

- Location: investment in Cambridge but a good quality investment relatively close can be considered.
- Rate of return: at least 5% p.a. on capital value
- Risk: certainty of income, as reflected by tenant and lease structure and the credit ratings of tenants
- Management: net income close to gross income, property management requirements not intensive.
- Condition: in good condition, not requiring significant capital investment
- Accessibility: good
- Environmental performance: EPC rating of C or above.

7.7 Consideration will also be given to how the acquisition will fit within the council's existing portfolio. Specific portfolio key performance indicators (KPIs) are given in the monitoring portfolio performance section below.

7.8 The council will follow the approved process and governance arrangements for investment property acquisitions when funding is available for investment. These recognise that the local commercial

property market is competitive, and that success depends upon timely decisions in relation to investments. The council has therefore delegated authority to the Head of Property Services to approve acquisitions after consultation with the relevant Executive Councillor, Committee Chair, Opposition Spokesperson and Head of Finance. Subsequently, acquisitions will be reported to the relevant committee.

- 7.9 In order to achieve some geographical diversity, the council has invested in properties which fall outside the city boundary. The council took appropriate legal advice from counsel that these out of area purchases do not contravene the relevant legislation and the powers given to the council under the Local Government Act 2003. The council also achieves some wider geographic diversification through its investments in pooled property funds managed as part of its treasury activity, although this represents a relatively small percentage of its property investments.
- 7.10 The council has approved plans to redevelop an operational asset, the multi-storey car park it owns on Park Street in Cambridge. The car park will be replaced by a smaller underground car park, with an aparthotel above, achieving significant regeneration, environmental and public realm improvement in the area. Once complete, the aparthotel will form a significant part of the council's investment portfolio in an under-represented property type.
- 7.11 The council will also develop commercial land and property it already owns. A programme of nine projects has been identified to produce new or extended commercial property which is in short supply in the city. Some projects will be mixed use schemes, including residential accommodation some of which may be sold to partially fund the developments. The programme is expected to span 10 years, cost c£30m, generate capital receipts of £24m and increase annual rent income by £900,000. Further feasibility and development work will be required before individual projects within the programme can come forward for consideration and approval.

Monitoring portfolio performance

7.12 The portfolio will be reviewed annually as a whole by classification, lot size range, bandings and average, sector mix, geography, lease type and repairing obligations, net income return, average unexpired lease term, percentage void and compared with previous years. This will identify portfolio imbalances. A new property management database is being procured to support the delivery of the asset management plan.

7.13 The following portfolio KPIs, as included within the GF asset management plan, will be introduced:

Measure	Target / Baseline	Comment	Frequency
Gross external debt to net service expenditure	N/A	Not currently relevant due to the revised PWLB lending terms – see para 5.25	Annually
Commercial property income to net service expenditure	<50%		Annually
Ratio of investments to the resources of the council	<30%	Fair value of investment property as a % of the council's net assets.	Annually
Ratio of external borrowing to portfolio value	N/A	Not currently relevant due to the revised PWLB lending terms – see para 5.25	Annually
% outside jurisdiction	<25%	To maintain Cambridge focus with economic benefits too but also diversity from local economy and achieve stronger yield	Annually
Net income return	>5% on current capital value	To maintain income levels	Annually

Measure	Target / Baseline	Comment	Frequency
Average unexpired lease term	>5 years	Target is income security	Annually
% investment grade property	>80%	Generally lower expenditure	Annually
% void	<£100,000 income	To maintain income levels	Quarterly
Largest lot size	<10% of portfolio	Excluding Lion Yard. To reduce specific stock risk	Annually
Cashflow target (if set)	Meet target within 20%	To achieve the net investment level	Annually
Sector	No more than 50% in any sector, retail to trend downwards towards 30%	To diversify sector risk	Annually

7.14 The council's sizeable property portfolio includes equity stakes in two major shopping centres, a selection of small business units aimed principally at small local and start-up companies and more than 80 shops in council estate locations which provide important local services for their communities.

7.15 The total value of investment properties at 31 March 2020 was £162m. The council considers that the investment property portfolio retains sufficient value (measured using the fair value model) to provide security of investment.

7.16 Based on the council's financial statements the fair value of investment properties, the yield achieved (rental income net of direct costs) and the gain or loss in fair value for properties held in the GF has been as follows:

	2019/20	2018/19	2017/18	2016/17	2015/16
Rental income net of direct costs (£'000)	9,163	9,544	9,418	8,049	7,857

Fair Value at year end (£'000)	162,722	170,782	175,281	148,345	139,046
Yield	5.6%	5.6%	5.4%	5.4%	5.6%
Gain / (loss) in fair value in year (£'000)	(8,212)	(4,499)	2,674	10,128	13,321

7.17 The loss in fair value in 2019/20 reflects exposure to retail through its significant shopping centre investments, market uncertainty in relation to both the Brexit process and the onset of the COVID-19 pandemic at the end of the year. As such, some reductions are considered to be temporary, but may take some time to reverse.

7.18 The investment property portfolio is managed as a whole, including those properties which the council has held for a number of years. However, it is estimated that the yield being achieved on properties purchased since 2015 is around 6.3% and is generating income of approximately £2.1m per annum.

Proportionality of commercial property holdings

7.19 Following significant activity in the commercial property market by local authorities, including district councils, concern has been expressed by MHCLG and CIPFA about the size of some property holdings. Particular concern has been raised about those councils which are externally borrowing to invest in property. Cambridge City has not used external borrowing to fund purchases but has instead used reserves or internal borrowing.

7.20 Investment Guidance and the Prudential Code were updated in early 2018. CIPFA have since released further guidance on prudential property investment. This considers the concept of 'proportionality' when considering the size and scale of new property investments, whether they are consistent with the authority's corporate and financial strategies and if they expose the authority to unacceptable levels of risk.

- 7.21 The council is aware of the range of risks associated with investment in commercial property and works to ensure appropriate due diligence and prudence. These risks include the reliance on income from commercial properties to fund council services.
- 7.22 The use of investment property income to support the council's activities has been established over many years and over a number of economic cycles. Reflecting this experience, the council considers 50% to be the prudent maximum level of this indicator.
- 7.23 The financial statements at 31 March 2020 show that the net cost of services (net of service-related income) chargeable to the GF was £24.7m. Net income from investment properties was 39.4% of this figure. This is consistent with the proportion for 2017/18 and 2018/19.
- 7.24 The HRA holds a small number of investment properties, mainly retail units linked to council housing, for example shops with flats above. These properties are valued at £5.7 million at 31 March 2020 and earn rental income of around £440k per annum.

Other income generating assets

- 7.25 The council is developing housing through the Cambridge Investment Partnership (CIP) – a joint venture and deadlock partnership in which the council has a 50% stake. Affordable housing on these sites will be owned and managed by the council's HRA, contributing towards the council's target of 500 new council homes. Market housing will be sold to generate surpluses, 50% of which will return to the council to support further capital expenditure. The council will continue to work with the CIP to identify and bring forward appropriate development projects.
- 7.26 The council has a wholly-owned subsidiary company, the Cambridge City Housing Company (CCHC), which owns residential properties in Cambridge. These are let on affordable rents to those who cannot afford local market rents but are unlikely to be allocated

council housing. The company has two objectives, the provision of affordable rented housing and a financial return to the council.

- 7.27 The company currently owns 23 properties. The council has agreed that no further properties will be purchased until the volatility in house prices resulting from Brexit has subsided. Then, subject to viability considerations and the availability of suitable properties, the council will consider providing the company with further funding to purchase residential properties. The company also leases 5 properties from the HRA, specifically to house homeless individuals with support needs.
- 7.28 The council is investigating options for investment in renewable energy schemes. Appropriate independent advice will be sought to support the council is assessing potential investments, particularly with regard to risks and their mitigation.

Loans to group undertakings

- 7.29 The council has made and plans to make further loans to a number of group undertakings. These loans include:
- A loan of £7.5m to CCHC: this loan is secured on the properties owned by CCHC and pays an interest rate of 2.02% per annum.
 - A £5.2 m loan note to CIP: to facilitate the redevelopment of the council's former depot site at Mill Road. No interest is payable on this loan.
 - An interest-bearing loan note of £27m to CIP: to enable housing development on the Cromwell Road site
 - Interest-bearing capital contributions and loans to the CIP: to fund development on these two sites and L2. The payments are appropriately covered by assets in CIP and there are detailed plans to demonstrate that all investment in the CIP will be recovered in less than five years with a surplus 'profit' paid to the council.

8 Other long-term liabilities

- 8.1 The council will take on liabilities in the course of the provision of operational services. Examples include financial guarantees, including those given in respect of subsidiaries or joint ventures. Where decisions are made for service purposes, these may be outside of normal commercial terms, including liquidity, security and/or yield.
- 8.2 Where such liabilities are taken on the council will ensure that financial risks are clearly identified and quantified along with any implied subsidy as part of the decision-making process.

9 Knowledge and skills

S151 Officer

- 9.1 The council's S151 officer is required to report explicitly on the affordability and risk associated with the capital strategy. The S151 officer is an experienced CCAB qualified accountant with statutory responsibilities for the proper administration of the council's financial affairs and for advising the council on budgetary matters. As such the S151 officer oversees the council's capital expenditure and investment activities and ensures that professional advice is obtained where the council does not have the necessary skills in house.

Treasury management

- 9.2 Treasury management activity is undertaken by an accountant and assistant accountant in the council's technical and financial accounting team. They are managed by a CCAB qualified accountant.

- 9.3 The team has many years of treasury management experience and has demonstrated that it has the skills to opt-up to professional status under the MiFID II reforms.
- 9.4 The CIPFA Code requires the responsible officer to ensure that members and officers are adequately trained in treasury management. Training is arranged as required and is regularly reviewed.

Property assets

- 9.5 The council's investment property is managed by its property services team, an experienced team of 8 staff. The team includes 6 chartered surveyors each with over 25 years of property experience in both the private and public sector. This extensive experience includes dealing with a mix of property types and professional work including professional services, landlord and tenant, statutory valuations, acquisitions and disposals, commercial and residential property management. They have extensive knowledge of the Cambridge property market with most of the team having worked in and around Cambridge for the past 10 years or so, some much longer.
- 9.6 Property services also works with external agents where specialist expertise is required to deal with particular properties or resource is not available to deal with matters in a timely way. Examples of where external advice is used include agency, valuation, building surveying and planning work. The council also has internal building surveying resource in its estates and facilities team to advise on construction, repair and maintenance, and statutory compliance matters across its investment properties. Estates and facilities commission and manage repairs and maintenance as well as capital investment programmes, either directly or through framework contracts.
- 9.7 The council's asset valuations for its financial statements are prepared by external agents with an agreed rolling programme of

valuations for the whole council property portfolio. All material investment properties are valued on an annual basis.

- 9.8 When acquiring new investment property, the council appoints external agents to advise on and negotiate the terms of acquisition, recognising that others are closer to the investment market on a day to day basis than the council's in-house team in some cases. As well as advising prior to acquisition, the agents undertake due diligence which helps to ensure that those charged with governance can make informed decisions.

External advice

- 9.9 In addition to the use of external agents in the purchase of investment properties the council makes use of other external advice as necessary for capital and treasury activity. This includes getting appropriate legal and other professional advice on more complex projects and capital transactions and the appointment of treasury management advisors.

Appendix 1

Estimated Capital Programme, Capital Financing Requirement and Reserves - 2020 to 2030

£'000	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
General Fund Capital Expenditure	60,960	41,760	31,291	40,348	13,156	15,441	4,782	3,443	4,087	3,492
Housing Revenue Account Capital Expenditure	53,789	67,845	97,897	92,192	89,386	89,217	88,163	90,399	94,410	100,726
Capital Financing Requirement	320,729	352,474	429,146	497,631	540,078	584,542	613,729	644,387	678,150	716,102
General Fund Projected Year End Reserves	13,789	11,722	9,656	7,590	7,590	7,590	7,590	7,590	7,590	7,590
HRA Projected Year End Reserves	9,495	3,123	3,192	3,366	3,340	3,385	3,419	3,489	3,578	3,691
Total Reserves	23,284	14,845	12,848	10,956	10,930	10,975	11,009	11,079	11,168	11,281

The Capital Financing Requirement shows the Council's underlying need to borrow including £213,752k for Council Dwellings under self-financing.

STRATEGY & RESOURCES

8 February 2021

5.00- 10.05 pm

Present: Councillors Barnett (Chair), Robertson (Vice-Chair), Bick, Dalzell, Davies and Green

RECOMMENDATION TO COUNCIL

Treasury Management Strategy Statement Report 2020/21 to 2023/24

The Council is required to receive and approve, as a minimum, three main treasury management reports each year.

The first and most important is the Treasury Management Strategy (this report), which covers:

- capital plans (including prudential indicators);
- a Minimum Revenue Provision policy which explains how unfinanced capital expenditure will be charged to revenue over time;
- the Treasury Management Strategy (how investments and borrowings are to be organised) including treasury indicators; and
- a Treasury Management Investment Strategy (the parameters on how investments are to be managed).

A mid-year treasury management report is produced to update Members on the progress of the capital position, amending prudential indicators as necessary, and advising if any policies require revision.

The Outturn or Annual Report compares actual performance to the estimates in the Strategy.

The statutory framework for the prudential system under which local government operates is set out in the Local Government Act 2003 and Capital Financing and Accounting Statutory Instruments. The framework incorporates four statutory codes. These are:

- the Prudential Code (2017 edition) prepared by CIPFA;
- the Treasury Management Code (2017 edition) prepared by CIPFA;
- the Statutory Guidance on Local Authority Investments prepared by Ministry of Housing, Communities and Local Government (MHCLG) (effective 1 April 2018); and

- the Statutory Guidance on Minimum Revenue Provision prepared by MHCLG (effective 1 April 2019).

Resolved (unanimously):

To recommend Council:

- i. Approve this report including the estimated Prudential & Treasury Indicators for 2021/22 to 2024/25 (inclusive) as set out in Appendix C of the officer's report.
- ii. Authorise the increase in the limit for external debt from £400 million to £450 million on 1 April 2022, and to £550 million on 1 April 2023, in order to provide sufficient headroom for external borrowing to finance the HRA new build programme in accordance with the HRA capital plan.

Item

ANNUAL TREASURY MANAGEMENT STRATEGY STATEMENT REPORT 2021/22 TO 2024/25

**To:**

The Executive Councillor for Finance & Resources: Councillor Mike Davey
Strategy & Resources Scrutiny Committee 8th February 2021

Report by:

Caroline Ryba – Head of Finance & S151 Officer
Tel: 01223 458134 Email: caroline.ryba@cambridge.gov.uk

Wards affected:

All Wards

Key Decision

1. Executive Summary

- 1.1 The Council is required to receive and approve, as a minimum, three main treasury management reports each year.
- 1.2 The first and most important is the Treasury Management Strategy (this report), which covers:
 - capital plans (including prudential indicators);
 - a Minimum Revenue Provision policy which explains how unfinanced capital expenditure will be charged to revenue over time;
 - the Treasury Management Strategy (how investments and borrowings are to be organised) including treasury indicators; and
 - a Treasury Management Investment Strategy (the parameters on how investments are to be managed).

- 1.3 A mid-year treasury management report is produced to update Members on the progress of the capital position, amending prudential indicators as necessary, and advising if any policies require revision.
- 1.4 The Outturn or Annual Report compares actual performance to the estimates in the Strategy.
- 1.5 The statutory framework for the prudential system under which local government operates is set out in the Local Government Act 2003 and Capital Financing and Accounting Statutory Instruments. The framework incorporates four statutory codes. These are:
- the Prudential Code (2017 edition) prepared by CIPFA;
 - the Treasury Management Code (2017 edition) prepared by CIPFA;
 - the Statutory Guidance on Local Authority Investments prepared by Ministry of Housing, Communities and Local Government (MHCLG) (effective 1 April 2018); and
 - the Statutory Guidance on Minimum Revenue Provision prepared by MHCLG (effective 1 April 2019).
- 1.6 The Council's S151 Officer has considered the deliverability, affordability and risk associated with the Council's capital expenditure plans and treasury management activities. The plans are affordable. Where there are risks such as the slippage of capital expenditure, or reductions in investment values or income, these have been reviewed and mitigated at an acceptable level. The Council has access to specialist advice where appropriate.
- 1.7 Treasury Management Reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Strategy and Resources Committee.

2. Recommendations

- 2.1 The Executive Councillor is asked to recommend this report to Council, including the estimated Prudential & Treasury Indicators for 2021/22 to 2024/25 (inclusive) as set out in Appendix C.
- 2.2 The Executive Councillor is asked to recommend to Council that the authorised limit for external debt is increased from £400 million to £450

million on 1 April 2022, and to £550 million on 1 April 2023, in order to provide sufficient headroom for external borrowing to finance the HRA new build programme in accordance with the HRA capital plan.

3 Treasury Management Activities

- 3.1 The Council is required to have regard to the relevant CIPFA and MHCLG Guidance when carrying out its treasury management activities (see paragraph 1.5). The Council is required to set prudential and treasury indicators, including an authorised limit for borrowing, for a three-year period and should ensure that its capital plans are affordable, prudent and sustainable.
- 3.2 The Prudential Code states that, where appropriate, the S151 Officer should have access to specialised advice to enable them to reach their conclusions in respect of affordability and risk. As such, the Council has retained Link Asset Services (LAS) as its specialist treasury management advisors.
- 3.3 LAS's specialist services include the provision of advice to the Council on developments and best practice in treasury management, the creditworthiness of potential counterparties, deposit and borrowing interest rates, and the performance and outlook of the wider economy.

4. Borrowing Policy Statement

- 4.1 The Council is permitted to borrow under the Prudential Framework, introduced with effect from 1st April 2004.
- 4.2 At present the only debt held by the authority relates to twenty loans from the Public Works Loan Board (PWLB) for self-financing of the Housing Revenue Account (HRA). These loans were taken out in 2012 and total £213,572,000.
- 4.3 The Council does anticipate taking further external borrowing of approximately £219 million during the period 2021/22 to 2024/25, including approximately £91 million to fund the Park Street redevelopment project and £119 million to fund Council house building within the HRA.
- 4.4 In the event that external borrowing is undertaken the Council is able as an eligible local authority to access funds at the PWLB Certainty Rate (a 0.20% discount on loans) until 31st October 2021.

- 4.5 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

5. Minimum Revenue Provision (MRP) Policy Statement

- 5.1 Minimum Revenue Provision (MRP) is the revenue charge that the Council is required to make for the repayment of debt, as measured by the underlying need to borrow, rather than actual debt. The underlying debt is needed to finance capital expenditure which has not been fully financed by revenue or capital resources. As capital expenditure is generally expenditure on assets which have a life expectancy of over one year it is prudent to charge an amount for the repayment of debt over the life of the asset or some similar proxy figure.
- 5.2 The Local Authorities (Capital Finance and Accounting) regulations require local authorities to calculate for the financial year an amount of MRP which is considered to be 'prudent'.
- 5.3 There is no requirement to charge MRP where the Capital Financing Requirement (CFR) is nil or negative at the end of the preceding financial year.
- 5.4 The Housing Revenue Account share of the CFR is not subject to an MRP charge.
- 5.5 There is no requirement to make an MRP charge on an asset until the financial year after that asset becomes operational.
- 5.6 The Government has issued revised guidance (effective 1 April 2019) on the calculation of MRP. The Council is required to have regard to the guidance based on the underlying principle that the provision should be linked to the life of the assets for which the borrowing is required.
- 5.7 However, the guidance is clear that differing approaches can be considered as long as the resulting provision is prudent.
- 5.8 In general, the council will make a minimum revenue provision based on the equal installment method, amortising expenditure equally over the

estimated useful life of the asset for which the borrowing is required. However, no provision will be made in respect of expenditure on specific projects where the Head of Finance determines that capital receipts will be generated by the project to repay the debt. Specifically, in respect of the current capital programme:

- The Council has made a loan to a company (which is classed as capital expenditure) to enable it to let intermediate rent properties. This will be financed from internal borrowing. As this loan is to a wholly owned subsidiary company and is secured on assets no MRP will be set aside. However, to ensure that this policy is prudent, the Council will review this loan annually and if the loan is renegotiated. Where there is evidence which suggests that the full amount of the loan may not be repaid or is not secured on assets of appropriate value, it will be necessary to reassess the need to commence MRP to recover the impaired amounts from revenue.
- The Council continues to make capital contributions and loans to the Cambridge Investment Partnership (CIP) – a joint venture and deadlock partnership in which the Council has a 50% stake – to facilitate the development of new housing within the city. These payments are classed as capital expenditure. As the payments are appropriately covered by assets in the CIP and as there are detailed plans to demonstrate that all investment in the CIP will be recovered in less than five years with a significant surplus, no MRP will be set aside. However, to ensure that this policy is prudent, the Council will review the position regularly. Where there is evidence which suggests that the finance provided may not be repaid, it will be necessary to reassess the need to commence MRP to recover the impaired amounts from revenue.
- No MRP will be required on bond investments which are treated as capital expenditure under regulation where those bonds are appropriately secured. This security will be reviewed at least annually.

5.9 The Council approved a programme of investment in commercial property using powers under S12 of the Local Government Act 2003 in October 2016. This is deemed capital expenditure and will be financed from cash balances. MRP will be provided for using the useful life determinant with regard to maximum lives permitted in the revised MHCLG MRP guidance of 50 years for freehold land and 40 years for all other assets. MRP is made on the purchase of these properties from the date that rental income is earned.

- 5.10 The Council has agreed to finance an element of the capital cost of a new community centre at Clay Farm from internal borrowing. Using the asset life method MRP would normally be made over an asset life of 40 years. However, the element of capital cost being funded from internal borrowing will effectively be repaid over a shorter period from receipts of rental income from the tenant and subsidy from the site developer. The current estimate is that this repayment will take approximately 17 years. The Council has decided to make MRP on this accelerated basis in respect of this asset.
- 5.11 The Council is developing a scheme to regenerate its multi-storey car park on Park Street, funded by external borrowing. The source, timing and form of this borrowing is to be determined. This MRP policy will be updated as necessary, in line with guidance, once more details are known.
- 5.12 In 2019/20, the Council made a voluntary overpayment of MRP of £9,545k.

6. The Council's Capital Expenditure and Financing 2020/21 to 2024/25

- 6.1 The Council undertakes capital expenditure on long-term assets. These activities may either be:
- financed immediately through the application of capital or revenue resources (capital receipts, capital grants, developer contributions, revenue contributions, reserves etc.), which has no resultant impact on the Council's borrowing need; or
 - if insufficient financing is available, or a decision is taken not to apply other resources, the funding of capital expenditure will give rise to a borrowing need.
- 6.2 Estimates of capital expenditure forms one of the required prudential indicators. The table below shows the proposed capital expenditure and how it will be financed. Note that this includes both capital expenditure which has been approved through the formal budget setting process, along with forecast capital pressures for which no bid has yet been submitted.

	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
General Fund Capital Expenditure	60,960	41,760	31,291	40,348	13,156
HRA Capital Expenditure	53,789	67,845	97,897	92,192	89,386
Total Capital Expenditure	114,749	109,605	129,188	132,540	102,542
Resourced by:					
• Capital receipts	-13,135	-13,634	-8,695	-9,367	-4,511
• Other contributions	-55,753	-63,665	-43,260	-54,127	-55,023
Total available resources for financing capital expenditure	-68,888	-77,299	-51,955	-63,494	-59,534
Financed from internal and external borrowing	45,861	32,306	77,233	69,046	43,008

7. The Council's Prudential and Treasury Management Indicators

- 7.1 The table below shows the Capital Financing Requirement (CFR), which is the underlying need to incur borrowing for a capital purpose. It also shows the expected debt position over the period. This is termed the Operational Boundary.

Capital Financing Requirement & Cumulative External Borrowing	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
General Fund Capital Financing Requirement	114,894	146,639	171,210	204,907	215,411
HRA Capital Financing Requirement	205,835	205,835	257,936	292,724	324,667
Total Capital Financing Requirement	320,729	352,474	429,146	497,631	540,078
Movement in the Capital Financing Requirement	45,300*	31,745*	76,672*	68,485*	42,447*
Estimated External Gross Debt/Borrowing (Including HRA Reform)	213,572	245,317	321,989	390,474	432,921
Authorised Limit for External Debt	400,000	400,000	450,000	550,000	550,000
Operational Boundary for External Debt	325,729	357,474	434,146	502,631	545,078

*After Minimum Revenue Provision (MRP) of £561,000.

7.2 A further prudential indicator controls the overall level of borrowing externally. This is the Authorised Borrowing Limit (ABL) which represents the limit beyond which borrowing is prohibited and needs to be set and revised by Members. If the above level of Prudential Borrowing is maintained, this limit (ABL) will require increasing from £400.0m to £450.0m in 2022/23, and £550.0m in 2023/24.

7.3 During the above financial years the Council will operate within the 'authorised' and 'operational' borrowing limits contained within the Prudential Indicators set out in the Council's Treasury Management Strategy Statement. The anticipated Prudential & Treasury indicators are shown in Appendix C.

8. Investment Strategy

- 8.1 The Council's overall approach to investment in financial and non-financial assets is outlined in the Capital Strategy presented in a separate report to the Strategy and Resources Committee and Council.

9. Financial Asset Counterparties

- 9.1 The full listing of approved counterparties is presented at Appendix A, showing the category under which, each counterparty has been approved, the appropriate deposit limit and current duration limit.
- 9.2 There is no risk to the capital invested (other than the risk of failure of the financial institution) for fixed term deposits and constant net asset value money market funds.
- 9.3 The Council continually reviews its investment policy and has identified concerns in relation to property holdings within the retail sector. As the Council has a £15 million stake in the CCLA Local Authorities' Property Fund, it has taken steps to be in constant dialogue with our Relationship Manager to assess any changes in their retail sector holdings. He confirmed that the fund holds a small high quality retail investment portfolio (shops) equating to around 3.9% of their total investments.
- 9.4 The Council has made a loan of £7.5 million to Cambridge City Council Housing Company, a wholly owned subsidiary. This loan earns 2.02% and is secured on the properties owned by the company.
- 9.5 The Council has also begun making loans to Cambridge Investment Partnership, a joint venture – see paragraph 5.8 for further details.

10. Brexit Update

- 10.1 The Government's stated target is to leave the EU on 1 January 2021, which it did with a deal.
- 10.2 The Council will continue to monitor the situation and to take advice from its treasury advisors as appropriate.

11. Interest Rates & Interest Received

- 11.1 In support of effective forecasting the Council needs to be aware of the potential influence of interest rates on its treasury management. The Council is provided with regular interest rate forecasts by its treasury advisors, and the latest forecast is presented at Appendix B.
- 11.2 Total interest and dividends of £1,138,100 (on our traditional treasury investments) has been received on the Council's deposits up to 31st December 2020 (for this financial year) at an average rate of 1.17% (1.44% in 2019/20). This has over-achieved the Council's interest budget by £171,100 at this date.

12. Implications

(a) Financial Implications

The prudential and treasury indicators have been amended to take account of known financial activities.

(b) Staffing Implications

None.

(c) Equality and Poverty Implications

No negative impacts identified.

(d) Environmental Implications

None.

(e) Procurement Implications

None.

(f) Community Safety Implications

No community safety implications.

13. Consultation and communication considerations

None required.

14. Background papers

No background papers were used in the preparation of this report.

15. Appendices

Appendix A – The Council's current Counterparty list

Appendix B – Link's opinion on UK Forecast Interest Rates

16. Inspection of papers

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

Author's Name:	Stephen Bevis
Author's Title:	Accountant (VAT & Treasury)
Author's Phone Number:	01223 458153
Author's Email:	Stephen.bevis@cambridge.gov.uk

Appendix A

Treasury Management Annual Investment Strategy

Current Counterparty List

The full listing of approved counterparties is shown below, showing the category under which the counterparty has been approved, the appropriate deposit limit and current duration limits (*references have now been made to RFB & NRFB for UK Banks, with explanations within the Glossary at Appendix D).

Name	Council's Current Deposit Period	Category	Limit (£)
Specified Investments:-			
All UK Local Authorities	N/A	Local Authority	20m
All UK Passenger Transport Authorities	N/A	Passenger Transport Authority	20m
All UK Police Authorities	N/A	Police Authority	20m
All UK Fire Authorities	N/A	Fire Authority	20m
Debt Management Account Deposit Facility	N/A	DMADF	Unlimited
Barclays Bank Plc – NRFB*	Using Link's Credit Criteria	UK Bank	35m
HSBC Bank Plc – NRFB*	Using Link's Credit Criteria	UK Bank	20m
HSBC UK Bank Plc – RFB*	Using Link's Credit Criteria	UK Bank	20m
Standard Chartered Bank	Using Link's Credit Criteria	UK Bank	20m
Bank of Scotland Plc (BoS) – RFB*	Using Link's Credit Criteria	UK Bank	20m
Lloyds Bank Plc – RFB*	Using Link's Credit Criteria	UK Bank	20m
Name	Council's Current Deposit Period	Category	Limit (£)
National Westminster Bank Plc (NWB) – RFB*	Using Link's Credit Criteria	UK Nationalised Bank	20m
Santander UK Plc	Using Link's Credit Criteria	UK Bank	5m

The Royal Bank of Scotland Plc (RBS) – RFB*	Using Link's Credit Criteria	UK Nationalised Bank	20m
Other UK Banks	Using Link's Credit Criteria	UK Banks	20m
Members of a Banking Group	Using Link's Credit Criteria	UK Banks and UK Nationalised Banks	30m
Svenska Handelsbanken UK	Using Link's Credit Criteria	UK Bank	5m
Enhanced Cash Funds (Standard & Poor's: AAAf/S1, Fitch: AAA/S1)	Over 3 months and up to 1 year	Financial Instrument	10m (per single counterparty)
Enhanced Money Market Funds (not below AAf) – VNAV	Over 3 months and up to 1 year	Financial Instrument	5m (per fund)
Money Market Funds (AAAf) – CNAV, VNAV & LVNAV	Liquid Rolling Balance	Financial Instrument	15m (per fund) with no maximum limit overall
Custodian of Funds	Requirement for Undertaking Financial Instruments	Fund Managers	Up to 15m (per single counterparty)
UK Government Treasury Bills	Up to 6 months	Financial Instrument	15m
Name	Council's Current Deposit Period	Asset Value (£'m) – as at 23rd November 2020	Limit (£)
Other Specified Investments - UK Building Societies:-			
Nationwide Building Society	1 month or in line with Link's Credit Criteria, if longer	245,732	Assets greater than £100,000m - £20m
Yorkshire Building Society		52,815	
Coventry Building Society		48,771	

Skipton Building Society		23,648	Assets between £50,000m and £99,999m - £5m
Leeds Building Society		21,162	
Principality Building Society		10,483	Assets between £5,000m and £49,999m - £2m
West Bromwich Building Society		5,565	
Non-Specified Investments:-			
All UK Local Authorities – longer term limit	Over 1 year and up to 5 years	Local Authority	Up to 35m (in total)
Cambridge City Council Housing Working Capital Loan Facility*	Up to 1 year	Loan	200,000
CCHC Investment *	Rolling Balance	Loan (Asset Security)	7,500,000
Cambridge Investment Partnership (Mill Road)*	Rolling Balance	Loan (Asset Security)	17,800,000
Cambridge Investment Partnership (Cromwell Road)*	Rolling Balance	Loan (Asset Security)	48,300,000
CCLA Local Authorities’ Property Fund	Minimum of 5 years	Pooled UK Property Fund	Up to 15m
Name	Council’s Current Deposit Period	Category	Limit (£)
Certificates of Deposit (with UK Banking Institutions)	Liquid Rolling Balance	Financial Instrument	15m (per single counterparty)
Certificates of Deposit (with UK Building Societies)	Liquid Rolling Balance	Financial Instrument	2m (per single counterparty)
Certificates of Deposit (with Foreign Banking Institutions)	Liquid Rolling Balance	Financial Instrument	2m (per single counterparty)

Enhanced Cash Funds (Standard & Poor's: AAf/S1, Fitch: AA/S1)	Over 1 year and up to 5 years	Financial Instrument	10m (per single counterparty)
Enhanced Money Market Funds (not below AAf) - VNAV	Over 1 year and up to 5 years	Financial Instrument	5m (per fund)
Commercial Property Investments funded from cash balances	Over 1 year	Commercial Property	25m (in total)
Municipal Bonds Agency	N/A	Pooled Financial Instrument Facility	50,000
Secured Local Bond in Local Businesses – Using Allia Limited	N/A	Local Business Bond	Up to £5m in total
Supranational Bonds – AAA	Using Link's Credit Criteria	Multi-lateral Development Bank Bond	15m
UK Government Gilts	Over 1 year & up to 30 Years	Financial Instrument	15m

Note: In addition to the limits above, the total non-specified items over 1 year (**excluding balances with related parties***) will not exceed £50 million.

Appendix B

Link Asset Services Opinion on Forecast UK Interest Rates – As Currently Predicted

Introduction

The paragraphs that follow reflect the views of the Council's treasury management advisors (Link Asset Services) on UK Interest Rates as currently predicted.

Interest rates

The Bank of England voted unanimously to keep interest rates on hold at 0.10%.

In addition, they have decided unanimously to maintain their policy on government bonds and sterling non-financial investment-grade corporate bond purchases, financed by the issuance of central bank reserves and allowing them to maintain the target for the total stock of asset purchases at £745 billion. The vote took place on 17 September 2020. The vote was 9-0 in favour to keep Bank Rate unchanged. Link Asset Services has provided the following interest rate forecast, also issued on 17 September 2020:-

	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank rate	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	-	-	-	-
3 month LIBID	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	-	-	-	-
6 month LIBID	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	-	-	-	-
12 month LIBID	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	-	-	-	-
5yr PWLB rate	1.90%	1.90%	2.00%	2.00%	2.00%	2.00%	2.00%	2.10%	2.10%	2.10%	2.10%
10yr PWLB rate	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%	2.20%	2.30%	2.30%	2.30%
25yr PWLB rate	2.50%	2.50%	2.50%	2.50%	2.60%	2.60%	2.60%	2.70%	2.70%	2.70%	2.70%
50yr PWLB rate	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.50%	2.50%

Appendix C

PRUDENTIAL & TREASURY MANAGEMENT INDICATORS

	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000
PRUDENTIAL INDICATORS					
Capital expenditure					
- General Fund	60,960	41,760	31,291	40,348	13,156
- HRA	53,789	67,845	97,897	92,192	89,386
Total	114,749	109,605	129,188	132,540	102,542

	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000
Capital Financing Requirement (CFR) as at 31 March					
- General Fund	114,894	146,639	171,210	204,907	215,411
- HRA	205,835	205,835	257,936	292,724	324,667
Total	320,729	352,474	429,146	497,631	540,078
Change in the CFR	45,300*	31,745*	76,672*	68,485*	42,447*
Deposits at 31 March	122,800	112,100	132,900	115,300	95,700
External Gross Debt	213,572	245,317	321,989	390,474	432,921
Ratio of financing costs to net revenue stream					
-General Fund	-1,045	-742	-842	-361	-61
-HRA	7,119	7,263	7,885	8,251	8,508
Total	6,074	6,521	7,043	7,890	8,447
% of net revenue expenditure					
-General Fund	-5.65%	-4.58%	-5.39%	-2.47%	-0.40%
-HRA	16.40%	16.29%	16.64%	16.42%	16.20%
Total (%)	10.75%	11.71%	11.25%	13.95%	15.80%

*After £561,000 Minimum revenue Provision.

PRUDENTIAL & TREASURY MANAGEMENT INDICATORS

	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Estimate 2023/24 £'000	Estimate 2024/25 £'000
TREASURY INDICATORS					
Authorised limit					
for borrowing	400,000	400,000	450,000	550,000	550,000
for other long term liabilities	0	0	0	0	0
Total	400,000	400,000	450,000	550,000	550,000

Operational boundary					
for borrowing	325,729	357,474	434,146	502,631	545,078
for other long term liabilities	0	0	0	0	0
Total	325,729	357,474	434,146	502,631	545,078
Upper limit for total principal sums deposited for over 364 days					
	50,000	50,000	50,000	50,000	50,000
Upper limit for fixed & variable interest rate exposure					
Net interest on fixed rate borrowing/deposits	6,074	6,844	8,467	8,749	8,003
Net interest on variable rate borrowing/deposits	-15	-15	-17	-17	-17
Maturity structure of new fixed rate borrowing		Upper Limit	Lower Limit		
10 years and above (PWLBBorrowing for HRA Reform)		100%	100%		

Appendix D

Treasury Management – Glossary of Terms and Abbreviations

Term	Definition
Authorised Limit for External Borrowing	Represents a control on the maximum level of borrowing

Term	Definition
Capital Expenditure	Expenditure capitalised in accordance with regulations i.e. material expenditure either by Government Directive or on capital assets, such as land and buildings, owned by the Council (as opposed to revenue expenditure which is on day to day items including employees' pay, premises costs and supplies and services)
Capital Financing Requirement	A measure of the Council's underlying borrowing need i.e. it represents the total historical outstanding capital expenditure which has not been paid for from either revenue or capital resources
Certificates of Deposit (CDs)	Low risk certificates issued by banks which offer a higher rate of return
CIP	Cambridge Investment Partnership
CIPFA	Chartered Institute of Public Finance and Accountancy
Corporate Bonds	Financial instruments issued by corporations
Counterparties	Financial Institutions with which funds may be placed
Credit Risk	Risk of borrower defaulting on any type of debt by failing to make payments which it is obligated to do
Enhanced Cash Funds	Higher yielding funds typically for investments exceeding 3 months
Eurocurrency	Currency deposited by national governments or corporations in banks outside of their home market
External Gross Debt	Long-term liabilities including Private Finance Initiatives and Finance Leases
Government CNAV	Highly liquid sovereign stock based on a Constant Net Asset Value (CNAV)
HRA	Housing Revenue Account - a 'ring-fenced' account for local authority housing where a council acts as landlord
HRA Self-Financing	A new funding regime for the HRA introduced in place of the previous annual subsidy system

Term	Definition
London Interbank Offered Rate (LIBOR)	A benchmark rate that some of the leading banks charge each other for short-term loans
London Interbank Bid Rate (LIBID)	The average interest rate which major London banks borrow Eurocurrency deposits from other banks
Liquidity	A measure of how readily available a deposit is
Low Volatility Net Asset Value (LVNAV)	Highly liquid sovereign stock based on a Constant Net Asset Value (CNAV)
MHCLG	Ministry for Housing, Communities & Local Government (formerly the Department for Communities & Local Government, DCLG)
MPC	Monetary Policy Committee - The Bank of England Committee responsible for setting the UK's bank base rate
Minimum Revenue Provision (MRP)	Revenue charge to finance the repayment of debt
NHBC	National House Building Council
Non Ring-Fenced Bank (NRFB)	Government & Bank of England rules apply to all UK Banks from 1 January 2019, requiring them to split their business into 'core' retail and investment units known as Ring and Non Ring Fenced Banks
Non-Specified Investments	These are investments that do not meet the conditions laid down for Specified Investments and potentially carry additional risk, e.g. lending for periods beyond 1 year
Operational Boundary	Limit which external borrowing is not normally expected to exceed
PWLB	Public Works Loans Board – an Executive Government Agency of HM Treasury from which local authorities and other prescribed bodies may borrow at favourable interest rates
Quantitative Easing (QE)	A financial mechanism whereby the Central Bank creates money to buy bonds from financial institutions, which reduces interest rates, leaving businesses and individuals to borrow more. This is intended to lead to an increase in spending, creating more jobs and boosting the economy

Term	Definition
Ring Fenced Bank (RFB)	Government & Bank of England rules apply to all UK Banks from 1 January 2019, requiring them to split their business into 'core' retail and investment units known as Ring and Non Ring Fenced Banks
Security	A measure of the creditworthiness of a counterparty
Specified Investments	Those investments identified as offering high security and liquidity. They are also sterling denominated, with maturities up to a maximum of 1 year, meeting the minimum 'high' credit rating criteria where applicable
Supranational Bonds	Multi-lateral Development Bank Bond
UK Government Gilts	Longer-term Government securities with maturities over 6 months and up to 30 years
UK Government Treasury Bills	Short-term securities with a maximum maturity of 6 months issued by HM Treasury
Variable Net Asset Value (VNAV)	MMF values based on daily market fluctuations to 2 decimal places known as mark-to-market prices
Weighted Average Life (WAL)	Weighted average length of time of unpaid principal
Weighted Average Maturity (WAM)	Weighted average amount of time to maturity
Yield	Interest, or rate of return, on an investment

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RECOMMENDATION TO COUNCIL (The Executive)
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Budget-Setting Report (BSR) 2021/22

Recommendations of the Executive, which met on 8 February 2021, are set out in the Budget Setting Report which went to Strategy & Resources Scrutiny Committee on 8 February 2021 (version 1).

Unless otherwise specified, all references in the recommendations to Appendices, pages and sections relate to the Budget-Setting Report found via the Council agenda page:

[Agenda for Council on Thursday, 25th February, 2021, 6.00 pm - Cambridge Council](#)

Accordingly, Council is recommended to:

- i. Approve Revenue Pressures and Bids shown in Appendix C(b) and Savings shown in Appendix C(c) of the officer's report.
- ii. Approve Non-Cash Limit items as shown in Appendix C(d) of the officer's report.
- iii. Agree there are no bids to be funded from External or Earmarked Funds (which would be included as Appendix C(e) of the officer's report).
- iv. Approve delegation to the Chief Financial Officer (Head of Finance) of the calculation and determination of the Council Tax taxbase (including submission of the National Non-Domestic Rates Forecast Form, NNDR1, for each financial year) which is set out in Appendix A(a) of the officer's report.
- v. Approve the level of Council Tax for 2021/22 as set out in Appendix A (b) and Section 4 [page 20 of the BSR refers].

Note that the Cambridgeshire Police and Crime Panel will meet by 3 February 2021 to consider the precept proposed by the Police and Crime Commissioner, Cambridgeshire & Peterborough Fire Authority will meet on 11 February 2021 and Cambridgeshire County Council will meet on 9

or 12 February 2021 to consider the amounts in precepts to be issued to the City Council for the year 2021/22.

- vi. Approve delegation to the Head of Finance to finalise changes relating to any corporate and/or departmental restructuring and any reallocation of support service and central costs, in accordance with the CIPFA Service Reporting Code of Practice for Local Authorities (SeRCOP).
- vii. Agree any recommendations in respect of the proposals outlined in Appendix D(a) of the officer's report for inclusion in the Capital Plan.
- viii. Approve the revised Capital Plan for the General Fund as set out in Appendix D(c) of the officer's report and the Funding as set out in Section 6, page 29 of the BSR.
- ix. Note the impact of revenue and capital budget approvals and approve the resulting level of reserves to be used to support the budget proposals as set out in the table [Section 8, page 49 of the BSR refers].
- x. Approve the updated Corporate Plan 2019 - 2022, attached at Appendix B of the officer's report.

Item

Strategy & Resources 8 February 2021 - Finance and Resources Portfolio: Budget-Setting Report (BSR) 2021/22

To:

Councillor Mike Davey, Executive Councillor for Finance and Resources Portfolio

Report by:

Caroline Ryba, Head of Finance

Tel: 01223 - 458134 Email: caroline.ryba@cambridge.gov.uk

Wards affected:

(All) Abbey, Arbury, Castle, Cherry Hinton, Coleridge, East Chesterton, King's Hedges, Market, Newnham, Petersfield, Queen Edith's, Romsey, Trumpington, West Chesterton

Key Decision

1. Executive Summary

Overview of Budget-Setting Report

- 1.1 At this stage in the 2021/22 budget process the range of assumptions on which the Medium-Term Financial Strategy (MTFS) was based need to be reviewed, in light of the latest information available, to determine whether any aspects of the strategy need to be revised. This then provides the basis for the budget considerations.
- 1.2 The Budget-Setting Report (BSR), which is attached, includes the updated Corporate Plan and detailed revenue bids and savings and capital proposals and sets out the key parameters for the detailed recommendations and budget finalisation being considered at this meeting. This report reflects recommendations that will be made to The Executive on 8 February 2021 and then to Council, for consideration at its meeting on 25 February 2021.
- 1.3 The recommendations that follow refer to the strategy outlined in the BSR and all references to Appendices, pages and sections relate to the Budget-Setting Report 2021/22 (Version 1 – Strategy & Resources) as reported to and seeking recommendations at Strategy & Resources Scrutiny Committee on 8 February 2021.

2. Recommendations

The Executive Councillor is recommended to:

General Fund Revenue Budgets: [Section 5, page 23 refers]

- a) Agree any recommendations for submission to the Executive in respect of:
 - Revenue Pressures and Bids shown in Appendix C(b) and Savings shown in Appendix C(c).
 - Non-Cash Limit items as shown in Appendix C(d).
 - There are no bids to be funded from External or Earmarked Funds (which would be included as Appendix C(e)).
- b) Recommend to Council formally confirming delegation to the Chief Financial Officer (Head of Finance) of the calculation and determination of the Council Tax taxbase (including submission of the National Non-Domestic Rates Forecast Form, NNDR1, for each financial year) which is set out in Appendix A(a).
- c) Recommend to Council the level of Council Tax for 2021/22 as set out in Appendix A (b) *(to follow for Council)* and Section 4 [page 20 refers].

Note that the Cambridgeshire Police and Crime Panel will meet by 3 February 2021 to consider the precept proposed by the Police and Crime Commissioner, Cambridgeshire & Peterborough Fire Authority will meet on 11 February 2021 and Cambridgeshire County Council will meet on 9 or 12 February 2021 to consider the amounts in precepts to be issued to the City Council for the year 2021/22.

Other Revenue:

- d) Recommend to Council delegation to the Head of Finance authority to finalise changes relating to any corporate and/or departmental restructuring and any reallocation of support service and central costs, in accordance with the CIPFA Service Reporting Code of Practice for Local Authorities (SeRCOP).

Capital: [Section 6, page 25 refers]

Capital Plan:

- e) Agree any recommendations for submission to the Executive in respect of the proposals outlined in Appendix D(a) for inclusion in the Capital Plan.
- f) Subject to (e) above, recommend to Council the revised Capital Plan for the General Fund as set out in Appendix D(c) and the Funding as set out in Section 6, page 29.

General Fund Reserves:

- g) Note the impact of revenue and capital budget approvals and approve the resulting level of reserves to be used to support the budget proposals as set out in the table [Section 8, page 49 refers].

Corporate Plan:

- h) Recommend to Council the updated Corporate Plan 2019 - 2022, attached at Appendix B.

3. Background

- 3.1 The Corporate Plan sets out what the Council will do, while the BSR sets out how that activity will be funded. It is the Council's top level planning document, from which service-level operational plans and individual personal objectives are derived.
- 3.2 The Corporate Plan 2019/22 was signed off and adopted early in 2019. In the context of the Executive having defined their top priorities in the summer of 2020, the plan has been restructured to reflect those three priorities. The plan has also been updated to reflect new activities that will be priorities next year (e.g. the Council's response to coronavirus) and activities that have been completed or amended in the context of changing circumstance.
- 3.3 At its meeting on 22 October 2020, Council gave initial consideration to the budget prospects for the General Fund for 2020/21 and future years in the Medium-Term Financial Strategy (MTFS) 2020.
- 3.4 The overall BSR to Strategy & Resources Scrutiny Committee on 8 February 2021 includes a review of all the factors relating to the overall financial strategy that were included in the MTFS.
- 3.5 The report to The Executive on 8 February 2021 may include details of the Government's Final Settlement for 2021/22. The announcement is likely to be made shortly after the conclusion of the consultation period in January 2021.
- 3.6 Further work may be required on detailed budgets, so delegation to the Head of Finance is sought from Council for authority to finalise changes relating for example, to the reallocation of departmental administration, support service and central costs, in accordance with the CIPFA Service Reporting Code of Practice for Local Authorities (SeRCOP).

4. Council Tax Reduction Scheme

- 4.1 The Council Tax Reduction local scheme meets the Council's commitment to protect as many people as possible from any decrease in the level of support and the scheme will continue for the 2021/22 financial year.
- 4.2 The scheme already allows for uplifting of incomes and allowances in line with Housing Benefit regulations and the Consumer Price Index in the preceding September each year.
- 4.3 Preceptors are informed of any changes to the scheme each year

5. Implications

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

(a) Financial Implications

Financial implications of budget proposals are summarised in the General Fund Budget Setting Report 2021/22.

(b) Staffing Implications

Staffing implications of budget proposals are also summarised in the General Fund Budget Setting Report 2021/22.

(c) Equality and Poverty Implications

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

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

(d) Environmental Implications

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

- +H / +M / +L: to indicate that the proposal has a high, medium or low positive impact.

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

(e) Procurement Implications

Any procurement implications will be outlined in the BSR 2021/22.

(f) Community Safety Implications

Any Community Safety Implications will be outlined in the BSR 2021/22.

6. Consultation and communication considerations

Budget proposals are based on the requirements of statutory and discretionary service provision. Public consultations are undertaken throughout the year and can be seen at: cambridge.gov.uk/Consultations

7. Background papers

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

- Budget Setting Report 2020/21
- Medium-Term Financial Strategy (MTFS) October 2020
- Individual Equality Impact Assessments

8. Appendices

The following item is included in this report:

- Budget-Setting Report 2021/22 Version 1, February 2020 (covering 2020/21 to 2025/26)

9. Inspection of papers

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

Authors' Names:	Caroline Ryba
Authors' Phone Numbers:	01223 - 458134
Authors' Emails:	caroline.ryba@cambridge.gov.uk

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Version 2.0
Council

Budget-Setting Report 2021/22

February
2021

2021/22

Cambridge City Council



Version Control

Current	Version No.	Revised version / updates for:	Content / Items for Consideration
	1	Strategy & Resources Scrutiny Committee (8 February 2021) The Executive (8 February 2021)	<ul style="list-style-type: none"> – Budget overview and budget proposals – Opposition budget amendment proposals – Proposals of the Executive
	2	Council (25 February 2021)	Final Proposals to Council incorporating updates relating to: <ul style="list-style-type: none"> - Final Local Government Finance Settlement 2021/22 - Appendix A(b) Council Tax Setting following receipt of County Council, Police, Fire and Combined Authority precepts
	3	Council (Final)	Approved Budget-Setting Report incorporating <ul style="list-style-type: none"> - Decisions of Council - Any other final amendments

Anticipated Precept Setting Dates

Cambridgeshire Police & Crime Commissioner	Cambridgeshire & Peterborough Fire Authority	Cambridgeshire County Council	Cambridgeshire & Peterborough Combined Authority
3 February 2021	11 February 2021	9 or 12 February 2021	-

Contents

Section No.	Topic	Page No.
	Foreword by the Leader of the Council and the Executive Councillor for Finance and Resources	
1	Introduction	1
2	National and local policy context	3
3	Budget consultation	12
4	General Fund resources	13
5	General Fund revenue budgets	23
6	General Fund capital budgets	25
7	General Fund: Expenditure and funding 2019/20 to 2024/25	30
8	Risks and reserves	40
9	Future strategy and recommendations	50
10	Section 25 report	56

Appendices

Reference	Topic	Page No.
A(a)	Calculation of council tax base 2020/21	61
A(b)	<i>Council tax setting 2020/21 (Council version only)</i>	62
B	Corporate Plan 2019/22	64
C(a)	Local Poverty Rating Index to assist in assessing budget proposals	73
C(b)	Budget proposals by type – pressures and bids	74
C(c)	Budget proposals by type – savings	85

Reference	Topic	Page No.
C(d)	Budget proposals by type – non-cash limit	93
C(e)	Budget proposals by type - external bids (None)	-
D(a)	Budget proposals by type - capital	96
D(b)	Capital approvals since MTFS 2020	103
D(c)	Capital plan 2020/21 – 2025/26	104
E	Principal earmarked and specific funds	109
F	Equality Impact Assessment	110
G	Review of charges	129
	Contacts	143

Foreword by the Leader of the Council and the Executive Councillor for Finance and Resources

2020 has been a year like no other year in living memory and 2021 follows in its wake.

The impact of the Coronavirus pandemic has been felt across all communities throughout the world. Cambridge is no different to anywhere else and the Council is not exempt, socially or economically. The financial uncertainty that has been caused by Covid 19 and the challenge to Cambridge and the City Council is exacerbated by the looming implications of Brexit. Although a trade deal was agreed in late December 2020, it remains unclear as to the implications both for the City and the Council. This is clearly far from ideal and makes our financial planning in both the short and long term all the more problematic.

Despite this, and with a huge debt of gratitude to the finance officers in the Council, we have prepared a Budget Setting Report for 2021-22 which will focus on the priorities of the Council, address some of our longer-term financial challenges and start to plan for the future of the Council so that we can continue to serve our residents both effectively and efficiently.

Protecting our City through the Covid-19 pandemic

The pandemic has had a profound impact on the daily life of the people of Cambridge and on delivery and the immediate priorities of all Councils. The national and international response to Coronavirus which culminated in both the first and second lockdowns resulted in substantially reduced economic activity in the city. Like all other sectors of the economy this has created a significant challenge to planning City Council finances.

To address the early and immediate impacts of the crisis an Interim Medium Term Financial Strategy (MTFS) was prepared and was immediately presented at the Council Strategy and Resources Committee in July. The forecasting undertaken at that time indicated a net overspend of £9.8m. The

most significant costs were from loss of income from Car Parking Services and Cambridge Live, allied to increased spending on Housing and homelessness.

A number of savings measures were proposed across the Council reducing the assumed budget gap to £2.1m. This has proved to be remarkably accurate despite the massive uncertainty. Although we have had some funding from central Government it remains unclear if the initial promise made by the Secretary of State that "councils had to do all that it takes" and would then be reimbursed will be honoured, and that the Government commitment to cover all our losses will be fulfilled. At the time of writing the total estimated cost (or net impact) of the Pandemic to the City Council is £16.6m. The Government has given us funding through a range of Grants to a total of £8.3m. The cost to the City Council has therefore been £8.3m, which has been found through a range of mitigation actions. It is therefore expected that we will be using reserves to cover our shortfall, both this year and next. We are left with no other choice.

Our Corporate Plan

The three priorities for the City Council in 2021 are

1. Tackling poverty and inequality and helping people in the greatest need, including cutting homelessness and rough sleeping
2. Leading and co-ordinating the Cambridge response to the climate change emergency and biodiversity crisis
3. Delivering quality services within financial constraints while transforming the council.

1. Tackling poverty & inequality and helping people in the greatest need.

Sadly, and despite the vigorous work undertaken by this Administration, Cambridge continues to be one of the most unequal cities in the country. More and more people are being moved onto Universal Credit and the gap in household income is widening. This has been exacerbated by Covid. All too often, Universal Credit reduces the sums payable to many people than were available to them before from the benefits it replaces.

We will therefore maintain a full Local Council Tax Support Scheme for those on the lowest incomes and fund both extra staff and voluntary agencies to help residents maximise income from housing and council tax benefits. The City Council's £900,000 grants pot will be maintained at existing levels

with a small Covid uplift in recognition of the work carried out and will continue to empower organisations targeting people most in need of help, from welfare benefits advice, tackling child poverty and wider poverty, and support those working to tackle isolation and loneliness.

The pandemic has had a massive impact upon the cultural life of our city. It is our intention, subject of course to ensuring public safety, to continue to support a cross-city cultural offering including the return of free city events for the whole community such as the Big Weekend and November's firework display. We will also work to enhance the work commenced in our management of Cambridge Live, which had started so positively, only to be cruelly cut short by Covid. We will focus on attempting to ensure that the Corn Exchange will be up and running as quickly as possible offering safe high-quality entertainment to the people of the city and beyond and have allocated £1m to make necessary improvements while there is the opportunity including to ensure the venue will be Covid-safe.

To support inclusivity and help tackle isolation and loneliness we will review our work in light of the outstanding support offered by the 14 Mutual Aid networks covering the whole city during the pandemic. However, we remain committed to our work with children and young people and their families across Cambridge, organising activities in local neighbourhoods in response to need, including an extensive programme of free play activities and free meals in school holidays.

In addition, we will enhance our work with the Community Food Hubs as distribution centres for the Cambridge Food Poverty Alliance to deliver additional unused and donated food to vital voluntary project groups across the city. Their outstanding role over the last 9 months must be recognised and built upon.

A core part of our strategy to tackle poverty is to **invest in affordable rent housing and reduce homelessness**. We will deliver more, affordable new homes to address Cambridge's housing crisis where homes in the home ownership and private rental sectors are unaffordable for many, and demand for good quality homes outstrips what is available. Council land and resources will be key contributions in developing new proposals for 1000 additional council homes beyond 2022, as they are in the current five-year programme of over 500 new council homes. Of particular significance will be our commitment to build "passivhaus" compliant homes from 2024 thereby addressing our climate change targets.

We will also enforce improving standards through our licensing scheme for Houses in Multiple Occupation. Our aim is to extend this to work with other properties in the private rented sector to achieve the same for those tenants. Adding to our extensive priority work, directly and through partner voluntary agencies, we will reduce and prevent homelessness and rough sleeping, and develop more permanent, self-contained "Housing First" housing for homeless people, including the support needed for those with complex needs.

The Council and its partners led the way in 2020 by completing its first two new sites in the city providing supported independent housing for homeless people, and more sites will be completed in 2021 and 2022. The lessons learned over the pandemic in tackling homelessness will be incorporated fully in future practice and the new pods for the homeless are a fabulous and welcome development.

2. Action on climate change, biodiversity and the environment

Following the declaration by the Council and others of a Climate Emergency and the need to achieve a net zero carbon city, we will continue to take a lead in reducing emissions and increasing biodiversity. We will, with others, provide community leadership to cut emissions in Cambridge, and in Cambridgeshire partnerships, and support the planned Cambridgeshire Climate Commission as action is essential on a wider scale.

We will further invest in energy efficiency and generation projects as set out in our carbon management plan, and research possibilities for investing in large scale solar panel and energy projects in the next few years, reducing further the council's emissions which we've cut by 25% since 2015.

Cambridge's streets and open spaces will be managed for the benefit of both wildlife and people by ensuring that biodiversity protection and enhancement is taken into account in all development decisions and management practices. The ambitious plans outlined in our 2020 budget to increase biodiversity and double wildflower meadows will now be implemented. All work that had to be deferred due to Covid-19 will be reinstated. 2000 extra new trees will be added over the next three years to add to the 33,000 we already maintain in public places across the city, including in locations badly in need of extra greenery.

Electric Vehicle charging points will be installed in our car parks, we will work with the county council in developing on-street charging, and when due for replacement our council vehicles will be replaced by electric where possible. We commit to spending over £300,000 on carbon reduction measures at our swimming pools and will commence replacing our waste fleet with electric vehicles. We will also start to investigate the exciting opportunities offered by hydrogen powered vehicles.

3. Delivering quality services within financial constraints while transforming the council

Local government, particularly District Councils, have been starved of resources for the past ten years and announcements from central Government indicate that this is unlikely to change. As a result, local Councils have endured huge reductions in funding from national taxation. The annual Government Grant to the City Council has dropped from over £5m in 2013 to nil in 2019. In addition, national New Homes Bonus funding, having been over £5m for several years, is also projected to be cut to nil by 2023.

As a result, the City Council, is facing unprecedented challenges over the next five years. On current assumptions our net spend will fall from £25.2m in 2020/21 to £14.4m in 2025/26; and a reduction in the council's spending power of more than 40% in the next 3 years. Even without Covid-19 this would have been a 20% fall. This position is also subject to considerable uncertainty, with unavoidable revenue pressures potentially higher than forecast and a long economic downturn likely to sustain or accelerate the reductions in income seen in 2020/21.

We have already invested in a number of transformation projects, including capital investment in ICT and digital technology and funding for some specialist resources, and have created internal transformation capacity to support services leading and delivering change. This approach has been delivering savings. However, the MTFS shows that transformation will need to progress at a much greater scale and pace over the next two years to deliver the change required to make the council financially sustainable.

Moreover, the Covid-19 pandemic has had a significant impact on the progress of the 2020/21 transformation programme, and there is an ongoing risk that service resource will not have the capacity to deliver transformation as the council continues to respond to the pandemic and/or support the city's recovery.

As a result, we will enhance transformation and recovery programme and ensure the Council is well placed and shaped as an organisation to deliver our corporate objectives – namely tackling poverty and inequality and from Cambridge's success and tackling the climate and biodiversity emergencies. But this has to be done while also setting the council on a financially secure footing for the future. It is therefore likely we may need to invest some of our reserves into this work in the coming years, particularly when some of the existing uncertainty caused by Covid-19 and Brexit is reduced.

However, it is important to stress that in order for us to make this transformation work it must be driven by the wishes of residents and will have our staff at the core of the programme.

Responding to Brexit

As if the above doesn't offer sufficient challenge the impact of leaving the EU looms large. Although agreement was reached in Christmas Eve 2020, the implications of the post-Brexit trade relationship between the EU and the British Government remains uncertain. There is now the likelihood that there will be additional trade barriers with the EU which will hamper business activity, certainly in the short term.

The worst scenarios for Brexit (UK Government, 2018) suggested an 8% reduction in GDP over a period of years whereas the Covid-19 crisis is already estimated to have reduced UK GDP by 13.8% in a single year. Whilst Cambridge is likely to be in a stronger position than most to manage the impact, it would be foolhardy not to cast a weather eye on the ramifications, and the Council, like all institutions will be affected by further uncertainty.

Investment for the future

Since Labour was elected to run the Council in 2014, we have invested over £50m of our funding into a variety of programmes with significant yield. Our core principle has been to invest our reserves to bring economic benefit to the Council. This commitment to use our reserves to invest will be maintained.

We plan to develop our investments in various ways, not only for income but also to help the economy of Cambridge and to invest where we can cut emissions and tackle climate change. This will be particularly important as the City emerges from the crisis of Covid-19. These investments will

include:

- Planned council investment in the proposed Park Street carpark and Aparthotel
- The Cambridge Investment Partnership joint venture with Hill Investment Partnership, with its £230m programme of building over 900 houses. Over 500 of these will add to the stock of council homes for letting to those in priority need, with the further 350 plus being sold to home buyers.

Finally, over the last 6 years and recognition of the sound financial planning and prudent management, we have been able to bring a degree of security to the Council's finances. This will enable us to weather the storm created by Covid-19 and Brexit. However, we believe that there remain sufficient reserves for us to invest further.

We will therefore begin detailed work with regard to retrofitting existing Council property and commit that our future investments will be used to facilitate measures to offset climate change. As such we commit to using a percentage of our reserves over the next two years in innovative "green" investments. We will announce the percentage during the course of the coming financial year when we have greater certainty as to our future financial position post Covid.

Conclusion

Finally, we would like to pay tribute to our excellent staff team and valued partners, whose work is making such a difference to the city we are so proud of, and to its future. Their dedication and flexibility over the last year has demonstrated public service values at their finest. It has been humbling to watch how people have come together to work for and with our communities across the city at a time of such considerable challenge.

Despite the massive uncertainties we have faced, by applying sound and prudent financial management we can invest in our Council and our city. We will continue to tackle poverty and build more affordable housing, whilst addressing climate change. We will continue our work to deliver a fairer and more equal city - "One Cambridge, Fair for All."

Councillor Lewis Herbert, *Leader of the Council*

Councillor Mike Davey, *Executive Councillor for Finance & Resources*

Section 1

Introduction

Purpose

The Budget Setting Report (BSR) is designed to provide an integrated view of the council's finances and outlook, covering General Fund (GF) revenue and capital spending. On 22 October 2020 the council approved the Medium Term Financial Strategy (MTFS). The MTFS set out the financial strategy for the council in light of local and national policy priorities, external economic factors and the outlook for public sector funding. The MTFS also reviewed key assumptions and risks, thereby confirming the framework for detailed budget work for 2021/22 and beyond. The BSR reviews the impacts of developments since the MTFS, setting the financial context for consideration of detailed recommendations and budget finalisation to be made at council on 25 February 2021. The document proposes a detailed budget for the next financial year and indicative budget projections for the following four years.

Background

The MTFS identified a total net savings requirement of around £5.7m for the 5-year period, after taking into account changes to base assumptions. This net savings requirement increases to £9.7m if the average level of indicative unavoidable items is included. These savings requirements stem from reductions in government funding, the additional net cost of services for every new home in the City and unavoidable cost increases and pressures, including those expected to arise from the on-going Covid-19 crisis.

£000	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Net savings requirement	2,156	2,143	1,264	561	(460)	5,664

Key member decision-making dates

Date	Task
8 February 2021	Strategy and Resources Scrutiny Committee considers BSR (all GF portfolios)
8 February 2021	The Executive recommends BSR to Council
25 February 2021	Council approves the budget and sets the council tax for 2021/22

Section 2

National and local policy context

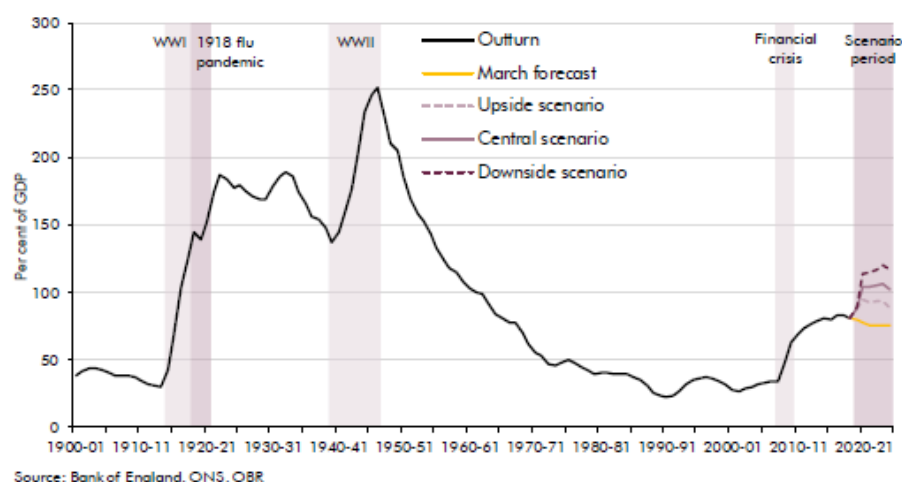
National policy framework

Economic factors

This report would normally reference the Office of Budget Responsibility (OBR)'s semi-annual report on the economic and fiscal outlook. However, at the time of writing the most recent report was published in March 2020, before the onset of the Covid-19 pandemic and its impact on the UK economy. As the existing report is significantly out of date we therefore reference the OBR's Fiscal Sustainability Report (FSR) – July 2020 and economic forecasts and commentary within the Bank of England's (BoE) Monetary Policy Report published earlier in November 2020. The next OBR report is expected on 25 November 2020 to accompany the Spending Review.

The FSR acknowledges significant uncertainties due to the Covid-19 outbreak, presenting three scenarios rather than forecasts. These are 'upside', 'central' and 'downside'. Whilst the upside scenario shows the 2024/25 budget deficit returning to the March 2020 forecast of 2.2% GDP (Gross Domestic Product – a measure of the UK's economic output), the other scenarios predict that the deficit will remain higher, at 4.6% and 6.8% respectively. This delivers an unprecedented rise in peacetime borrowing, with higher levels of public debt even as the budget deficit reduces.

Chart 1: Public sector net debt: coronavirus scenarios versus March forecast

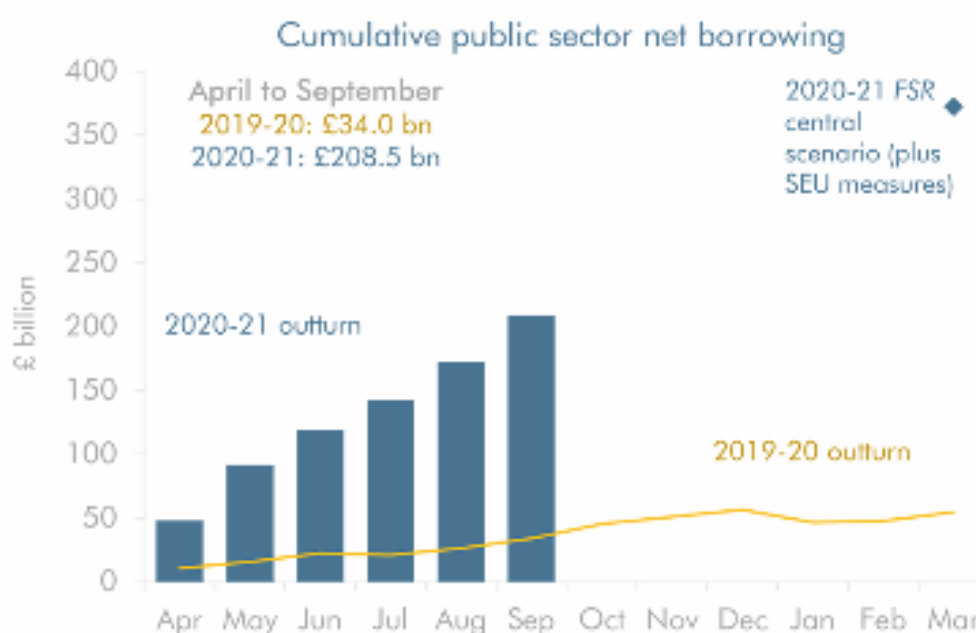


In the short term, the government continues to provide support to the economy and to public spending in general. However, the structural damage implied by the central and downside scenarios and the long-term pressures on spending are likely to give rise to the need to raise tax revenues and/or reduce spending, with knock-on impacts for local government funding. A recent OBR press release indicates that public borrowing is tracking below the central scenario, but with considerable upside risk.

Office for Budget Responsibility (OBR) - Budget deficit tops £200 billion in six months

Monthly public finances release 21 October 2020

Halfway through the 2020-21 fiscal year, cumulative borrowing has reached £208 billion, £51 billion above full-year borrowing in 2009-10 (at the peak of the financial crisis). Year-to-date borrowing is still lower than assumed in the central scenario from our [Fiscal sustainability report](#), as both GDP and tax receipts have fared better than assumed. But with a resurgence in virus cases and the Chancellor announcing new support measures, prospects for the rest of the year remain highly uncertain.

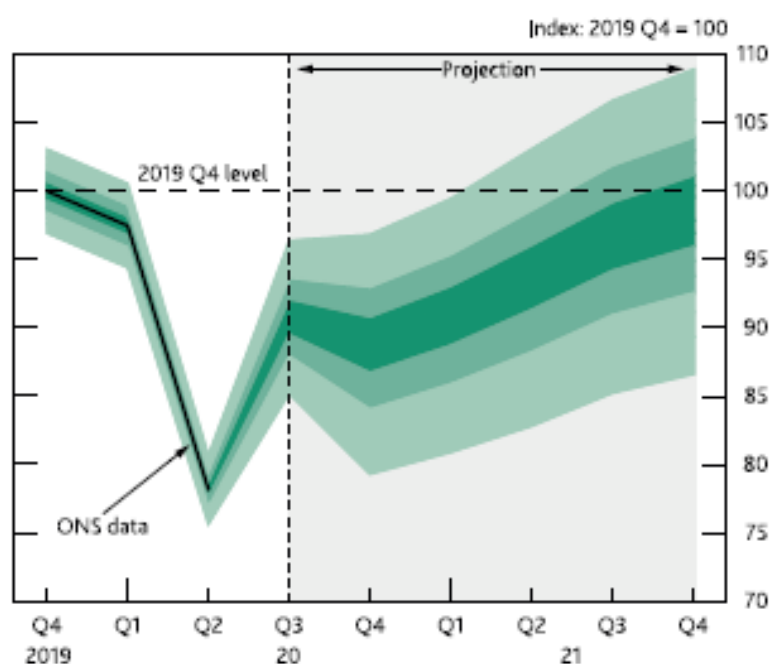


The BoE notes that:

'The (economic) outlook remains unusually uncertain. It will depend on the evolution of the pandemic and measures taken to protect public health around the world, as well as the nature of, and transition to, the new trading arrangements between the European Union and the United Kingdom. It will also depend on the responses of households, businesses and financial markets to these developments.'

The following chart shows the BoE's near-term projections of GDP with a large range of possible of outcomes for Q4 2021 from -14% to +10% of GDP at Q4 2021.

GDP projection based on market interest rate expectations, other policy measures as announced
(November 2020)

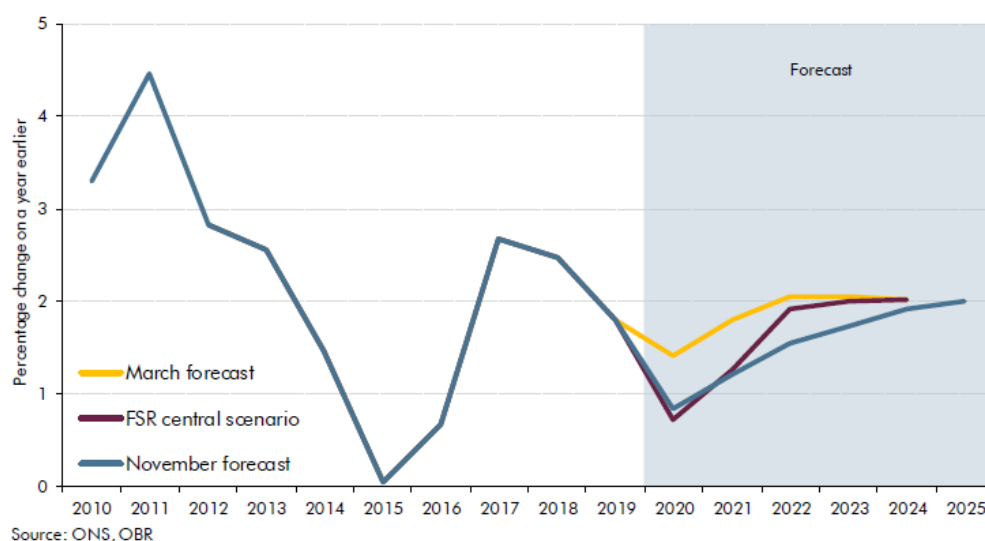


Bank of England forecasts from the November 2020 inflation report are as follows:

Forecast % at December	2020	2021	2022	2023
Gross Domestic Product (GDP) Growth	-11.0	11.0	3.1	1.6
Consumer Price Index (CPI)	0.6	2.1	2.0	2.1
Unemployment rate	6.3	6.7	4.9	4.3
Bank base rate	0.1	-0.1	-0.1	0.0

Against these forecasts, the MTFS shows a marked under provision of inflation of about 0.8% in 2021/22. However, the equivalent OBR forecasts (July 2020) show inflation rising more slowly, reaching 2% by the end of 2022. Furthermore, the OBR's Economic and Fiscal Outlook Report, now published on 25 November 2020, predicts an even slower rise in CPI which does not reach the target level of 2% until 2024 or 2025. As a result of this uncertainty, no adjustment to the underlying inflation assumed in the MTFS is proposed in this report.

Chart 2.24: CPI inflation



2020 Spending review

The outcomes of the spending review were presented by the Chancellor on 25 November 2020. His stated priority is to protect lives and livelihoods against the coronavirus and its economic consequences. As expected, it covered 2021/22 only and therefore provides limited assurance on future funding levels for local authorities. The headlines as they relate to local government and the City Council in particular are:

- Core, non-Covid departmental funding will rise by £14.8bn next year in cash terms. This is translated to an average cash terms increase in core spending power for local authorities of 4.5%
- This increase assumes that Council Tax will go up by 5% on average, with most of this increase as a result of adult social care precepts
- There will be funding of £670m to help those who are struggling to pay their council tax
- Authorities will be compensated for 75% of irrecoverable council tax and business rates
- Compensation for loss of sales fees and charges income will be extended until the end of June 2021
- New Homes Bonus (NHB) will continue for one year
- The business rates multiplier will be frozen for a year, saving businesses £575m over the next five years, local authorities will be compensated for this through s31 grants
- The Fair Funding Review will be delayed further, no target date has been given
- Public Works Loan Board lending rates have been reduced by 1% and its lending terms have been amended in response to the recent consultation

Interest rates

Interest rates are set by the Bank of England's Monetary Policy Committee which reduced the bank base rate from 0.25% to 0.1% on 19 March 2020. The committee maintained that rate at its November 2020 meeting and reported:



Covid continues to hit jobs, incomes and spending...



...and has pushed inflation below our target



We are keeping interest rates low...



...to support the economy and return inflation to our target

Latest projections for interest rates from the council's treasury management advisors (Link Asset Services) at September 2020, set out below, show no rises in rates for the foreseeable future.

	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank rate	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	-	-	-	-
3 month LIBID	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	-	-	-	-
6 month LIBID	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	-	-	-	-
12 month LIBID	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	-	-	-	-
5yr PWLB rate	1.90%	1.90%	2.00%	2.00%	2.00%	2.00%	2.00%	2.10%	2.10%	2.10%	2.10%
10yr PWLB rate	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%	2.10%	2.20%	2.30%	2.30%	2.30%
25yr PWLB rate	2.50%	2.50%	2.50%	2.50%	2.60%	2.60%	2.60%	2.70%	2.70%	2.70%	2.70%
50yr PWLB rate	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.50%	2.50%

Interest rates projection at September 2020 (Link Asset Services)

Local policy priorities – the corporate plan

The local policy priorities for the council are informed by the budget consultation and the council's annual statement which in turn feed into the corporate plan. The plan, shown in Appendix B and recently updated, sets out the key themes and strategic objectives for Cambridge City Council for the years 2019/22. It sets out key activities the council will undertake against three key themes:

- Tackling poverty and inequality and helping people in the greatest need
- Leading Cambridge's response to the climate change emergency and biodiversity crisis
- Delivering quality services within increased financial constraints while transforming the council

City and council recovery from Covid-19

Throughout 2020/21 the council has worked with communities and partners to mitigate the impact of the pandemic on the city, its businesses and its residents. This has included supporting those who are clinically vulnerable with practical assistance through the lockdowns, paying grants to businesses that have been forced to close during periods of Covid restrictions, and working with the council's commercial tenants to support them through the crisis.

The outlook for 2021/22 is uncertain. The approval and roll-out of vaccines is expected to allow restrictions to be lifted and life to return to normal over the year, but it is difficult to predict how quickly this will be possible. The council will continue to work flexibly with others to respond to the needs of the city as the recovery progresses.

To date, the government has provided a number of different funding streams to support this work and limit the financial impact of the crisis on the council. Funding has been announced throughout the year on an ad hoc basis and has therefore been difficult to predict. Where funding for 2021/22 has been announced (see Section 4) and is quantifiable, it has been included in the budget for that year. No further funding has been assumed.

Review of demographic factors

Demographic factors impact on the council's financial strategies in terms of their effect on the level of demand for services, the specific types and nature of services and the income available to the council through council tax.

The direct budgetary impact of increased population could be a simple proportional uplift of service costs. However, in some cases a review of the current model of service delivery will be required, factoring in not only growth in population and dwellings, but also changes in demand, the nature of that demand and the available funding envelope.

With the on-going implementation of the planned housing and economic growth of Cambridge, the city's population is set to increase by more than 20% between 2011 and 2031. The council is already focussed on meeting the needs of new communities and residents through better use of technology, joint services with other local authorities and partnership working (through the Greater Cambridge Partnership and the Combined Authority) in order to lever in funding for infrastructure improvements.

Services use projections and estimates of population growth and the number of new dwellings to plan for the impacts of growth. The expected location of these changes can also be significant. The forecast growth in dwellings between 2011 and 2026 can be seen in two major areas – Trumpington to the south and in Castle ward to the North West. 50% of new housing growth is forecast in these wards up to 2026. This rapid growth brings associated demand on core City services and will be reinforced with the development of Cambridge North (on the site of the Cambridge Water Treatment Works) to the north and the Marleigh development to the east.

Whilst new homes generate new council tax income for providing services, the increase in student accommodation (with council tax exemptions) and the number of inward commuters, plus the particular needs of new residents as they settle into new communities, can present additional service demands and financial pressure. However, this is at a time of on-going financial pressures facing council budgets with the phased withdrawal of core grants from central government.

The council will continue to explore ways to make better use of resources (say, for managing and maintaining new open spaces being created as part of new neighbourhoods and to enable new communities to become established and thrive on their own sooner).

The Greater Cambridge Partnership (GCP)

The City Council is working with Cambridgeshire County Council, South Cambridgeshire District Council, the University of Cambridge and the business community to deliver infrastructure, housing and skills targets as agreed with government in the Greater Cambridge City Deal. The deal consists of a grant of up to £500m, released over a 15 to 20-year period and expected to be matched by up to another £500m from local sources, including through the proceeds of growth. The funding is intended to facilitate continued sustainable economic growth in Greater Cambridge.

The council, with the other local authority partners, have agreed to create an investment and delivery fund from a proportion of New Homes Bonus (NHB). As a result of this, the BSR considers the application of funds from NHB, earmarking part of future uncommitted funding in line with the expected levels of contribution to the fund.

Cambridgeshire and Peterborough Combined Authority

In November 2016, eight organisations¹ in Cambridgeshire, including Cambridge City Council, agreed a devolution deal with the government to form the Cambridgeshire and Peterborough Combined Authority (CPCA). The deal gives delegated powers to the CPCA, an elected Mayor, and brings funding to the region.

It has been agreed that CPCA costs will be funded from the gain share grant and therefore there will be no charge to the City Council for this. The Mayor has the power to raise a precept (i.e. a separate additional element of council tax to fund the running costs of the Mayoral office). The CPCA (but not the Mayor) can levy constituent councils to make a contribution towards its functions but this would need to be unanimously agreed by those authorities through the budget making process for the CPCA. Each council could also decide voluntarily to make a financial contribution to the CPCA.

The city's economy should benefit from the additional investment and improved infrastructure in the local area that the CPCA brings. The construction of 500 new council homes through the delivery of the £70m council building programme, funded from the devolution deal, will bring an income stream to the Housing Revenue account as those houses are handed over and occupied.

¹ Cambridge City Council; Cambridgeshire County Council; East Cambridgeshire District Council; Fenland District Council; Huntingdonshire District Council; Peterborough City Council; South Cambridgeshire District Council; Greater Cambridge Greater Peterborough Local Enterprise Partnership

Shared / partnership services

The following services are delivered in two or three-way partnerships with South Cambridgeshire District Council (SCDC) and Huntingdonshire District Council (HDC):

With SCDC and HDC	With SCDC	With HDC
3C Building Control	Greater Cambridge Shared Waste Service	CCTV
3C ICT	Greater Cambridge Shared Internal Audit Service	
3C Legal	Greater Cambridge Shared Planning Service	
Home Improvement Agency	Payroll	

Cambridge Investment Partnership (CIP)

CIP is a partnership between the City Council and Hill Investment Partnership. It is a 50:50 Limited Liability Partnership (LLP). The investment partnership model provides an opportunity for the council to benefit from the experience and additional resource that a development partner can bring. Each partner shares the financial outputs in proportion to the value of its input, and therefore the model allows the partners to share the development risk and the development uplift arising from a scheme.

The agreed objectives of CIP as set out in the Members Agreement are:

- Investment in the development of land to create successful new places that meet both the financial and social objectives of Cambridge City Council, provided always that individual sites may be developed to meet either financial or social objectives;
- Improve the use of council assets and those of other public sector bodies in the Cambridge, or Cambridge-wide area;
- Maximise the financial return through enhanced asset value;
- Provide a return to the investment partners commensurate to their investment and the level of risk in respect to such investment.

Section 3

Budget consultation

Context and approach

The council has carried out a budget consultation exercise annually since 2002, using a variety of quantitative and qualitative methods. This year the Leader of the Council, Cllr Lewis Herbert, hosted two virtual events in November 2020 to discuss the council's budget priorities and challenges facing the city with local business and community representatives. The events provided the opportunity to listen to the Leader's view, participate in discussion and make comments about the path the council is looking to follow.

During October and November 2020, a short online questionnaire was circulated to business representatives to hear their views about what they felt should be the priorities of the council, their satisfaction with council services relating to business and the approaches the council might take in balancing the budget. The broad themes from the responses have been used to help inform members' consideration of the council's developing budget. The findings from the survey showed that local business respondents felt that collecting rubbish and recycling, managing parks and public spaces, delivering environmental improvements and planning for future development were the most important council services for them. They also thought the council should deliver some services to a reduced specification as the most favoured ways to find budget savings. The most pressing local priorities for respondents included supporting economic recovery in the city in the context of coronavirus and tackling climate change.

The events were recorded with the consent of participants and the slides and videos are available to view via the council's website. In addition to this structured engagement and consultation, leading Councillors and senior council staff have engaged ever more closely with the business community in Cambridge this year in the context of coronavirus. The city council administered £23m+ of Government business support grants and working closely with the BID and others to ensure the safe re-opening of the city centre after lockdown. This closer working relationship has also informed the council's thinking on its priorities in the coming years

Section 4

General Fund resources

Local government finance settlement 2021/22

In December 2015, a four-year funding guarantee confirmed revenue support grant (RSG) and baseline levels of business rates for 2016/17 to 2019/20. A single year funding settlement was announced for 2020/21, with a commitment to a three-year spending review and financial settlement in autumn 2020. However, the Covid-19 outbreak early in the year has created unprecedented financial pressures and uncertainties, with no clear indication of when the pandemic will be brought to end or what the financial outcomes will be. As a result, the government has undertaken a single-year spending review and financial settlement for 2021/22 only.

The provisional finance settlement was published on 17 December 2020 and provides funding figures for 2021/22 only. The final settlement, confirming funding for 2021/22, was published on 4 February 2021.

Fair funding review and reforms to business rates retention

The fair funding review is intended to identify new baseline funding allocations for local authorities by delivering an up-to-date assessment of their relative needs and resources, using the best available evidence. The government intends that reform of the business rates retention system will sit alongside the wider changes to the local government finance system considered in the fair funding review, with changes originally intended to be introduced in for 2020/21. However, this was delayed initially to 2021/22, and the Chancellor confirmed on 25 November 2020 that this has now been further postponed as a result of the Covid pandemic. Instead, a fundamental review of the business rates system will be published in the spring of 2021. There remains, therefore significant uncertainty surrounding the level of business rate income the council is likely to receive in future years.

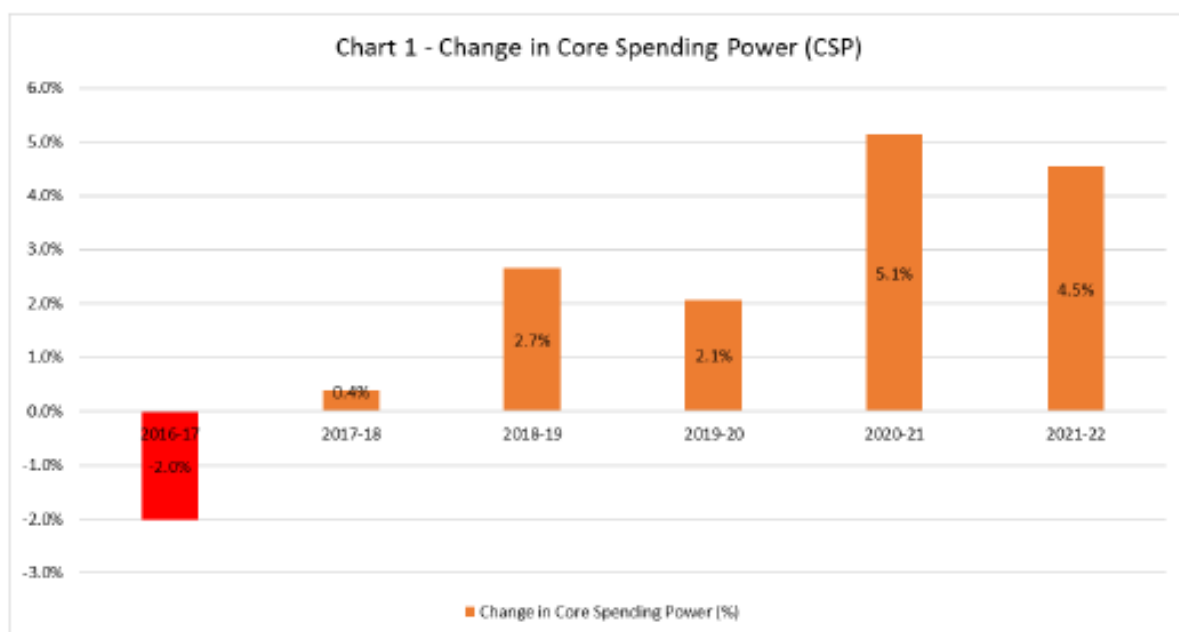
Core spending power

The settlement sets out the following funding allocation for the council, which when combined with council tax income makes up the core spending power of the council, as defined by the government.

Element of core spending power (£000)	2020/21 Final	2021/22 Provisional	2021/22 Final	Change 2020/21 to 2021/22 Final
Settlement Funding Assessment (SFA):				
- Revenue Support Grant (RSG)	-	-	-	-
- Business rates baseline	4,272	4,272	4,272	0.0%
	4,272	4,272	4,272	0.0%
Compensation for under-indexation of business rate multiplier	171	223	223	3.0%
New Homes Bonus (NHB) grant ¹ including returned funding	4,913	3,458	3,458	(29.6%)
Lower Tier Services Grant	-	988	988	-
Council tax income ¹	9,001	9,416	9,416	4.6%
Core spending power	18,357	18,357	18,357	0.0%

¹ – Figures based on government projections

The chart below shows, for the provisional settlement, changes in core spending power for England as a whole.



Whilst the average core spending power increase for authorities was 4.5% (final settlement 4.6%), the City Council has no cash increase this year. A new un-ringfenced grant has been announced, the Lower Tier Services Grant, which has re-purposed funding no longer needed for NHB to ensure that no authority has a decrease in core spending power, assuming that the maximum allowable increase in council tax is approved.

The core spending power measure for Cambridge City Council shows a decline of 6.78% between 2016/17 and 2021/22, compared with an average increase of 17.11% for England.

Covid-19 funding package for 2021/22

Alongside the provisional local government finance settlement, the following funding streams were announced to support authorities to address the impacts of the pandemic:

- £1.55bn of unringfenced grant to manage the immediate and long-term impacts of the pandemic: the council's allocation will be £652k
- £670m to enable councils to continue reducing council tax bills for those least able to pay: the council's allocation will be £164k
- An extension to the sales fees and charges income compensation scheme, with amounts dependent on losses between March and June 2021 compared with income budgets baselined at 2020/21 levels
- A local tax income guarantee scheme to cover 75% of irrecoverable 2020/21 council tax and business rate losses

Future prospects

There is considerable uncertainty relating to the SFA for 2022/23 onwards. The on-going economic impacts of the Covid-19 pandemic and Brexit will influence the levels of funding available. The government has committed to work with the sector to address issues within the funding system, so the outcomes of the review of business rates, 75% business rates retention, changes to the tier split between upper and lower tier authorities, the fair funding review and the business rates baseline reset may or may not move forward to implementation. All these changes appear to represent a total rebasing of the business rate funding system for local government. The council has modelled the possible trajectory of the SFA but is aware that considerable risk remains around these projections. It

is also noted that as RSG has now declined to zero and the business rates tariff adjustment / negative RSG has been subsumed within the SFA.

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
SFA / business rates baseline	4,272	4,086	4,086	4,086	4,086
Growth element	1,325				
Business rates income	5,597	4,086	4,086	4,086	4,086

Local retention of business rates

The SFA approach enables local authorities to benefit directly from supporting local business growth. The assessment includes a baseline level of business rates receivable (indexed linked from an initial assessment in 2013/14) with the level of rates receivable above that being taken by government as a 'tariff' – which will be used to 'top up' local authorities who would receive less than their funding level. The fair funding review will reset this baseline.

In addition, the council can retain 50% of any business rates collected above the assumed baseline level, paying the remainder to central government as a 'levy'. If business rates income falls to less than 92.5% of the baseline, the council receives a 'safety net' payment so that any loss of income below the baseline is capped at 7.5%.

One of the challenges faced by all authorities is effectively predicting the level of movement in the business rate tax base. This is dependent on accurately forecasting the timing and incidences of new properties, demolitions and significant refurbishments – together with the consequent effect on valuations. This is further complicated by the need to assess the level of appeals that will be lodged.

It remains difficult to forecast the appeals position accurately. There was a business rates revaluation at 1 April 2017. Alongside this there was a move to a process of 'Check, Challenge, Appeal' in respect of valuations. Whilst there has now been some activity in respect of businesses appealing their rateable values, forecasting the appeals position for the 2017 list remains particularly challenging. There are also uncertainties in respect of residual 2010 list appeals, with appeals settled elsewhere in the country having knock-on effects nationally.

The above ongoing uncertainties have been compounded this year by the impact of the Covid pandemic and the government's response to it. Significant additional reliefs have been granted to specific sectors during the year, such as retail and nurseries. Other impacts have included a significant increase in empty property relief claimed, and a decrease in collection rates. It is not yet clear the extent to which some of these effects may be short-lived, or whether there will be a longer-term effect as the economy recovers. The government has directly compensated local authorities for some of these effects (such as expanded retail relief) and has also announced a scheme to compensate for up to 75% of irrecoverable losses incurred in 2020/21.

The current forecast is that the council's share of the deficit on the collection fund in respect of business rates will be £24.4m at 31 March 2021. The vast majority of this deficit relates to additional reliefs granted by the government in response to Covid, and the Council is expecting to receive an additional £21.1m of grant money from the government as direct compensation for these losses. In normal circumstances, this deficit would impact the council's General Fund in the following financial year, i.e. 2021/22. However, due to the pandemic, the government has issued instructions that 2020/21 collection fund deficits should exceptionally be spread over the three financial years from 2021/22 to 2023/24. Whilst the council has no choice over this treatment, it is proposed that the full deficit amount is put aside into an earmarked reserve in 2020/21 to fund the impact on future years. The rationale for this is that the full deficit can be covered from the excess of 2021/21 business rates income above budget, thereby avoiding the need to increase savings requirements in future years.

On 25 November 2020 the Chancellor announced that the planned business rates reset for 2021/22 would be delayed, and a fundamental review of business rates system will be carried out by spring 2021. This means that the council will effectively receive one further year's benefit from previous growth before the baseline is reset. It is estimated that the benefit to the Council of retaining accumulated business rates growth for an additional year will be approximately £1.3m, but it should be noted that this will be a one year benefit only. It is now anticipated that a reset to baseline will occur at 1 April 2022, removing all historic business rate growth at this point.

New Homes Bonus (NHB)

NHB is designed to incentivise housing growth. It is based on increases in the council's council tax base each year, with amounts awarded for growth in one year being paid over four years. As a result,

the total payment each year reflects growth in the previous year and in the three years before that. Amounts related to previous years are known as legacy payments.

In 2020/21 the allocation of NHB was paid for one year only, i.e. it did not give rise to legacy payments. Allocations from previous years will continue to be paid until four payments have been made, i.e. legacy payments related to those previous years will be honoured.

The Spending Review in November 2020 confirmed that the government will maintain the scheme for a further year, also with no legacy payments.

The government have indicated that a new stream of funding to incentivise growth will be created, but at this stage we have no indication of either the size of the amount to be committed to this funding stream, or how it will be distributed. The government will consult shortly on a replacement for NHB, with a view to implementing a new scheme in 2022/23. At this stage, no receipts of any growth-related funding have been assumed beyond those already announced.

The table below includes estimates of future NHB payments based on the current scheme. The council has chosen to use NHB to fund both revenue and capital spending related principally to growth and place. 10% of NHB is set aside each year as a contribution to the GCP investment and delivery fund.

Description	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Confirmed NHB funding at February 2020 BSR	(4,913)	(2,983)	(1,496)	-	-	-
<i>add</i>						
Estimated NHB receipts for 2021/22	-	(475)	-	-	-	-
Potential New Homes Bonus Total	(4,913)	(3,458)	(1,496)	-	-	-
Commitments against NHB						
Funding of service budgets	2,937	1,610	1,346	-	-	-
Direct revenue funding of capital (DRF)	1,075	1,075	-	-	-	-
Additional funding to support revenue spend on services	-	427	-			
Contribution to GCP	901	346	150	-	-	-
Total commitments against NHB	4,913	3,458	1,496	-	-	-
NHB (uncommitted)/overcommitted	-	-	-	-	-	-

Tax base and council tax

Tax base

The tax base is one element in determining both the level of council tax to be set and the amount it is estimated will be collected. This calculation is governed by regulation and the formal setting of the tax base is delegated to the Head of Finance to enable notification to be made to the major precepting authorities during January each year.

The tax base reflects the number of domestic properties in the city expressed as an equivalent number of band D properties, adjusted for various discounts, exemptions and reliefs. Allowances are made for projected growth in the number of dwellings and an estimated deduction for non-collection.

The tax base for 2021/22 has been calculated as 43,530.5 (2020/21 44,450.9) and details of its calculation are given in Appendix A(a) and will form the basis of the final approved level for tax setting and precepting purposes. This reflects a 2.1% decrease in the tax base compared with 2020/21. The

decrease reflects some of the challenges associated with Covid, including delays to new property developments, increases in the number of residents claiming local council tax support, and increases in collection losses.

Collection fund

The collection fund is a statutory fund, maintained by billing authorities such as the City Council, into which income from council tax and business rates is recorded and out of which respective amounts set for the year, are paid to the City Council and precepting bodies.

The collection fund for council tax is projected to have a deficit at the end of the current year of £3.7m, which again has arisen largely as a result of challenges faced in respect of Covid. The City Council's share of this projected year end deficit is £401,000 and, as for the business rate deficit, is required to be spread over the next three years.

Council tax thresholds

Under the Localism Act, local authorities are required to hold a local referendum if they propose to increase council tax above the relevant limit set by the Secretary of State. In 2021/22 the limit is a maximum increase of 2% for a Band D property, with some shire districts, including the City Council, permitted to increase their element of council tax by up to £5, where this is higher than 2%.

Council tax level

Financial projections of the council tax level made for the October 2020 MTFS included the assumption of an increase of 1.99% for 2020/21 onwards. The BSR incorporates a council tax increase in 2020/21 of £5 from £202.50 to £207.50 for band D and proportionately for other bands.

The table below shows the City council element of council tax for 2020/21 for each property band together with the proposed levels for 2021/22:

	City Council tax		
Band	2020/21 £	2021/22 £	Difference £
A	135.00	138.33	3.33
B	157.50	161.39	3.89
C	180.00	184.44	4.44
D	202.50	207.50	5.00
E	247.50	253.61	6.11
F	292.50	299.72	7.22
G	337.50	345.83	8.33
H	405.00	415.00	10.00

Earmarked and specific funds

In addition to general reserves, the council maintains a earmarked and specific funds held to meet major expenditure of a non-recurring nature or where the income has been received for a specific purpose but not yet spent. Details of opening and closing balances, with approved/anticipated use over the budget period are set out in Appendix E.

Existing funds

Climate change fund

The Climate Change Fund (CCF) is available to finance projects that will contribute to the reduction of carbon emissions from the council's estate and operations. The fund supports projects focussing on:

- Energy and fuel efficiency;
- Sustainable transport; and
- Management of climate change risks.

Activities that can be supported include infrastructure, equipment, feasibility studies and awareness activities to change the behaviour of staff. Since inception the CCF has funded £1.4m of investment in improving the energy efficiency of council buildings and the generation of renewable electricity.

An annual report on activities funded from the CCF is taken to the Environment and Community Scrutiny Committee in October each year. In the current year, this has been included within a wider report on the council's Climate Change Strategy.

<https://democracy.cambridge.gov.uk/documents/s51419/Climate%20Change%20Strategy%20Committee%20Report.pdf>

Greater Cambridge Partnership (GCP) investment and delivery fund

The council has committed to pooling a proportion of gross NHB receipts with its local authority partners to provide funding to enable delivery of GCP objectives which will support and address the impacts of growth. The current contribution by individual authorities is 10%.

A14 mitigation fund

An earmarked fund has been set up to accumulate NHB contributions to meet the requirement for funding of projects to mitigate the impacts in Cambridge of the A14 upgrade. As the work on the upgrade is completed and its impact on the city can be assessed, consideration will be given to how these funds might best be used.

General Fund (GF) development fund

The council is providing loans to Cambridge Investment Partnership (CIP), of which it is a member, to support the development of GF and HRA land. Interest income arising from the development of former council depot on Mill Road, land purchased at Cromwell Road and other CIP developments will be retained in an earmarked reserve reflecting uncertainty in both timings and quantum, and to provide a contingency fund reflecting the potential risks in this scheme and future schemes under development.

Transformation fund

This fund was set up in BSR 2020 to support a significant programme of service reviews and transformation projects.

Section 5

General Fund revenue budgets

Budget proposals

The GF revenue projections for 2021/22 to 2025/26 as presented in the MTFS have been reviewed and changes proposed. Proposals have arisen from policy initiatives, further understanding of the possible financial impacts of the Covid-19 pandemic, additional income opportunities balanced by additional staffing costs where appropriate, ongoing service transformations, unavoidable increases in costs and savings opportunities. The impact of these proposals is shown below in aggregate, by portfolio in Section 7 and in detail by type of proposal in Appendices C (b) – (e).

Performance against savings target

For the purposes of this table, it has been assumed that where there are savings still to be found they will be achieved in the year as recurring savings and will not therefore roll forward to later years. It should be noted that the council has embarked on a long-term programme of transformation, incorporating savings and income generation, which will require an on-going focus on delivery. Work is already in progress to identify more projects to contribute to savings requirements going forward.

The table below shows that the overall effect of the measures recommended in the BSR has resulted in a total requirement for net savings of £5.2m across the period from 2021/22 to 2025/26. The saving requirement varies year by year, driven principally by the assumption that the business rates baseline will be reset in 2022/23 and that NHB will no longer be receivable from 2023/24. Whilst the MTFS assumed that £2.9m of reserves would be used in 2021/22 to balance the budget, detailed work has now shown that only £1.3m will be required.

Whilst some allowance has been made for income losses due to Covid-19 in 2021/22 (£1.9m) and later years (£700kp.a. reducing to £500k p.a.), these may not be sufficient, given uncertainties the future path of the pandemic and its impacts locally. Moreover, no allowance has been made for future unavoidable pressures, which have averaged £800k per year. The MTFS presented a range of scenarios,

with the worst case scenario showing additional savings requirements of around £6m, giving a total possible savings requirement for the period of £11.2m.

Savings Targets	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
MTFS 2020 Current Savings Target (new savings each year)	2,156	2,143	1,264	561	(460)	5,664
Adjust savings requirements for items now coming forward as proposals						
Car parking income	1,069	550				
Commercial and administrative property income	749	702	720	495	495	
Cambridge Live	750					
	2,568	1,252	720	495	495	
MTFS 2020 adjusted savings requirement in year	(412)	3,459	1,796	786	(460)	
Unavoidable revenue pressures	717	717	712	712	712	
Reduced income	2,539	1,667	1,018	793	793	
Bids	706	375	329	329	174	
Savings	(4,014)	(3,846)	(3,869)	(3,869)	(3,869)	
Increased income	(256)	(81)	(11)	(186)	(186)	
Programme	50					
Net bids and savings	(258)	(1,168)	(1,821)	(2,221)	(2,376)	
Reduction in council tax income, £5 increase rather than 1.99%, lower tax base	(107)	15	146	104	327	
Changes to business rates assumptions	(26)	(59)	(59)	(59)	873	
Business rates growth - contribution to reserves	1,325					
Collection Fund surplus	(130)					
Uncommitted NHB used to fund in-year spend	(427)					
Covid-19 emergency funding 2021/22	(652)					
Lower Tier Services Grant	(988)					
Reduction in use of reserves to support revenue spending on services compared with MTFS 2020	1,562					
Total funding changes	557	(44)	87	45	1,200	
Indicative costs of revised capital financing strategy	113	296	589	565	1,219	
Total changes to savings requirements	412	(916)	(1,145)	(1,611)	43	
Revised savings target / savings (new savings each year)	0	2,131	1,567	320	1,194	5,212

Section 6

General Fund capital budgets

Introduction

The council's asset portfolio as at 1 April 2020 is shown below.

Category	Value	%
	£000	
Operational assets:		
Council dwellings	608,549	62.67%
Other land and buildings	145,283	14.96%
Vehicles, plant and equipment	10,775	1.11%
Infrastructure assets	6,082	0.63%
Community assets	1,339	0.14%
Total operational assets	772,028	79.50%
Non-operational assets		
Investment properties	162,722	16.76%
Surplus properties	0	0.00%
Assets under construction	36,296	3.74%
Total non-operational assets	199,018	20.50%

The portfolio includes council housing, assets for direct service provision such as swimming pools, community centres, car parks, vehicles and equipment, as well as substantial areas of common land. In addition to the assets used for service provision, the council has a portfolio of commercial property. Each asset needs to provide an appropriate return on the investment made by the council and also to be maintained to be fit for the purpose for which it is used.

The council has developed a long-term accommodation strategy to consider the best use of our administrative buildings. The strategy is dependent on the decisions on the most appropriate service delivery models and working practices for the future, with consideration of post-Covid recovery.

Capital strategy

In line with guidance, the council has prepared a capital strategy which is presented to the Strategy and Resources Scrutiny Committee and Council alongside the treasury management and investment strategies. The capital strategy has been informed by asset management reviews.

The capital strategy outlines how future capital expenditure will be financed. Last year, reliance on the general pot of revenue funding was reduced by taking savings from revenue set aside for funding capital expenditure (Direct Revenue Funding of capital, or DRF) and from contributions to the earmarked Repairs and Renewals reserves (R&R). This BSR proposes that revenue resources will no longer be used to support capital expenditure. Instead, capital expenditure, where not funded from specific grants and contributions, will be funded firstly from capital receipts and then from internal and external borrowing. The mix of internal and external borrowing will be determined by the council's cash flows and treasury management considerations. Whilst the planned use of expected capital receipts will create a welcome revenue saving, it is acknowledged that the use of borrowing will create revenue pressures. Over time, these pressures will eat into the savings made. Therefore, it is proposed that the capital financing strategy will be reviewed annually for affordability, with a longer term objective of replacing borrowing with income as a source of financing for capital.

In this five-year period, further investments will be made to support the council's objectives. These investments will be funded as follows:

- Amounts available from GF reserves over and above funding needed to support council recovery and transformation and whilst maintaining the recommended target level of reserves.
- Capital receipts from the proposed regeneration programme for commercial sites to be used to substantially fund that programme.
- Prudential use of internal and external borrowing where the investment supports the council's wider objectives, and the risks and rewards of investment are considered appropriate.

Capital plan

The council's capital plan shows anticipated expenditure for the next five years, where relevant, for each programme or scheme.

Capital proposals

The majority of capital bids address the ongoing renewal, updating and major repairs of the council's buildings and operational assets. As such they support income generation (car parks, commercial property), and the delivery of services (ICT, vehicles, building repairs, etc). All capital proposals are shown in Appendix D(a). Approvals since the MTFS October 2020 are shown in Appendix D(b).

The projections in the remainder of the BSR assume that all capital proposals are approved.

Financing

Capital schemes are funded from a variety of internal and external funding sources. The use of certain funding types is restricted, for example developer and other contributions, grants, and earmarked and specific funds.

Internal:

- Earmarked and specific funds (e.g. asset replacement reserve)
- Capital receipts
- Internal borrowing (use of cash balances)
- Prudential (external) borrowing (interest and MRP funded from revenue resources)
- Revenue resources (by exception only)

External:

- Developer and other contributions
- Grants, National Lottery etc.

Based on the revised capital financing strategy outlined above, the financing for all previously approved capital expenditure financed from revenue resources has been amended, with the exception that the balance on the Vehicles Repairs and Renewals Fund will be used, but no longer replenished from revenue resources. The table below sets out how the capital plan, including the capital proposals listed in Appendix D(a) is to be financed. As capital receipts are not certain with regard to amount or timing, only specific financing such as grants and contributions can be allocated to individual capital schemes, with the majority of schemes financed from either capital receipts or borrowing. Financing will be allocated to these schemes as they are delivered in the most financially advantageous way.

Prudential borrowing and Minimum Revenue Provision (MRP)

Where capital expenditure is funded from internal or external borrowing, a minimum revenue provision (MRP) is charged annually in line with the council's MRP policy. The MRP policy is presented to Council for approval annually in the Treasury Management Strategy Statement.

If capital receipts are used as the first option to replace revenue funding for schemes in the current plan from 2021/22 as well as for proposals brought forward in this BSR, the following table shows the availability of this source of funding going forward. However, there is a risk that receipts may not be achieved as forecast and that more or less borrowing will be necessary as a result.

Capital receipts available	2020/2021 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Capital funding b/fwd at 1 April	4,818	0	0	3,960	8,357	7,186
Forecast capital receipts and development surpluses	1,210	7,025	5,216	5,178	0	0
Used for capital financing	(6,028)	(7,025)	(1,256)	(781)	(1,171)	0
Capital funding c/fwd at 31 March	0	0	3,960	8,357	7,186	7,186

The current capital plan, updated for schemes approved since the MTFS 2020 (Appendix D(b)) and proposals for new schemes, is shown in detail in Appendix D(c). The tables below summarise the changes since the MTFS Oct 2020, the latest capital plan and how it is funded.

Capital plan spending	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Spend MTFS October 2020	59,250	36,546	24,744	29,877	8,344	466	159,227
Approved since MTFS October 2020	440	239	41	10	18	10	758
Capital plan before new proposals	59,690	36,785	24,785	29,887	8,362	476	159,985
New proposals see Appendix D(a)	0	4,073	746	300	0	234	5,353
Revised capital plan	59,690	40,858	25,531	30,187	8,362	710	165,338

Capital plan funding	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
External support						
Developer contributions	(2,238)	(239)	(41)	(10)	(18)	(10)
Other sources	(591)	(93)	0	0	0	0
Total – External support	(2,829)	(332)	(41)	(10)	(18)	(10)
City Council						
Direct Revenue Financing (DRF) – GF services	(60)	0	0	0	0	0
Direct Revenue Financing (DRF) – in-year allocation of revenue funding	(3,180)	0	0	0	0	0
Earmarked reserve – capital contributions	(773)	0	0	0	0	0
Earmarked Reserve – Repairs and renewals fund	(889)	(1,195)	0	0	0	0
Earmarked Reserve – OAS	(70)	0	0	0	0	0
Usable capital receipts	(6,028)	(7,025)	(1,256)	(781)	(1,171)	0
External borrowing - Park Street redevelopment	(9,744)	(26,521)	(18,534)	(29,396)	(7,173)	0
Internal and external borrowing - on-lending for capital purposes	(32,665)	(5,550)	(5,700)	0	0	0
Internal and external borrowing - other schemes	(3,452)	(235)	0	0	0	(700)
Total – City Council	(56,861)	(40,526)	(25,490)	(30,177)	(8,344)	(700)
Total Funding	(59,690)	(40,858)	(25,531)	(30,187)	(8,362)	(710)
Capital Plan	59,690	40,858	25,531	30,187	8,362	710

Section 7

General Fund: Expenditure and funding 2020/21 to 2025/26

Description / £'000s	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Expenditure						
Strategy and external partnerships	14,270	7,484	6,028	6,421	6,747	7,551
Finance and resources	(5,644)	(4,873)	(4,727)	(4,669)	(4,726)	(4,559)
General Fund housing	4,197	3,474	3,652	3,803	3,950	4,084
Climate change, environment and city centre	5,808	5,049	5,251	5,422	5,598	5,772
Planning policy and open spaces	4,569	3,597	3,726	3,646	3,695	3,813
Communities	7,420	7,848	7,271	7,364	7,521	7,673
Transport and community safety	272	2,336	1,963	1,348	1,223	1,232
Revised net savings requirement	0	0	(2,131)	(3,698)	(4,018)	(5,212)
Net service budgets	30,893	24,914	21,034	19,637	19,990	20,354
Capital accounting adjustments	(6,353)	(6,347)	(6,347)	(6,347)	(6,347)	(6,347)
Capital expenditure financed from revenue	(1,174)	1,458	80	80	80	80
Contributions to earmarked funds	27,779	1,178	738	1,004	1,004	1,004
Collection fund deficit	0	23,000	889	888	0	0
Net spending requirement	51,145	44,204	16,395	15,263	14,727	15,092
Funded by:						
Settlement Funding Assessment (SFA)	(4,203)	(4,272)	(4,086)	(4,086)	(4,086)	(4,086)
Locally Retained Business Rates – Growth Element/additional income	(24,907)	(1,325)	0	0	0	0
New Homes Bonus (NHB)	(4,913)	(3,458)	(1,496)	0	0	0
Covid-related grants	(2,008)	(1,641)	0	0	0	0
Appropriations from earmarked funds	(2,609)	(23,662)	(1,433)	(1,445)	(570)	(584)
Council Tax	(9,031)	(9,033)	(9,380)	(9,732)	(10,071)	(10,422)
Contributions to / (use of) reserves	(3,474)	(813)	0	0	0	0
Total funding	(51,145)	(44,204)	(16,395)	(15,263)	(14,727)	(15,092)

The following pages provide information on the budgets available for each portfolio and the changes proposed in this BSR.

Strategy and external partnerships

(£000)	Expenditure	Income	Net
Current Portfolio budget 2020/21 ²	20,465	(6,347)	14,118

Budget proposals for the portfolio		2021/22	2022/23	2023/24	2024/25	2024/25
£						
Unavoidable Revenue Pressure						
URP4809	Allocation of Overheads	587,000	587,000	587,000	587,000	587,000
Bids						
B4700	Cambridge North East Manager and other costs	80,000	80,000	80,000	80,000	0
Non-Cash Limit Items						
NCL 4818	Service spending funded from earmarked reserve	(130,000)	0	0	0	0

(£000)	Expenditure	Income	Net
Portfolio budget ¹ 2021/22	10,105	(2,621)	7,484

¹ due to technical adjustments, such as inflation, the 2021/22 budget will not equal the 2020/21 plus budget proposals.

² this includes adjustments as part of the Interim MTFS July 2020

Finance and resources

(£000)	Expenditure	Income	Net
Current Portfolio budget 2020/21	55,794	(61,438)	(5,644)

Budget proposals for the portfolio £		2021/22	2022/23	2023/24	2024/25	2024/25
Unavoidable Revenue Pressure						
URP4720	Contribution to East of England Local Government Association (EELGA) pension deficit	2,000	2,000	2,000	2,000	2,000
URP4721	Increase in external audit scale fee	44,020	44,020	44,020	44,020	44,020
URP4766	Microsoft Subscription price increase	22,000	22,000	22,000	22,000	22,000
Reduced Income						
RI4702	Local Taxation Fee Income (Court Costs Collected)	50,000	0	0	0	0
RI4704	2021/22 Reduction in Procurement revenue	15,000	10,000	10,000	10,000	10,000
RI4716	Commercial Property Portfolio - Reduced Income from 2021/22 financial year onwards	633,000	667,000	687,000	462,000	462,000
RI4717	Administrative Buildings - Reduced income from 2021/22 financial year	116,000	35,000	33,000	33,000	33,000
RI4789	Cambridge Museum Rent Free period	25,000	0	0	0	0
Bids						
B4719	Financial Inclusion Officer - Increase in hours (General Fund)	6,000	0	0	0	0
B4763	GIS (Geographical Information System) Test environment [Linked to CAP4763]	4,900	4,900	4,900	4,900	4,900
B4769	Information@Work consolidation	5,000	5,000	5,000	5,000	5,000
B4771	Datacentre Vendor Support Contract	19,000	19,000	19,000	19,000	19,000
B4801	Economic development support for businesses	75,000	75,000	75,000	75,000	0
B4805	Depot Relocation Project	150,000	0	0	0	0
Programme						
PROG4777	Transformation programme resource to support the delivery of new ways of working across the council	50,000	0	0	0	0
Savings						
S4682	Closure of Housing Cashiers [Linked to S4698 - HRA]	(31,300)	(31,300)	(31,300)	(31,300)	(31,300)

S4699	Revenues and Benefits Restructure - estimated net savings	(375,000)	(446,000)	(429,000)	(429,000)	(429,000)
S4735	Savings from within centralised business support budgets.	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
S4780	Customer Services service review	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
S4790	Printer Saving	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)
Capital Bids						
CAP4764	Geographical Information System (GIS) test environment [Linked to B4763]	24,000	0	0	0	0
CAP4765	Mobile Phone Replacement	116,550	0	0	0	0
CAP4767	General Fund - Admin buildings capital maintenance	0	0	0	0	234,000
CAP4770	Income Management System Upgrade and 3DSecure2	30,000	0	0	0	0
CAP4772	Extend capacity in shared data centre	60,000	0	0	0	0
CAP4773	Network equipment refresh	140,000	0	0	0	0
CAP4778	ICT project delivery - project management, technical resource, business analysis and change management	40,000	0	0	0	0
CAP4779	Data and analytics - putting the building blocks in place for future use of data and management information	70,000	0	0	0	0
CAP4781	Customer portal enhancements	40,000	0	0	0	0
CAP4800	Information@Work consolidation	29,000	0	0	0	0
CAP4806	Colville Phase 3 - replacement of commercial units	441,000	147,000	0	0	0

(£000)	Expenditure	Income	Net
Portfolio budget ¹ 2021/22	55,345	(60,218)	(4,873)

¹ due to technical adjustments, such as inflation, the 2021/22 budget will not equal the 2020/21 plus budget proposals.

General Fund Housing

(£000)	Expenditure	Income	Net
Current Portfolio budget 2020/21	7,984	(3,786)	4,198

Budget proposals for the portfolio £		2021/22	2022/23	2023/24	2024/25	2024/25
Reduced Income						
RI4797	Selective Landlord Licensing [Linked to S4798]	288,000	288,000	288,000	288,000	288,000
Savings						
S4679	Housing Enabling Officer Post	(28,470)	(28,470)	(28,470)	(28,470)	(28,470)
S4798	Selective Landlord Licensing [Linked to RI4797]	(263,000)	(263,000)	(263,000)	(263,000)	(263,000)
Capital Bids						
CAP4746	Refurbishment of 125 Newmarket Road and refurbishment and alterations at 451 Newmarket Road.	60,000	0	0	0	0

(£000)	Expenditure	Income	Net
Portfolio budget ¹ 2021/22	6,481	(3,007)	3,474

¹ due to technical adjustments, such as inflation, the 2021/22 budget will not equal the 2020/21 plus budget proposals.

Climate change, environment and city centre

(£000)	Expenditure	Income	Net
Current Portfolio budget 2020/21	13,602	(7,794)	5,805

Budget proposals for the portfolio £		2021/22	2022/23	2023/24	2024/25	2025/26
Unavoidable Revenue Pressure						
URP4739	Review and consideration of possible alternative delivery models for the Arts Distribution Service (including a stop)	16,000	16,000	16,000	16,000	16,000
URP4782	Streets and Open Spaces digital management system	41,000	41,000	41,000	41,000	41,000
Bids						
B4684	Two FTE vehicle fitters to deliver an increase in income at fleet services [Linked to II4685]	85,300	85,300	85,300	85,300	85,300
B4724	Additional Climate Change Officer post	50,000	50,000	50,000	50,000	50,000
B4725	Climate Change policy & partnership projects budget 2021/22	50,000	0	0	0	0
B4733	Apprentice Fleet Officer (City Only)	10,000	10,000	10,000	10,000	10,000
Savings						
S4728	Increase the charge for subscribers to the additional green bin scheme	(6,250)	(12,500)	(18,750)	(18,750)	(18,750)
S4729	Reduction of three loaders in the service	(37,500)	(37,500)	(37,500)	(37,500)	(37,500)
S4730	Mini freighter rounds improvements leading to a reduction of a refuse driver	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
S4731	Refuse Vehicle Fuel saving	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
S4732	Trade waste round reduction	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
S4734	Delay in requirement for additional growth vehicle staffing	(44,700)	0	0	0	0
S4743	Public toilet review and policy implementation [Linked to CAP4741]	(43,000)	(43,000)	(86,000)	(86,000)	(86,000)
Increased Income						
II4685	Increased Revenue - Fleet Services [Linked to B4684]	(85,300)	(85,300)	(85,300)	(85,300)	(85,300)

II4756	Introduction of car parking charges at Cherry Hinton Hall [Linked to CAP4756]	(10,000)	(20,000)	(20,000)	(20,000)	(20,000)
Non-Cash Limit Items						
NCL4722	Contribution to Climate Change Fund	100,000	0	0	0	0
Capital Bids						
CAP4736	Waste Fleet Replacement Programme (Cambridge City Council Only)	785,000	0	0	0	0
CAP4737	Charging Infrastructure for electric Vehicles (Cambridge City Council Only)	50,000	0	0	0	0
CAP4741	Investment programme for public toilet re-purposed property assets [Linked to II4754]	50,000	275,000	300,000	0	0
CAP4757	Introduction of car parking charges at Cherry Hinton Hall [Linked to S4756]	20,000	0	0	0	0
CAP4787	Market Square project	320,000	0	0	0	0

(£000)	Expenditure	Income	Net
Portfolio budget ¹ 2021/22	15,860	(7,365)	5,049

¹ due to technical adjustments, such as inflation, the 2021/22 budget will not equal the 2020/21 plus budget proposals.

Planning policy and open spaces

(£000)	Expenditure	Income	Net
Current Portfolio budget 2020/21	9,223	(4,654)	4,569

Budget proposals for the portfolio £		2021/22	2022/23	2023/24	2024/25	2024/25
Reduced Income						
RI4726	Planning - Bid to reflect reduced income	167,000	167,000	0	0	0
Bids						
B4760	3C Building Control Provide Consultancy Advice on cutting carbon emissions in existing stock.	6,000	6,000	0	0	0
B4791	Hire of new grass cutting and collecting equipment to support biodiversity	25,000	0	0	0	0
Savings						
S4759	Pinder - out of hours emergency response	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
S4775	Highway herbicide treatment reduction	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)
S4776	Streets & Open Spaces operational fleet fuel efficiencies	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
Increased Income						
II4754	New business opportunities on Parks and Open Spaces (Not event related) [Linked to CAP4741]	(30,000)	(35,000)	(50,000)	(75,000)	(75,000)
II4786	3C Building Control income for consultancy work [Linked to B4760]	0	(6,000)	(6,000)	(6,000)	(6,000)
Capital Bids						
CAP4740	Creation of a new boat pumping station near or on Stourbridge Common	0	60,000	0	0	0
CAP4742	Installation of cattle ramp on Midsummer Common	45,000	0	0	0	0
CAP4755	Environmental Improvement Programme (EIP) options	264,000	264,000	0	0	0

(£000)	Expenditure	Income	Net
Portfolio budget ¹ 2021/22	8,229	(4,632)	3,597

¹ due to technical adjustments, such as inflation, the 2021/22 budget will not equal the 2020/21 plus budget proposals.

Communities

(£000)	Expenditure	Income	Net
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Current Portfolio budget 2020/21	15,268	(7,848)	7,420
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Budget proposals for the portfolio £		2021/22	2022/23	2023/24	2024/25	2024/25
Reduced Income						
RI4713	Loss of income - Cambridge Folk Festival	150,000	0	0	0	0
RI4714	Meadows Community Centre - reversal of saving	25,000	0	0	0	0
Bids						
B4715	Community Seed Funding Scheme - grass root grants	20,000	0	0	0	0
B4723	Anti-Poverty Strategy responsive (contingency) budget 2021/22	30,000	0	0	0	0
B4788	Communication work on changes to council service delivery and priorities	20,000	0	0	0	0
B4813	Community Grants – additional Covid related support	30,000	0	0	0	0
Savings						
S4710	Revised City Events programme in 2021/22	(100,000)	0	0	0	0
Non-Cash Limit Items						
NCL4712	Possible Covid related costs of Corn Exchange and Guildhalls	600,000	0	0	0	0
Capital Bids						
CAP4706	Cambridge Corn Exchange - Infrastructure improvements and upgrades	1,000,000	0	0	0	0
CAP4707	Carbon saving investments within the Leisure Portfolio	325,000	0	0	0	0
CAP4744	Digital Signage - Mandela House	6,000	0	0	0	0

(£000)	Expenditure	Income	Net
Portfolio budget ¹ 2021/22	15,860	(8,012)	7,848

¹ due to technical adjustments, such as inflation, the 2021/22 budget will not equal the 2020/21 plus budget proposals.

Transport and community safety

(£000)	Expenditure	Income	Net
Current Portfolio budget 2020/21	12,828	(12,556)	272

Budget proposals for the portfolio £		2021/22	2022/23	2023/24	2024/25	2024/25
Unavoidable Revenue Pressure						
URP4783	Data base licence for Community Safety due to withdrawal of external funding	5,000	5,000	0	0	0
Reduced Income						
RI4709	Reduction in Car Park revenue due to impact of COVID-19	1,070,000	500,000	0	0	0
Bids						
B4703	Revenue bid to cover staffing for Community Safety increased workload [Linked to URP4783]	40,000	40,000	0	0	0
Increased Income						
II4799	Revised budget implications due to the delay in closure of Park St car park	(130,610)	65,500	150,400	0	0
Capital Bids						
CAP4708	EV infrastructure at the Cambridge City Council Depot	56,600	0	0	0	0
CAP4718	Software Upgrade - Parking Services	100,000	0	0	0	0

(£000)	Expenditure	Income	Net
Portfolio budget ¹ 2021/22	14,962	(12,626)	2336

¹ due to technical adjustments, such as inflation, the 2021/22 budget will not equal the 2020/21 plus budget proposals.

Section 8

Risks and reserves

Risks and their mitigation

Risks and sensitivities

The council is exposed to many risks and uncertainties which could affect its financial position and the deliverability of the proposed budget. The most significant risks are considered to be:

- The extent and duration of continuing pressures on income and expenditure arising from the effects of Covid-19
- The lack of certainty in relation to future funding streams from government arising from the fair funding review and the review of the system of business rates retention.

Whilst indications provided for the future of NHB have enabled reductions in that funding stream to be modelled, the potential impact on business rates income is unclear. In particular, the council has benefited over the years from business rates growth. Whilst this growth has provided additional funding of around £6m in the last two years, further amounts are at risk due to proposals to reset business rates baselines.

Other risks include the following:

Risk	Probability (H, M, L)	Impact (H, M, L)	Overall assessment (H, M, L)	Mitigation
The economic impact of the Covid-19 pandemic (with a second spike or long, slow recovery) may impact some of the council's costs and income streams in future years. This could include the costs of homelessness, car parking income, commercial rents and planning fee income, with the degree of impact difficult to predict	H	H	H	Management overview, further government funding
The economic impact of the United Kingdom leaving the European Union may impact some of the council's income streams such as car parking	H	H	H	Management overview

Risk	Probability (H, M, L)	Impact (H, M, L)	Overall assessment (H, M, L)	Mitigation
income, commercial rents and planning fee income, with the timing and degree of impact difficult to predict				
The implementation of proposals to tackle congestion in Cambridge may adversely impact car parking income and the delivery of services that rely on officers travelling around the city. The council may also become subject to a workplace parking levy	H	H	H	Engagement with partners, strategic planning to mitigate service delivery and financial pressures
Funding from central government (Settlement Funding Assessment, including the outcome of the Fair Funding Review and other grants) may fall below projections	M	H	H	Monitor developments, plan delivery of savings and additional income, consider limited use of reserves
The impact of 75% business rates retention, coupled with any additional responsibilities handed down to the council at that time, may create a net pressure on resources	M	H	H	Monitor developments, plan delivery of savings and additional income, consider limited use of reserves
Business rates appeals, which may be backdated to 2010, may significantly exceed the provision put aside for this purpose. A specific risk exists around a claim for charitable status and mandatory relief made by NHS Trusts, where the outcome of a test case has been appealed	L	H	H	Review provision regularly
The actual impact and timing of local growth on the demand for some services may not reflect projections used.	M	M	M	Management overview and use of up-to-date data and intelligence
The council may not be able to replace time-limited funding for commitments to maintain open spaces associated with growth sites, or implement alternative arrangements for their maintenance;	M	M	M	Review of savings delivery and co-design of services
Unforeseen expenditure, such as major repairs to offices and commercial properties, may be required	L	M	M	Property condition surveys, review of property use
Assumptions and estimates, such as inflation, pay increases and interest rates, may prove incorrect	L	M	M	Management overview and monitoring
Savings plans may not deliver projected savings to expected timescales	L	M	L	Management overview and monitoring
Increases in council tax and business rates receipts due to local growth may not meet expectations	M	L	L	Management overview and monitoring

Risk	Probability (H, M, L)	Impact (H, M, L)	Overall assessment (H, M, L)	Mitigation
New legislation or changes to existing legislation may have budgetary impacts	L	M	L	Management overview and monitoring
The council may be impacted by spending cuts implemented by other agencies	H	L	L	Engagement with partners

Sensitivity analysis

The budget process addresses these risks by applying principles of prudence and sustainability throughout. The sensitivity of the budget to estimates and assumptions has been assessed and is presented below. If the outcome in any of these areas is different from the assumptions presented, either pressures or savings could result, giving rise to over or under-spends against budget.

Topic	Quantum	BSR Assumption	Commentary / Risk
Bereavement services income	c.£2.1m	Income has been inflated by 2% for 21/22 and future year budgets but due to the continuing downward pressure by the A14 road works budgets will be continually monitored.	<p>Greater competition from Cam Valley which opened in 2018 and Huntingdon Crematorium which opens spring 2021 results in greater local competition and a crowded marketplace (negative)</p> <p>Success of 5-year business plan to include the development of a café, additional car parking and delivering in-house low-cost funerals (positive)</p> <p>The completion of the new access road and the A14 widening project delivering easier and swifter access to the crematorium site(positive)</p>
Building control fee income	c.£1.9m	Based on break-even full cost recovery position for the Building Control Shared Service fee earning statutory duties	<p>Housing development levels in the sub region are not as great as anticipated or are delayed due to developers' unwillingness to build, Brexit may stall development.</p> <p>Competition from approved inspectors has decreased slightly however the threat exists leading to a potentially smaller market share.</p> <p>Implication of draft Building Safety Bill when implemented and Building Safety Regulator on service, fees may be set on national basis</p>

Topic	Quantum	BSR Assumption	Commentary / Risk
Car parking income	c.£11.5m	Based on officer projections of usage	<p>Income stream is contingent on decisions made by the GCP board to manage congestion and pollution in the city.</p> <p>As visitors, residents, tourist, commuters and business people choose to use other less polluting modes of transport to access the city this income stream will feel negative downward pressure.</p>
Commercial property income	c.£9.2m	Officer assessment of current market conditions and future trends, including growth of the current property portfolio	<p>Economic conditions lead to increase in voids, increased level of unrecoverable debts and less significant rent increases. Increase in officer time spent managing void properties and rent collection.</p> <p>Higher yields are sought on new investments (positive).</p>
Council tax base	c. 43,531 Band D equivalent properties @£207.50 (2021/22)	Projections are based on the housing trajectory indicated in the Annual Monitoring Report (AMR)	Any significant growth or deceleration in building will affect the number of houses on which council tax can be charged with the associated impact on the council tax income stream which in turn informs our savings requirement
Council tax income	c£9.0m p.a.	2021/22 onwards 1.99%	<p>Criteria for triggering referendums for proposed excessive increases are published each year.</p> <p>The requirement for rebilling and associated costs, together with the loss of council tax income, effectively provides a strong disincentive for high increase proposals.</p> <p>Economic climate may require an increase in enforcement activity and consequent reduction of funds available in the collection fund</p>
Developer contributions	c. £5.0m (not yet allocated)	All contributions are used in compliance with the terms of Section 106 agreements	Failure to use S106 funds in line with intended purposes or comply with official regulations could lead to particular S106 contributions becoming liable for repayment. This is mitigated by careful Section 106 funding management and regular S106 funding rounds to identify further appropriate projects.
Employers pension contributions	£4.5m (GF only)	BSR includes provision for employer's percentage and capital payments, and for one-off contributions as necessary	Outcome of the next triennial review, which has effect from 1 April 2020, now known.

Topic	Quantum	BSR Assumption	Commentary / Risk
Energy costs (all)	£1.0m (GF only) (Electricity, Gas & Heating Oil)	Officer assessment of current conditions and trends, based on latest contracts	Volatility of world market prices. The council has contracts for electricity and gas which run from October each year and takes specialist consultant advice in determining the most advantageous terms to contract for.
Future capital receipts	Income	Occasional disposal of assets as outlined in the disposal programme. Income is not taken into account until received.	The council's stock of land available for sale is reducing. Receipts will reduce significantly over the life of this budget plan.
Garage Income	£1.5m	Based on officer projections of revenue	Increased electrification of commercial fleet (future negative)
Housing benefits	£30.9m	Officer assessment of current conditions and trends	<ul style="list-style-type: none"> - With anticipated reduction in central government grant, the Council funded element of provision of the service will increase (N.B. grant funding will not be confirmed until January 2021). - External Audit of subsidy may lead to qualification resulting in significant financial loss. - Uncertainties around growth of supported and exempt and temporary accommodation is having an increased impact on subsidy loss. - Ongoing impact of universal credit implementation is not fully known and may exceed (or under achieve) modelling, having an impact on staffing and Council Tax and rent arrears. - If the Council exceeds the thresholds (upper and/or lower) set by the DWP for local authority error overpayment subsidy, then this could materially affect the level of subsidy receivable on such amounts down from 100% to either 40% or 0%.

Topic	Quantum	BSR Assumption	Commentary / Risk
Interest receipts from the housing company	c. £152k	An estimate of additional income has been included to reflect the higher rate applicable to this loan above the interest rate expected on our treasury management investments	The company remains viable as interest rates rise and rents stabilise or reduce.
Investment income	+/- 1% is ~£0.8m for variable investments	These are based on a mid-range level provided by market analysts	Rates fall further than anticipated or for a longer period. A faster increase in bank base rates would result in increase in investment income. (positive)
Land charges income	c. £0.25m	Officer assessment of current market conditions and future trends	Increased proportion of personal searches and reduced number of overall searches due to market conditions. A new fee schedule has been created for use by the shared service. This has meant assessing budgetary costs and service demand levels alongside time and motion study data to establish the new fees. Assumptions regarding service impact of the merging have had to be made, and the only available search demand data was of a limited period of time, therefore there may be some variation in income levels which may need to be corrected by the adjustment of fees in the future.
Local retention of business rates	c. £4-6m	BSR includes projections based on latest figures and guidance	Business rates are subject to the level of appeals against valuations lodged with the Valuation Office Agency (VOA) and the effects of redevelopment and growth in the city. The review of the business rates retention system will also impact.
Market income	c. £0.95m	Officer assessment of current market conditions and future trends	Level of voids as a result of a changing economic climate. Any reductions will be mitigated by new traders coming to the market as we seek to widen the range of services on the market. An improving climate will see full occupancy following the Covid-19 pandemic

Topic	Quantum	BSR Assumption	Commentary / Risk
Non-pay inflation	Net impact +/- 1% for GF ~ £288k for 2021/22	General inflation: 2021/22 – 0.9% (<i>last year BSR 1.8%</i>) 2022/23 – 2.0% (<i>last year BSR 2.1%</i>) 2022/23 – 2.0% (<i>last year BSR 2.3%</i>) thereafter 2.0% (<i>last year BSR 2.4%</i>)	General Inflation rises more quickly than anticipated placing greater pressure on cash limited budgets or on general reserves to fund those pressures.
Pay settlement	£21.4m (GF current Basic Pay 20/21 budgets)	Pay progression cost estimate plus: 2021/22 – 2.5% (previously 2.0%) and 2.0% thereafter (no change)	Negotiation of 2021/22 pay awards currently underway and the outcome is unlikely to be known before the Council meeting on 25 February.
Planning fee income	c. £1.7m	Income projections for 2021/22 have been amended to reflect current market expectations and new Shared Service agreement completed to ensure effective cost sharing in future	The level of development activity and progression of major planning applications declines due to loss of confidence – leading to reduced in year pre-application and planning fee income The level of planning activity in the city is likely to decline over time as available land is built out which will impact on the level of fee income which is achievable.
Shared services	n/a	Shared services will deliver savings outlined in proposals put forward.	Delivery of savings and other non-cashable benefits is dependent on effective partnership working in a complex political and cultural environment. Significant element of savings will not crystallize until support service costs have been reduced to reflect smaller client base
Support costs charged to the HRA	c. £4m (all recharge codes within the HRA for 19/20)	Support costs ("Recharges") are charged based on various fixed and variable criteria which change from year to year.	Fixed costs such as administrative buildings, management structure, costs of democracy and long-term contracts cannot be reduced immediately, if at all. There may be a perceived imbalance in the short term in the proportion of costs charged to the HRA until such time as a strategic decision is taken to allocate a lower level of costs recharged to the HRA with a corresponding increase in costs to the GF and thus the council tax payer. The onus is therefore on the council to make appropriate savings in rechargeable costs as the council reduces in size overall.

Topic	Quantum	BSR Assumption	Commentary / Risk
VAT partial exemption	c. £250k if breached	No breach of partial exemption limit is anticipated for 2020/21	Potential liability if limit is breached over a seven-year moving average
Trade Waste	£3.7m for the shared service as a whole	Figures in line with shared service forecast	There is always the risk of trade waste contracts being cancelled and not renewed at short notice particularly with the effect of Covid-19 on businesses

Equality impact assessment

As a key element of considering the changes proposed in this BSR, an Equality impact assessment has been undertaken covering all Budget 2020/21 proposals. This is included in this report at Appendix F. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show that they have treated everyone fairly and without discrimination.

Section 25 Report

Section 25 (s. 25) of the Local Government Act 2003 requires that the Chief Financial Officer (CFO) reports to the authority, when it is making the statutory calculations required to determine its council tax or precept, on the following:

- The robustness of the estimates made for the purposes of the calculations, and
- The adequacy of the proposed levels of financial reserves.

This includes reporting and taking into account:

- the key assumptions in the proposed budget and to give a view on the robustness of those assumptions
- the key risk areas in the budget and to assess the adequacy of the council's reserves when reviewing the potential financial impact of these risk areas on the finances of the council; and
- it should be accompanied by a reserves strategy

This report has to be considered and approved by full council as part of the budget approval and council tax setting process.

Most of the material required to meet the requirements of the Act has been built into the key reports prepared throughout the corporate budget cycle, in particular:

- The interim updates to the MTFS (July 2020) and MTFS 2020
- The corporate plan and the budget reports to the January cycle of meetings.

This reflects the fact that the requirements of the Act incorporate issues that the council has, for many years, adopted as key principles in its financial strategy and planning; and which have therefore been incorporated in the key elements of the corporate decision-making cycle.

This also reflects the work in terms of risk assessment and management that is built into all aspects of the council's work.

General reserves

GF reserves are held as a buffer against crystallising risks, and to deal with timing issues and uneven cash flows. As such, the level of reserves required is dependent on the financial risks facing the council, which will vary over time. The prudent minimum balance (PMB) and target level of GF reserves were reviewed and amended in the MTFS. No further changes are recommended at this time.

GF reserves	£m
October 2020 MTFS / February 2021 BSR – Recommended levels	
- Target level	7.59
- Minimum level	6.33

The projected levels of reserves for the budget setting period, based on the proposals included in this report, and if all net savings requirements are delivered, are as follows:

Description	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Balance as at 1 April b/fwd	(17,263)	(13,789)	(12,976)	(12,976)	(12,976)	(12,976)
Contribution from reserves	286					
Carry forwards	1,087					
Projected business rates surplus		(1,325)				
Contribution to the Climate Change Fund (NCL4667 and NCL 4722)	50	200				
Contingency funding for mothballing Corn Exchange and Guildhall venues (NCL4712)		600				
Use of reserves to support delivery of services *	2,051	1,338				
Balance as at 31 March (c/fwd)	(13,789)	(12,976)	(12,976)	(12,976)	(12,976)	(12,976)

*- The interim update to the MTFs, approved in July 2020 in response to the Covid-19 crisis, included the use of £2.1m of reserves in 2020/21 within a package of £8.1m of mitigating budget changes identified at the time. At the end of December 2020, Covid financial pressures total £16.6m, with total government support received or receivable being £8.3m. Due to close control of the council's finances in the year, some or all of this contribution from reserves may not be required.

Whilst GF reserves at the end of the current year are expected to be £13.8m (or higher, as noted above) the council is working on a plan to use balances above the target level of £7.59m as follows:

- To commit a percentage of the reserves above target level to green investments, facilitating measures to offset climate change. The percentage will be determined during the course of the next financial year as the council's financial position become more certain post-Covid.
- To fund the Recovery and Transformation Programme. The programme will support Covid recovery across the City and deliver cross-service, whole-council transformation with recurring savings in excess of £5m over the next three years. Detailed planning for this programme is underway, with proposals to be brought to committee for approval early in 2021/22. Section 9 – Future strategy and recommendations provides further information about this programme.

Section 9

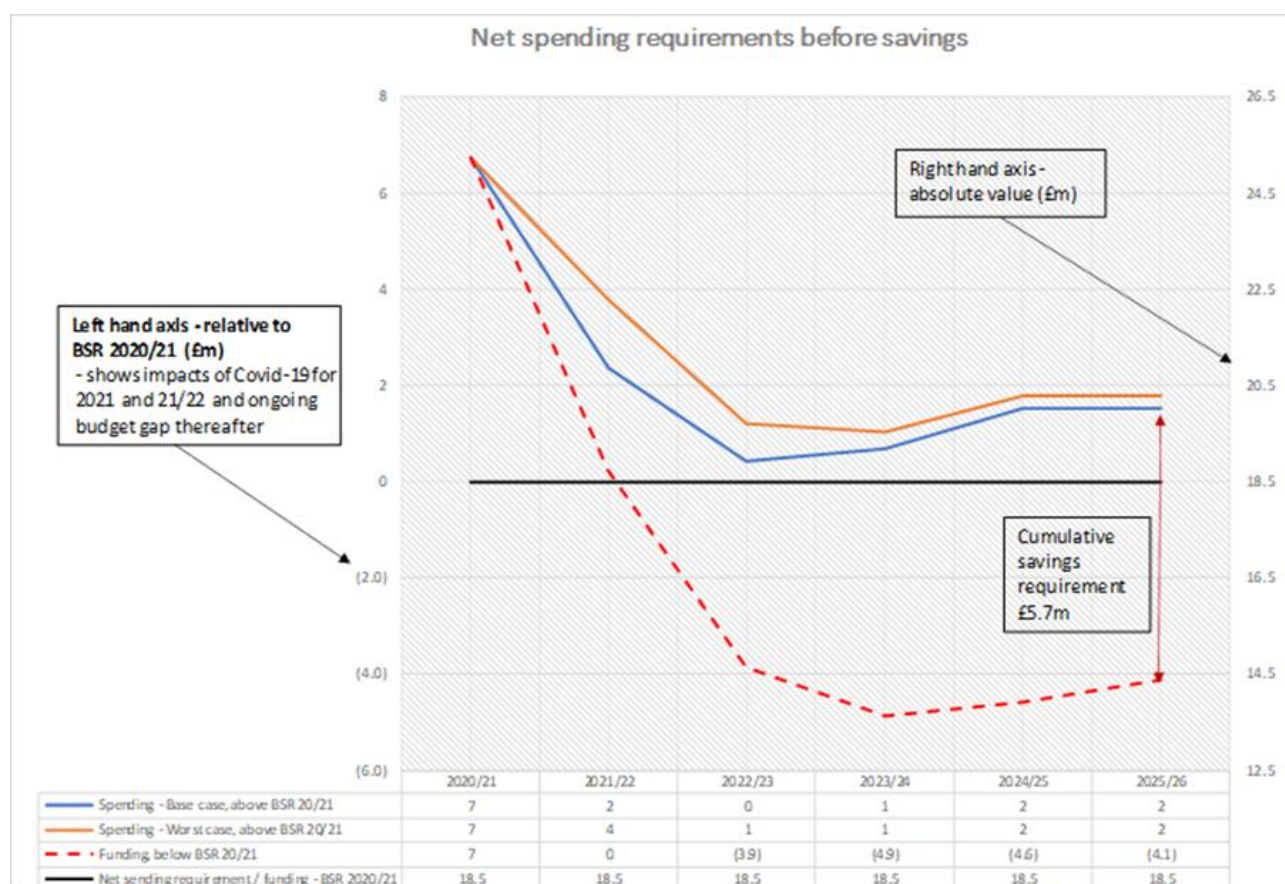
Future strategy and recommendations

Whilst the outcomes of many of the risks and uncertainties outlined in the previous section may become clearer during 2021/22, the council must set out a strategy in this report to ensure on-going financial sustainability.

The MTFS savings challenge

As a council, we are facing unprecedented challenges over the next five years. The MTFS predicts that on the assumptions in our current base scenario, our budgeted net spend (pre-Covid) will fall from £18.5m in 2020/21 to £14.4m in 2025/26, a reduction of 22%. This position is subject to considerable uncertainty, with unavoidable revenue pressures potentially higher than forecast and a long economic downturn likely to sustain or accelerate the reductions in income seen in 2020/21. The MTFS presents a cumulative savings requirement rising from **£4.3m** in 2022/23 to **£5.7m** in 2025/26 in the base scenario, with the worst case scenario seeing this increased to a cumulative saving of **£11.4m**. The chart on the following page shows the difference between our projected spend and our forecast funding in our base case and worst-case scenarios, demonstrating the size of the savings gap and the speed with which the MTFS predicts it increases in 2022/23.

Since the MTFS was agreed, the 2020 Spending Review has delayed many of the changes in central government funding. This has pushed back the most significant increase in the savings requirement by a year. Moreover, we do not yet know the full scale of the social, economic and environmental change that may emerge as the country recovers and the impact this could have on the city, the Council as a whole, and individual services. In the next two years we will need to support Cambridge's recovery from Covid-19, enhancing the way the council works in order to successfully deliver the vision for Cambridge – while transforming the way we operate to ensure we remain a financially sustainable organisation.



We have already invested in transformation, including capital investment in ICT and digital technology. We have funded specialist resources, creating internal transformation capacity to support services leading and delivering change. This approach has delivered savings; however, the MTFS shows that transformation will need to progress at a much greater scale and pace over the next two years to deliver the change required to make the council financially sustainable. Moreover, the Covid-19 pandemic has significantly slowed progress on the 2020/21 transformation programme, and there is an ongoing risk that service resource will not have the capacity to deliver transformation as the council continues to respond to the pandemic and/or support the city's recovery.

Transformation and recovery programme

Without change at scale and speed, the council will not have the resources to continue delivering its priorities. Therefore, to set the council on the path to a secure financial future, the existing transformation programme is being redesigned to meet the challenges outlined above, whilst delivering on the council's corporate objectives:

- tackling poverty and inequality and ensuring everyone shares in Cambridge's success
- tackling the climate and biodiversity emergencies
- helping everyone to have a home they can afford and enjoy
- planning for the future so that everyone participates in and benefits from Cambridge's success

The programme will deliver dedicated work to support these priorities as well as shaping the council into an organisation which is better placed to deliver them. It will enhance services to our customers which will drive out costs, increase income, and target resources at the things which matter most to our communities.

Programme workstreams

The programme proposes five workstreams. The **community and anti-poverty** and the **climate and biodiversity** strands will directly deliver those objectives; the other three workstreams will reshape the council to support them.

- In our **community and anti-poverty** workstream, we will tackle poverty and inequality, targeting our resources and working with partners to ensure those in poverty and vulnerable people and communities get the most help; strengthening families and communities; and promoting an inclusive economy, including access to high quality, affordable housing, as the city recovers from Covid-19.
- In our **climate and biodiversity** workstream, we will work to combat the climate and biodiversity emergencies, reducing our own carbon emissions, engaging with residents, businesses and developers to reduce theirs and transition to the green economy, and increasing biodiversity in parks and green spaces.

- As a **co-operative** council we will focus on principles of community leadership, social partnership, and co-production, in how we run the council, engage with residents and staff, work cooperatively in our partnerships, and enable cooperation across the city. We will build on the experience of the Covid ward networks and mutual aid groups, working with grassroots organisations as well as the main citywide partnerships, to enable the city to recover and build community capacity. This could include rethinking our community development role at a neighbourhood – hyperlocal – level, to support these principles.
- As a **customer-focused** council we will provide high-quality, professional services focused on what our customers value, using insight and engagement to drive service improvement and increase satisfaction, and ensuring we meet our councillors' expectations of excellent public facilities and high-quality services fit for the future. This will include exploring and implementing neighbourhood operational teams where it makes sense to do so in order to deliver better outcomes within fewer resources, as well as continuing our digital programme.
- As a **commercial** council, we will build on the success of our existing income-generating services – such as car parks and commercial properties – which will generate a return for the council to support delivery of services to those in need, delivering our aspiration to ensure everyone participates in and benefits from Cambridge's success.

Financial implications

The programme will aim to achieve annual savings of at least £2.5m from customer experience and efficiency work. Further savings will be available from better integrated delivery with communities and partners, from office accommodation changes, and from additional income from new business opportunities (likely to be realised later in the programme).

The current transformation service was created as an 'enabling' team, on the assumption that services were resourced to deliver their own change and transformation. Due to the existing pressures of the pandemic and recovery, and the scale and pace of change required, this programme will require additional resources working alongside the existing team to deliver it.

Resources for the **community and anti-poverty** and **climate and biodiversity** workstreams have been secured through budget proposals for 2021/22 included in this BSR and the prioritisation of existing service budgets. Additional resources will be needed to deliver the programme, concentrating first on the co-operative and customer-focused council workstreams.

The first phase of the programme, completing in July 2021, will:

- Bring forward high level 'in principle' decisions on the new service model
- Agree the business case and funding for full programme delivery
- Seek funding to deliver any 'enablers' that had emerged which would deliver clear benefits
- Take stock of progress towards closing the savings gap to inform MTFS 2021

Following this critical checkpoint, detailed budget proposals will be developed over the summer including projected savings (likely to be partial and part year for 2022/23) for presentation in BSR 2022. Later phases of the programme will be designed to achieve further savings and additional income, to be included within the 2023/24 budget.

Capital and investment strategy

The council's capital and investment strategy will be reported to Strategy and Resources Scrutiny Committee alongside this BSR. The most significant change to the strategy proposed is to finance the capital programme from capital receipts and borrowing, rather than revenue resources. This enables an initial saving of about £2.2m per year but commits the council to increasing debt servicing costs. This strategic change will require regular review to ensure that financial pressures are managed through limiting capital expenditure through the prioritisation of proposals and careful management of capital receipts and cash flows.

The strategy also takes account of the revised Public Works Loan Board (PWL) lending terms. These terms stop councils which plan to purchase assets 'for yield' from borrowing from the PWL for any purposes except the refinancing of existing debt.

Overall, the capital and investment strategy will:

- Ensure that the council's operational asset portfolio aligns with the requirement of services as they transform and reduces the council's energy use and carbon emissions
- Ensures that the service potential of these assets is maintained in line with the demands placed on them
- Focuses the development of the commercial property portfolio on local investments with additional benefits such as regeneration and provision of commercial property types in short supply

- Considers broadening investments to include renewable energy and housing, addressing council objectives on climate change and support for those in most need
- Maintains a prudent approach to financing capital
- Prioritises the use of existing resources to finance investments as far as practical, borrowing wisely where necessary to achieve outcomes
- Aims to develop income to support the council's objectives in providing services without government funding, which is being cut.

Conclusion

This report presents a balanced budget for 2021/22, albeit supported by the use of reserves. However, the council requires a continuing savings strategy to maintain a firm financial footing in the medium term despite ongoing economic and financial uncertainties which present challenges in both financial and service delivery terms.

This section presents an evolving transformation and recovery programme which seeks to address the financial challenges, alongside significant cultural, organisational and service delivery change. This is an ambitious programme at a time when resources are under significant pressure.

The overall budget and MTFS therefore rely on the successful delivery of a challenging programme of transformational projects, some of which rely on collaborative working with partners and local communities. Furthermore, difficult decisions will have to be made to ensure that objectives are achieved. The council actively manages the level of its reserves to give some protection against these risks.

Increasingly the financial health of the council, and hence its ability to deliver services to local residents and visitors to the city will be for the council to manage. The key will be to balance policy-driven spending and prudent management with well-considered risk taking for reward.

Section 10

Section 25 report

Section 25 of the Local Government Act 2003 requires the Council's Section 151 officer to report to the council when it is considering its budget requirement and consequent council tax. The report must deal with the robustness of the estimates made for the purposes of the calculations and the adequacy of the reserves allowed for in the budget proposals.

The rationale is to ensure that the estimates are sufficient to cover regular recurring costs plus any reasonable risks and uncertainties and, in the event of unexpected expenditure, there are adequate reserves to draw on. The calculations relate to the budget for the forthcoming year and the legal requirement may, therefore, be interpreted as reporting only on the 2021/22 estimates and reserves up to 31 March 2022.

Robustness of estimates

The council has well established and robust budget processes. These have been followed when compiling the 2021/22 budget and medium-term projections. Estimates and assumptions were reviewed during the preparation of the MTFS in October 2020 and confirmed during the development of this BSR. Section 8 of the BSR reviews these estimates and assumptions and indicates the sensitivity of each in financial terms.

Covid-19 pandemic

The council has monitored the financial impact of the pandemic closely through 2020/21. We have seen significant shortfalls in income and additional cost pressures. The path of the pandemic locally has driven changes in income and costs due both to changes in local restrictions and levels of government support generally and for key services. As a result, outturn forecasts have been volatile through the year. The outlook for 2021/22 is similarly uncertain, although some government support has been announced. Whilst the programme of vaccination is expected to restore normality to daily life as the year progresses, recovery is expected to be variable across the city, with demand for council services difficult to predict.

Future funding of local government

As last year, there is significant uncertainty as to the quantum and form of local government funding underlying the budget numbers presented. A fundamental review of the business rates system is underway which may subsume other work ongoing in this area, including the fair funding review, business rates baseline reset and changes to business rates retention. Additionally, the government has announced a revaluation of properties for business rates purposes to come into effect in 2023. The revaluation will be based on property values at April 2021 so as to take the Covid impact on businesses into account. The combined impact of these changes on the council's business rates income is extremely difficult to predict.

The provisional local government finance settlement confirms that funding via NHB will end, but not what might replace it or the possible amount of any replacement. Therefore, both NHB and business rates growth have been removed as funding sources from future budget years. No potential replacement for NHB or future business rates growth has been modelled due to the high level of uncertainty in amounts and timing. Therefore, the outlook on funding presented is considered to present a prudent view and could be more negative than the eventual outcome.

Unavoidable revenue pressures

Experience over the last five years has shown that new unavoidable revenue pressures of the order of £800k arise in each year. Indicative amounts were included within savings requirements in MTFS 2020 and 'best case' and 'worst case' scenarios presented, covering unavoidable pressures generally and those related to Covid more specifically. For the purposes of this BSR, the indicative amounts have been replaced with actual identified pressures.

If unavoidable pressures emerge in line with past trends this could mean that savings targets are understated by at least £800k each year in future years, totalling £3.2m or more over the period presented. The scale of savings to be achieved by the council over the next five years is therefore considerable and represents an ongoing risk and challenge.

Estimation of savings

The key driving factor through the budget process has been the requirement to identify savings to address projected decreases in core funding. The savings requirement in year has been addressed in three principal ways:

- Delivering savings from services reviews undertaken in 2020/21

- Removing all revenue funding for capital expenditure, replacing it with capital receipts and borrowing in the short term. As this is not a sustainable long-term strategy, this will be subject to annual review
- Ensuring that income is maximised, increasing fees and charges where feasible
- Identifying many small savings and efficiencies across the council

These savings are considered to be deliverable, but future savings will require a fundamental change in the way that the council operates, and services are delivered. The council is developing a recovery and transformation programme, as outlined in Section 9 of this report to deliver these savings. This programme is in the early stages of design and it is not yet possible to assess whether the required savings will be delivered. The programme will require significant cultural, organisational and service delivery change to be delivered within the organisation to demanding timescales and in a controlled way. Difficult decisions will have to be made to ensure that objectives are achieved. There are, therefore, significant levels of risk around the estimation and delivery of potential income and savings required to ensure the financial sustainability of the council in the medium term.

Adequacy of reserves

The requirement for financial reserves is acknowledged in statute. Section 32 of the Local Government Finance Act 1992 requires billing authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. It is the responsibility of the Section 151 officer to advise local authorities on the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose.

The council holds two types of general fund reserves:

- The general fund is a working balance to cushion the impact of uneven cash flows. The reserve also acts as a contingency that can be used in year if there are unexpected emergencies, unforeseen spending or uncertain developments and pressures where the exact timing and value is not yet known and/or within the council's control. The reserve also provides cover for grant and income risk.
- Earmarked reserves are set aside for specific and designated purposes or to meet known or predicted liabilities, e.g. insurance claims.

Earmarked reserves remain legally part of the general fund, although they are accounted for separately.

A key mitigation for financial risk is the Section 151 officer's estimate of a prudent level of reserves. A risk assessment was undertaken in MTFS 2020 to determine the level of non-earmarked general reserves required by the council. Section 8 of this report recommends no changes to the assessment at this time. In making the recommendation for the level of reserves, the Section 151 officer has followed guidance in the CIPFA LAAP Bulletin 77 – Guidance notes on Local Authorities Reserves and Balances. The risk analysis shows that a prudent minimum level of reserves for 2021/22 will be of the order of £6.3m.

The final table in Section 8 shows that the anticipated level of the general fund reserves will remain above the prudent minimum level for the duration of the medium-term planning period.

Financial sustainability

The Chartered Institute of Public Finance and Accountancy (CIPFA) has developed a Financial Sustainability Index for councils, comprising a range of indicators. The index was published for the first time last year using 2018/19 data, but has not yet been updated. This may be because final financial data sets are yet to be published for 2019/20.

Based on 2018/19 data, the index confirmed that the council is well placed in terms of financial sustainability. The council showed higher levels of risk when compared with other non-metropolitan district councils for the indicators below. Additional comments have been added below to update the assessment.

Gross external debt: £213.5m within a range of £0 - £1,212.3m (2018/19). There has been no change in the council's gross external debt to date. This is the council's HRA debt, which is fully supported by rents and other revenue within the HRA as shown within the HRA's 30-year business plan and is therefore not considered to be a risk to the council's financial sustainability.

Council tax requirement / Net revenue expenditure: 52.81% within the range 36.95% - 100.00% (2018/19). This can be compared with 48.9% in the original budget for 2020/21, pre Covid-19 impacts. This indicator shows the reliance that the council has on income other than council tax to support the provision of services. Other income includes business rates, commercial property and car parking income, all of which are subject external influences outside the council's control. These

income flows are kept under close review through the year. If and when shortfalls are predicted, corrective action is taken.

Business rates, growth above baseline: 118% within the range -129% to 287%. As noted in the body of the BSR, the council currently benefits from the retention of some of its business rates growth which will be lost when business rate baselines are reset. In setting its budget, the council does not rely on business growth to fund core services, so this is not considered to be a risk to the council's financial sustainability.

Conclusion

I therefore consider that the estimates for the financial year 2021/22 to be sufficiently robust and the financial reserves up to 31 March 2022 to be adequate. However, I draw attention to the range of savings that could be required over the next five-year period, including the worst case scenario allowing for additional Covid pressures and other unavoidable amounts, which represent 20 – 52% of the council's net revenue expenditure at 2020/21 pre-Covid levels.

Caroline Ryba, Head of Finance

Appendix A(a)- Calculation of council tax base 2021/22

	Council Tax Bands									
	A entitled to disabled relief reduction	A	B	C	D	E	F	G	H	Total
Dwellings on the valuation list		4,263	10,674	20,050	10,197	5,858	3,766	3,235	493	58,536
Dwellings treated as exempt		(570)	(500)	(814)	(617)	(429)	(244)	(371)	(170)	(3,715)
Adjustments for disabled relief (i.e. reduced by one band)		(1)	(15)	(41)	(34)	(22)	(12)	(14)	(1)	(140)
	1	15	41	34	22	12	14	1	0	140
Total chargeable dwellings	1	3,707	10,200	19,229	9,568	5,419	3,524	2,851	322	54,821
Where there is a liability to pay 100% council tax	0	1,824	4,671	13,104	6,985	4,078	2,794	2,393	277	36,126
That are assumed to be subject to a discount or premium	1	1,883	5,529	6,125	2,583	1,341	730	458	45	18,695
Dwelling Equivalents:										
Number of dwelling equivalents after applying discounts and premiums to calculate tax base	0.8	3,222.5	8,803.3	17,654.5	8,899.8	5,089.8	3,338.8	2,739.8	306.3	50,055.3
Ratio to Band D	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	
Band D equivalents	0.4	2,148.3	6,847.0	15,692.9	8,899.8	6,220.8	4,822.6	4,566.3	612.5	49,810.6
Band D equivalent contributions for Government properties										1.0
Allowance for Council Tax Support										(4,692.2)
Tax base after allowance for Council Tax Support										45,119.4
	Add		Estimated net growth in tax base							244.0
	Less		Adjustment for student exemptions							(440.3)
	Less		Assumed loss on collection at 3.1%							(1,392.6)
Total Band D Equivalents – Tax base for Council Tax and Precept Setting Purposes										43,530.5

Appendix A (b)

Council Tax Setting 2021/22

1. The Council calculated its Council Tax Base 2019/20 for the whole Council area as **43,530.5** [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")]
2. The Council calculates that the Council Tax requirement for the Council's own purposes for 2021/22 is **£9,032,580**
3. That the following amounts be calculated for the year 2019/20 in accordance with Sections 31 to 36 of the Act:

(a)	£209,681,543	being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act
(b)	£200,648,963	being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act
(c)	£9,032,580	being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. [Item R in the formula in Section 31B of the Act]
(d)	£207.50	being the amount at 3(c) above (Item R), all divided by the amount at 1 above (Item T), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year.

4. To note that Cambridgeshire County Council, the Cambridgeshire Police & Crime Commissioner, Cambridgeshire & Peterborough Fire Authority have issued precepts to the Council (and nil for the Cambridgeshire & Peterborough Combined Authority) in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings in the Council's area as indicated in the table below.

5. That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the table below as the amounts of Council Tax for 2019/20 for each of the categories of dwellings in the Council's area.

Dwelling Band	City Council £	County Council £	Police & Crime Commissioner £	Fire Authority £	Cambridgeshire & Peterborough Combined Authority £	Aggregate Council Tax £
A	138.33	933.18	165.06	49.02	-	1,285.59
B	161.39	1,088.71	192.57	57.19	-	1,499.86
C	184.44	1,244.24	220.08	65.36	-	1,714.12
D	207.50	1,399.77	247.59	73.53	-	1,928.39
E	253.61	1,710.83	302.61	89.87	-	2,356.92
F	299.72	2,021.89	357.63	106.21	-	2,785.45
G	345.83	2,332.95	412.65	122.55	-	3,213.98
H	415.00	2,799.54	495.18	147.06	-	3,856.78

6. The Council determines that, in accordance with Section 52ZB of the Local Government Finance Act 1992, the basic amount of its council tax for 2021/22 is not excessive.

APPENDIX B: CAMBRIDGE CITY COUNCIL CORPORATE PLAN 2019-22

Vision

The Council has a clear vision to lead a united city, 'One Cambridge - Fair for All', in which economic dynamism and prosperity are combined with social justice and equality.

It's a vision we will share and develop, working with our citizens and partner organisations.

Our three priorities

1. Tackling poverty & inequality and helping people in the greatest need
2. Leading Cambridge's response to the climate change emergency and biodiversity crisis
3. Delivering quality services within financial constraints while transforming the council

Objective	Activities	What success looks like	Indicators	Executive Cllrs	Lead officers
THEME 1 – TACKLING POVERTY & INEQUALITY AND HELPING PEOPLE IN THE GREATEST NEED					
1.1 To implement our Anti-Poverty Strategy, which aims to improve the standard of living and daily lives of those residents in Cambridge who are currently experiencing poverty, including those facing economic hardship and vulnerability arising from coronavirus and lockdown; and to help alleviate issues that can lead households on low incomes to experience financial pressures.	<p>We will:</p> <p>1.1.1 Deliver or fund projects and mainstream services that help reduce the impacts of poverty on residents and communities in Cambridge.</p> <p>1.1.2 Ensure that adverse impacts of welfare reforms are minimised; working effectively with the DWP and other partner organisations to support residents with the implementation of Universal Credit.</p> <p>1.1.3 Support mutual aid networks and wider projects supporting individuals and households, including thematic citywide partnerships and anti-poverty projects.</p>	<ul style="list-style-type: none"> Fewer people experiencing material hardship and the detrimental impacts of poverty on physical and mental health. Residents are supported through the impact of welfare reforms, including through housing benefit, council tax support and homelessness assistance, debt advice and personal budgeting support. financial hardship and poverty during the transition period following UC implementation and arising from Coronavirus, are minimised. 	<ul style="list-style-type: none"> Basket of indicators in the Anti-Poverty Strategy Speed of processing housing benefit claims 	<p>Cllr Smith</p> <p>Cllr Johnson</p> <p>Cllr Davey</p>	<p>Suzanne Hemingway</p> <p>Debbie Kaye</p> <p>David Greening</p> <p>Alison Cole</p> <p>Andrew Limb</p>
1.2 To develop and deliver our Housing Strategy, which aims to provide more affordable housing, a better mix of tenure types in the	<p>We will:</p> <p>1.2.1 Implement the Greater Cambridge Housing Strategy with South Cambridgeshire District Council, setting the vision and key housing</p>	<ul style="list-style-type: none"> The Housing Strategy is informed by community consultation, adopted by both councils, and then implemented. We work in partnership to ensure: 	<ul style="list-style-type: none"> The suite of indicators for housing issues - including new build starts and completions (via annual monitoring report), tenant 	<p>Cllr Johnson</p>	<p>Suzanne Hemingway</p> <p>David Greening</p>

Objective	Activities	What success looks like	Indicators	Executive Cllrs	Lead officers
city, and to reduce homelessness and rough sleeping.	objectives and priorities across the two councils up to 2023.	<ul style="list-style-type: none"> ○ High quality new homes are being built that meet local needs and which people can afford. ○ Existing homes are well-managed and maintained. ○ Homelessness and rough sleeping are successfully reduced. • Households move into the new homes that have been delivered; and financial returns are achieved consistent with the aspirations set out in initial proposals for each site. 	satisfaction, number of rough sleepers - set out elsewhere in this plan.		
	1.2.2 Provide advice and support to people in housing need in Cambridge, in order to help them find homes that meet their needs, and to avoid becoming homeless. Bring forward a Homelessness and Rough Sleeping strategy 2021-26. Prevent homelessness and reduce rough sleeping for as many in Cambridge as possible.	<ul style="list-style-type: none"> • People are supported to make housing choices that meet their needs, including through access to Council or housing association homes, or temporary accommodation for short periods. • People are prevented from becoming homeless; Households placed in bed and breakfast accommodation minimised; rough sleeping numbers are reduced, and people supported off the street given routes to find suitable accommodation and to re-establish their lives. 	<ul style="list-style-type: none"> • Number of different individuals found sleeping rough in Cambridge City in a single financial year • Number of rough sleepers found on the bi-monthly and official annual count (November) • Number of homelessness preventions where a homelessness duty is owed • Use of temporary accommodation 		
	1.2.3 Develop permanent, self-contained housing for homeless people with complex needs ('Housing First').	<ul style="list-style-type: none"> • City and County Councils and other organisations agree a strategy for the development of Housing First schemes and trial different types of scheme, increasing the number of bed spaces each year. 			
	1.2.4 Build at least 500 new Council Homes through the Devolution funding, ensuring they comply with or surpass the Council's Sustainable Housing Guide wherever viable; and develop plans to build a further 1000 between 2022 and 2032, consistent with an updated Sustainable Housing Design Guide..	<ul style="list-style-type: none"> • Construction is commenced and local people in need start to be housed in quality new Council Homes that they can afford. • Residents have lower fuel costs, and lower emissions in new build housing than equivalent properties in older stock. 	<ul style="list-style-type: none"> • Number of council housing starts • Number of new homes that comply with or surpass the Cambridge Sustainable Housing Design Guide • Number of residents reporting lower fuel bills as part of 12 month survey in relevant developments 		Fiona Bryant Claire Flowers
	1.2.5 Seek to secure 40% affordable housing in new developments through the planning application process.	<ul style="list-style-type: none"> • Different types of households, with a broad range of incomes, are assisted to afford to live in Cambridge. 	<ul style="list-style-type: none"> • Number of Affordable Housing completions by category (all social housing providers) 	Cllr Thornburrow	Stephen Kelly
	1.2.6 Provide sub-market intermediate housing that also generates a financial return through Cambridge City Housing Company (CCHC); facilitate move-on accommodation for rough-sleepers previously accommodated temporarily by the Council in hotels & B&Bs.	<ul style="list-style-type: none"> • 23 households continue to be housed at sub-market rents. 	<ul style="list-style-type: none"> • Financial return to the Council 	Cllr Davey	Caroline Ryba James Elms Dave Prinsep

Objective	Activities	What success looks like	Indicators	Executive Cllrs	Lead officers
	1.2.7 Review the CCHC to explore potential for business expansion where opportunity allows, including any opportunity for the provision of homes on mixed tenure sites in conjunction with the HRA.				
1.3 To provide safe, warm and well-maintained homes for our tenants; and to work with private sector landlords of Houses in Multiple Occupation to achieve the same.	We will:			Cllr Johnson	Suzanne Hemingway David Greening Lynn Thomas
	1.3.1 Invest in the quality and energy-efficiency of the Council's housing stock in line with the housing asset management strategy.	<ul style="list-style-type: none"> Quality housing provided for tenants that meets the agreed appropriate standards and is energy efficient. 	<ul style="list-style-type: none"> % customer satisfaction of their homes energy and environmental performance of our housing stock (RdSAP) 		
	1.3.2 Provide a high performing repairs and planned maintenance service for our tenants that gives value for money.	<ul style="list-style-type: none"> Tenants' satisfaction with the repairs and planned maintenance service is maintained and improved. We have achieved the agreed target for average repairs cost. 	<ul style="list-style-type: none"> % customer satisfaction with repairs service 		
	1.3.3 Administer and enforce the mandatory HMO (House in Multiple Occupation) Licensing scheme to improve standards.	<ul style="list-style-type: none"> All HMO landlords provide good standard, energy-efficient private rental accommodation. 			
	1.3.4 Work with tenants to agree priorities and invest in environmental improvements to our estates and communal areas.	<ul style="list-style-type: none"> High quality environments for our Council Housing residents leading to increased resident satisfaction in their neighbourhood. 	<ul style="list-style-type: none"> % resident satisfaction with the neighbourhood 		
	1.3.5 Take action against Council tenants who create harm or disturbance for others.	<ul style="list-style-type: none"> Tenants are able to enjoy a peaceful quality of life; disruptive tenants are managed, and anti-social behaviour is deterred. 		Cllr Johnson Cllr Massey	Suzanne Hemingway
1.4 To support local communities and residents to meet the needs of the most vulnerable, including refugees.	We will:		<ul style="list-style-type: none"> Universal ChYpPs sessions <ul style="list-style-type: none"> Number of sessions Number of child visits Community Centres <ul style="list-style-type: none"> Visitor numbers % of income target achieved 	Cllr Smith	Debbie Kaye
	1.4.1 Work, including with other agencies, community organisations and neighbourhood mutual aid groups, to provide support for communities, including through community centres, outreach and grant funding.	<ul style="list-style-type: none"> Children, young people, older people and families in areas of most need, and all residents with protected characteristics under the Equality Act, are supported to access services. Community centres provide efficient services enabling residents/communities (particularly those with real need) to support themselves and access key services. Communities in areas where there is most need are supported to be more cohesive, healthy and safe. 	<ul style="list-style-type: none"> Number of entries to Council leisure facilities by people holding concession memberships 		
	1.4.2 Review the range of community development provision across Cambridge to ensure it supports individuals and communities with the greatest need.	<ul style="list-style-type: none"> There is a thriving community and voluntary sector which in turn adds value to the quality of Cambridge life 			
	1.4.3 Strengthen community capacity via Community Grants and support for the voluntary sector	<ul style="list-style-type: none"> Resettled people are integrated into the Cambridge community and are supported to acquire skills for quality of life. Customised and individual plans in place for families on arrival which ensures they receive the appropriate support for their needs. The families gain the required skills to live full and integrated lives, and earn a living, including competent English. 	<ul style="list-style-type: none"> Number of refugees attaining English as a Second Language (ESOL) 'elementary' standard 		
	1.4.4 Continue to develop links and co-operative working arrangements with partner organisations and agencies to ensure delivery of the appropriate services for resettled families.				

Objective	Activities	What success looks like	Indicators	Executive Cllrs	Lead officers
THEME 2 – LEADING CAMBRIDGE’S RESPONSE TO THE CLIMATE CHANGE EMERGENCY AND BIODIVERSITY CRISIS					
2.1 To deliver our Climate Change and Biodiversity Strategies, which aim to reduce carbon emissions reduce consumption of resources, increase recycling and reduce waste; to support Council services, residents and businesses to adapt to the impacts of climate change; and to double nature	2.1.1 Produce and apply Sustainable Design and Construction planning guidance to help shape new low energy/carbon private sector development.	<ul style="list-style-type: none"> Greater Cambridge Sustainable Design and Construction (SCaD) Supplementary Planning Document (SPD) produced and adopted, supporting the transition to a lower carbon economy in line with current local plan policy requirements. New developments minimise and mitigate climate change and protect and enhance habitats. Draft flood and water management Supplementary Planning Document implemented. 	<ul style="list-style-type: none"> Number of developments implemented in line with (or exceeding) adopted policy requirements. 		
	2.1.2 Deliver the Cambridge Air Quality Action Plan; and explore the scope for working in partnership on air quality issues with South Cambridgeshire District Council, the County Council and other partners.	<ul style="list-style-type: none"> Improved air quality across the city, particularly in high air pollution zones, with particular focus on reducing vehicle emissions harmful to public health. 	<ul style="list-style-type: none"> Number of air quality monitoring points exceeding Nitrogen Dioxide (NO2) legal limit 		Suzanne Hemingway
	2.1.3 Make our streets and open spaces and communities more resilient to the impacts of climate change.	<ul style="list-style-type: none"> Cambridge’s streets and open spaces can continue to be enjoyed by future generations. 	<ul style="list-style-type: none"> Number of low emission taxis % of insect-friendly wildflower meadows and long grass areas Volume of glyphosate-based herbicide used 	Cllr Moore	David Greening
	2.1.4 Manage Cambridge’s streets and open spaces for the benefit of both wildlife and people by ensuring that biodiversity protection and enhancement is taken into account in all development decisions and management practices.	<ul style="list-style-type: none"> Cambridge’s biodiversity value is protected and enhanced. 	<ul style="list-style-type: none"> % of City Council owned and managed parks and open spaces actively designated and / or managed for biodiversity 	Cllr Thornburrow	Joel Carre
	2.1.5 Invest in energy efficiency and generation projects as set out in our Carbon Management Plan.	<ul style="list-style-type: none"> Emissions reduction target achieved, and reduced energy bills, saving money that can then be spent on essential services. 	<ul style="list-style-type: none"> % of designated Local Wildlife Sites in positive conservation management 	Cllr Johnson	Stephen Kelly
	2.1.6 Develop and implement the Commercial Property Energy Efficiency Plan to invest in energy efficiency measures that improve the performance of the portfolio over time.	<ul style="list-style-type: none"> Reduced energy use and emissions from our portfolio. Compliance with Minimum Energy Efficiency Standards (MEES) Regulations by 1st April 2023. 	<ul style="list-style-type: none"> tCO2 from council assets and activities Council’s fuel usage (Kwh) EPC Rating by Total Floor Area (sq. m) assessed annually 	Cllr Davey	Andrew Limb
	2.1.7 Reduce the amount of waste generated, by supporting and educating residents to reduce, reuse and recycle more.	<ul style="list-style-type: none"> Recycling targets are achieved, and the amount of waste sent to landfill is reduced. Bin contamination kept to target minimum. 	<ul style="list-style-type: none"> % black bin waste % Blue bin recycling rate % Bin contamination 		Dave Prinsep
	2.1.8 -Take enforcement action, including prosecution where appropriate, against those damaging the environment.	<ul style="list-style-type: none"> Fewer instances of environmental crime; cleaner and safer streets and open spaces. 	<ul style="list-style-type: none"> Number of Fixed Penalty - Notices (FPN) issued for littering 		Lynn Thomas
	2.1.9 Work with community organisations to promote sustainable food practices.	<ul style="list-style-type: none"> Communities have greater access to locally sourced food; Cambridge is working towards “silver” award. 			Trevor Nicholl

Objective	Activities	What success looks like	Indicators	Executive Cllrs	Lead officers
2.2 To plan for the sustainable growth of Cambridge, support the development of new communities and deliver services to our growing population.	<p>We will:</p> <p>2.2.1 Develop the new joint Greater Cambridge Local Plan in partnership with South Cambridgeshire District Council and the relevant delivery partners and focus on both the needs to be addressed and the capacity for growth</p>	<ul style="list-style-type: none"> The local plan 2018 is implemented successfully. Work on the new Greater Cambridge local plan is progressed to timetable, integrating spatial and transport planning to provide for sustainable and inclusive economic growth. Develop the plan to address four key themes: <ul style="list-style-type: none"> Climate Change Biodiversity & Green Spaces Wellbeing & Social Inclusion Great Places 	<ul style="list-style-type: none"> Number of homes completed and numbers for different types of affordable housing (<i>Annual Monitoring Report</i>) 	<p>Cllr Thornburrow</p> <p>Cllr Smith</p> <p>Cllr Herbert</p> <p>Cllr Johnson</p> <p>Cllr Davey</p> <p>Cllr Massey</p>	<p>Stephen Kelly</p> <p>Suzanne Hemingway</p> <p>Fiona Bryant</p> <p>Claire Flowers</p> <p>Debbie Kaye</p> <p>David Greening</p> <p>Andrew Limb</p>
2.3 To work with partners to address the infrastructure needs of the city and the Greater Cambridge area, to reduce congestion and pollution; provide more housing; and support sustainable growth and quality of life for all.	<p>We will:</p> <p>2.3.1 Through our membership of the Greater Cambridge Partnership and Combined Authority, develop and implement projects that support sustainable economic growth by tackling congestion & improving connectivity.</p> <p>2.3.2 With our partners, seek to influence regional and national agencies to prioritise additional investment in the infrastructure needs of Greater Cambridge.</p>	<ul style="list-style-type: none"> Improved connectivity, and reduced congestion, supporting the continued sustainable growth of the Greater Cambridge economy by allowing freer movement of people, goods and ideas. Improved public transport and modal shift from cars to public transport and other non-car transport options. 	<ul style="list-style-type: none"> % of all journeys undertaken by bicycle, public transport and on foot 	<p>Cllr Herbert</p> <p>Cllr Massey</p>	<p>Chief Executive</p> <p>Stephen Kelly</p> <p>Fiona Bryant</p> <p>Andrew Limb</p>

Objective	Activities	What success looks like	Indicators	Executive Cllrs	Lead officers
THEME 3 - DELIVERING QUALITY SERVICES WITHIN FINANCIAL CONSTRAINTS WHILE TRANSFORMING THE COUNCIL					
3.1 To provide essential services that meet customer needs, prioritising within the resources we have available.	We will:				
	3.1.1 Ensure planning applications are dealt with within target timescales and resources.	<ul style="list-style-type: none"> Residents and businesses experience efficient services, with queries responded to in a timely and professional manner. 	<ul style="list-style-type: none"> % planning applications processed within target timescales 	All Executive Councillors	Chief Executive
	3.1.2 Collect Council Tax and Business Rates efficiently.		<ul style="list-style-type: none"> Council Tax and Business Rates collection rates 		
	3.1.3 Keep our streets and open spaces clean, green and safe, including by: <ul style="list-style-type: none"> supporting communities to assist us in caring for their streets and open spaces; and tackling littering, fly-tipping and graffiti. 	<ul style="list-style-type: none"> The management of our streets and open spaces is supported by an active band of community volunteers. High quality, environmentally-friendly street and open space environments achieved. Reduced levels of littering, fly tipping and graffiti. 	<ul style="list-style-type: none"> % of streets achieving Grade A cleanliness standard Number of open spaces with active friends groups Number of volunteer hours contributed to maintaining streets and open spaces Number of Green Flag sites 		
	3.1.4 Carry out risk-based food safety standard inspections of food businesses, including in the context of existing the EU.	<ul style="list-style-type: none"> All food businesses are managed to good food safety standards. 	<ul style="list-style-type: none"> % of food businesses rated as broadly compliant 		
	3.1.5 Carry out targeted work in areas where community safety issues such as anti-social behaviour related to drug and alcohol abuse, knife crime, begging and domestic abuse have been identified and need to be addressed through support and enforcement.	<ul style="list-style-type: none"> Communities know that we will work with partners to address community safety issues where they arise, and will know how to report issues. Balanced approach taken to supporting and enforcing so that vulnerable victims are protected and supported. 	<ul style="list-style-type: none"> Number of prevention initiatives in place Number of awareness raising events for domestic abuse 		
	3.1.6 Collect recyclables and waste from residents and businesses in the city efficiently.	<ul style="list-style-type: none"> High level of successful scheduled waste collections; income, savings & efficiencies delivered by the shared waste service. 	<ul style="list-style-type: none"> Cost per household of waste collection % successful collections 		
3.2 To generate income from our services, where we have opportunity to do so, and to run those services in an efficient and modern way to generate a return to help fund other council services	We will:				
	3.2.1 Invest in facilities at the crematorium and cemetery that help us to deliver an efficient bereavement service focused on the needs of the bereaved.	<ul style="list-style-type: none"> The Council crematorium increases its turnover and market share annually, with successful budgetary performance and positive customer experience. 	<ul style="list-style-type: none"> share of total market by volume % of budget achieved 	Cllr Davey	Fiona Bryant
	3.2.2 Manage the Council's car parks to provide a high level of service, while planning for a future reduction in the need for city centre parking.	<ul style="list-style-type: none"> We balance managing demand, congestion and air pollution while achieving an income from our car parks. Provide electric charging that meets customers' needs and facilitates a shift to clean travel in the 	<ul style="list-style-type: none"> % of customers paying by card % of card payments done via the contactless system Number of electric vehicles in the council's fleet 	Cllr Massey Cllr Thornburrow Cllr Moore	James Elms Heads of Service

Objective	Activities	What success looks like	Indicators	Executive Cllrs	Lead officers
	3.2.3 Manage our garage in a way that meets the needs of private vehicle owners an expanded range of commercial fleets. 3.2.4 Grow income-generating services including planning services & building control, open space hire, trade waste, and wider service charges to help cover costs.	city; and increased use of zero/ultra-low emission vehicles across the council's fleet. <ul style="list-style-type: none"> Private client base grow year on year, managing four major HGV clients. Increased income and reduced cost of delivery. 	<ul style="list-style-type: none"> Number of major HGV clients 		
3.3 To ensure a varied cultural offer is available to those who live, work and study in, and visit, Cambridge	3.3.1 Provide a diverse and thriving programme of events and activities that offer citizens opportunity to participate in the cultural life of the city through the Cambridge Corn Exchange, Cambridge Folk Festival and City Events.	<ul style="list-style-type: none"> The Corn Exchange and Guildhall programme, Cambridge Folk Festival and City Events are delivered efficiently and effectively and in a Covid-safe manner, achieving positive customer feedback 	<ul style="list-style-type: none"> Net income / cost to the Council Number of attendees & participants 	Cllr Smith	Debbie Kaye
3.4 To deliver a wide range of essential services to those who live, work and study in, and visit, Cambridge. As central Government funding reduces we will continue to focus on delivering, those key front line services.	We will: 3.4.1 Publish clear standards for our services and ensure services are delivered to them. 3.4.2 Ensure residents and businesses enjoy an efficient service, with queries responded to in a timely and professional manner. 3.4.3 Give service users a say on changes through consultation, as appropriate. 3.4.4 Deal with complaints effectively when we get things wrong.	<ul style="list-style-type: none"> People who live, work and study in, or visit, Cambridge experience high quality and efficient services. 	<ul style="list-style-type: none"> Resident survey overall satisfaction with the Council % of formal complaints escalated to stage 2 	All Executive Councillors	Chief Executive Suzanne Hemingway Fiona Bryant Heads of Service
3.5 To transform the quality and efficiency of the services we provide to ensure we are maximising our resources and adapting to the changing needs of our residents and service users. To implement our ICT Business Plan and technology road map and our Digital Strategy.	We will: 3.5.1 Develop and promote an online customer portal for residents. Carry out effective business process reviews to help deliver better online transactional services enabling more residents to self-serve on line. 3.5.2 Implement a new online housing management information system. 3.5.3 Implement the Environmental Health and Streets & Open Spaces service reviews, including adoption of new technologies and ways of working, to improve customer service and operational performance.	<ul style="list-style-type: none"> More people can access services digitally and customers are responded to quickly, receiving a quality customer experience, leading to a reduction in telephone calls to the contact centre. <ul style="list-style-type: none"> Customers will receive alerts on the status of their request and can track and receive confirmation when completed. Transformation projects deliver financial savings to the Council. Customers will be able to log service requests, view, amend and make payments on their rent accounts, receive notifications and alerts. Our Streets and Open Spaces service is able to respond to the impacts of growth and associated service demands without increasing costs. Our customers are able to raise and track streets and open spaces service requests, and reported parks, open space & enviro-crime issues digitally. 	<ul style="list-style-type: none"> % of contacts made online, including via the portal Number of registered portal accounts Proportion of tenant contacts regarding repairs and rent balances made online Operational unit cost to maintain streets and open spaces % of Environmental Health and Streets & Open Spaces	Cllr Herbert Cllr Davey Cllr Thornburrow Cllr Moore	Chief Executive Suzanne Hemingway Fiona Bryant Heads of Service

Objective	Activities	What success looks like	Indicators	Executive Cllrs	Lead officers
	<p>3.5.4 Implement a new online planning system with improved customer self-service functionality.</p> <p>3.5.4 Provide the infrastructure and training, including through the Council Anywhere transformation programme, to enable our staff to take advantage of new digital technologies to work flexibly and efficiently.</p>	<p>Our Environmental Health business customers are able to complete their licensing transactions including licence applications and payments online</p> <ul style="list-style-type: none"> Applicants and interested parties can receive notifications, review and comment on proposals online alongside improved information and advice online. Improved productivity, positive impact on recruitment and retention, better customer experience. 	<p>customer transactions carried out online</p> <ul style="list-style-type: none"> % of responses & submissions received online % staff who feel supported to achieve a work/life balance in staff survey 2019 		
3.6 To invest in our staff and ensure we have a workforce equipped and supported to deliver on our priorities	<p>We will:</p> <p>3.6.1 Invest in our staff and implement our Organisational Development Strategy.</p> <p>3.6.2 Support and create opportunities for apprenticeships in line with our Apprenticeship Strategy.</p> <p>3.6.3 Implement actions arising from Investor in People review 2018 and from our staff survey in 2019.</p> <p>3.6.4 Provide advice and guidance to support staff through the coronavirus crisis and the advent of mass remote working</p>	<ul style="list-style-type: none"> We can recruit and retain the staff we need. We have a diverse workforce. Staff regard the Council as a good employer. Staff are trained and developed to meet changing needs and to develop their careers within the council. We optimise our apprenticeship levy contributions, meet government targets and deliver quality apprenticeships to support workforce and succession planning. Staff engage in wellbeing at work programme to improve their physical and mental health. We continue to be recognised as an Investor in People (IiP) and as Disability Confident. Staff are able to work productively and maintain health, safety and wellbeing whilst working remotely and flexibly. 	<ul style="list-style-type: none"> % of workforce who are apprentices Outcome of Investor in People (IiP) review (2021) Workforce profile (% staff and number of job applicants who declare a disability; %who declare themselves as BAME (Black, Asian and Minority Ethnic) % staff reporting in staff survey as being well supported during coronavirus-enforced remote working 	Cllr Davey	<p>Chief Executive</p> <p>Deborah Simpson</p> <p>Heads of Service</p>
3.7 To transform services through internal service reviews and by developing new ways of working across the council and with partners.	<p>We will:</p> <p>3.7.1 Develop a long-term strategy and plan for transformation which will enhance the services the Council delivers for and with communities while helping to meet the financial challenges the Council faces.</p> <p>3.7.2 Invest in our transformation, project and programme management capabilities and capacity.</p> <p>3.7.3 Implement the Shared Planning Service to optimise the potential of new ways of working, including digital technological transformation, to improve service quality and productivity.</p> <p>3.7.4 Develop the Shared Waste Service business plan including through partnership working with other councils and organisations.</p>	<ul style="list-style-type: none"> Transformation delivered at the scale and pace needed to maintain and enhance services in the face of increasing financial constraints. Projects delivered more efficiently, saving the Council time and money. Further savings and/or benefits in productivity/efficiency identified and then delivered. 		<p>Cllr Herbert</p> <p>Cllr Davey</p> <p>Cllr Thornburrow</p> <p>Cllr Moore</p>	<p>Fiona Bryant</p> <p>Suzanne Hemingway</p> <p>Elissa Rospigliosi</p> <p>Fiona Bryant</p> <p>Stephen Kelly</p> <p>Trevor Nicoll</p>

Objective	Activities	What success looks like	Indicators	Executive Cllrs	Lead officers
	3.7.5 Explore the scope for further collaboration or sharing of other services. 3.7.6 Carry out strategic reviews of key services including Car Parking, Human Resources, Community Services and Customer Services and other services	<ul style="list-style-type: none"> Sharing further services, or other collaborations, would aim to provide greater resilience and efficiency and the capacity to deliver services to the City and partner councils. Improved quality and efficiency of service 			Fiona Bryant Elissa Rospigliosi
3.8 To review our assets to ensure they are delivering maximum value to the Council and to the wider community.	We will: 3.8.1 Generate income, capital receipts and value through extra investment in commercial property following completion of a comprehensive asset review. 3.8.2 Further develop the long-term Council accommodation strategy to achieve more efficient and flexible working arrangements, improve service delivery, reduce fuel costs and carbon emissions and identify further income and redevelopment opportunities. 3.8.3 Procure goods and services for the Council, and its partners as agreed, in a way that is competitive, accessible, standardised, fair and transparent, delivering innovative ways to support the local economy.	<ul style="list-style-type: none"> Increasing income, capital receipts and portfolio value. Council buildings, land and property used more efficiently, improving service delivery and embedding new ways of working. Procurements generate opportunities to work collaboratively, reduce costs and improve services. We are compliant with the Public Contract Regulations (PCR) and transparency requirements. 	<ul style="list-style-type: none"> Annual income from commercial property portfolio % of contracts which are PCR compliant 	Cllr Davey	Dave Prinsep James Elms
3.9 To continue to develop and work with innovative partnerships to improve the quality of life in the city.	3.9.1 Continue to develop the My Cambridge Cultural Education Partnership. 3.9.2 Provide opportunity for young people to participate in local decision making through Agenda Days and Takeover Days. 3.9.3 Work with partners (including the police) in the Community Safety Partnership to increase safety in Cambridge. 3.9.4 Work with Cambridge BID and Fitzwilliam Museum (Enterprises) Ltd, to establish a destination management organisation for Cambridge city in order to support the recovery and development of a sustainable visitor economy. 3.9.5 Work collaboratively with Cambridgeshire County Council, and other partners in the Local Health & Wellbeing Board, to support our communities to be healthy and resilient.	<ul style="list-style-type: none"> More young people are supported to build up confidence and aspiration. Children and young people have a real say and influence council decisions including specific issues such as the refurbishment of play areas. Problems are identified; joint working with the police and others in working groups has a measurable impact in reducing crime; Cambridge continues to be a safe city to live in and visit. Visitors returning to Cambridge city centre to enjoy and support the retail, cultural and hospitality offer; and having and making a positive net contribution to the local community and economy. More people engage in healthy lifestyle choices and activities. 	<ul style="list-style-type: none"> Number of medium & high risk ASB cases responded to within the service standard Number of people with action plans in place at Street Life Working Group Footfall levels in Cambridge city centre; Average visitor spend in indicator city centre business outlets City centre outdoor market occupancy / income levels Number of people participating in the programme 	Cllr Massey Cllr Smith	Debbie Kaye Joel Carre Suzanne Hemingway

Appendix C(a) - Local poverty rating index to assist in assessing budget proposals

To assist members in assessing the impacts of budget proposals on low income groups of people in the City a local poverty rating composite index ("the Index") has been developed and has been applied for this year's budget proposals for 2021/22 (as in previous years). The impact classifications are shown in the table below:

Impact classification of impact	Assessment
High	The bid is a good fit with the areas of focus in the council's Anti-Poverty Strategy and targets people on low incomes that are experiencing pressing and urgent problems that will affect their ability to meet their basic needs, such as housing, food, warmth and security in the short-term.
Medium	The bid touches on or is outside the areas of focus in the council's Anti-Poverty Strategy but will deliver improvements to people and families living on low incomes in the short to medium-term.
Low	The bid is outside the areas of focus in the council's Anti-Poverty Strategy but will deliver improvements to people and families, including those living on a low income.
None	The level of service to low income people and families will not change.
Negative	The bid is likely to reduce or restrict access to services by people or families living on a low income.

The council's full [Anti-Poverty Strategy](#) shows the objectives and areas of focus for the Cambridge Anti-Poverty Strategy.

2021/22 Budget – GF Proposals – Pressures & Bids

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Unavoidable Revenue Pressure

URP4720	Contribution to East of England Local Government Association (EELGA) pension deficit	2,000	2,000	2,000	2,000	2,000	Nil	No Impact
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Contribution to East of England Local Government Association (EELGA) pension deficit, as agreed by the EELGA Management Committee in April 2019. Contributions of £2,000 are to be made annually from April 2021 to April 2041.

Caroline Ryba

Finance & Resources Portfolio

URP4721	Increase in external audit scale fee	44,020	44,020	44,020	44,020	44,020	Nil	No Impact
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Increase in external audit scale fee as presented by the council's external auditor, Ernst & Young, to civic Affairs Committee in July 2020.

Karen Whyatt

Finance & Resources Portfolio

URP4739	Review and consideration of possible alternative delivery models for the Arts Distribution Service (including a stop)	16,000	16,000	16,000	16,000	16,000	Nil	No Impact
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This Service involves and includes the distribution and display of arts and community organisation posters and flyers. In years prior to COVID the service generated enough income to cover costs. This proposal is to stop the service and therefore assumes that no further income is achieved and the 2FTE are made redundant. The net budget impact is a pressure of £16,000 (a reduction in revenue costs of £75,000 and loss of external income £91,000). There are a range of other potential scenarios that could be considered including contracted, sold or reduced.

Anthony French

Climate Change, Environment and City Centre Portfolio

URP4766	Microsoft Subscription price increase	22,000	22,000	22,000	22,000	22,000	Not Applicable	No Impact
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The current Microsoft agreements were negotiated by the Crown Commercial Service (CCS) in March 2018 on behalf of all local authorities, and are referred to as the Digital Transformation Arrangements (DTA). The DTA agreement expires in March 2021 and while it is strongly expected that CCS will negotiate a similar deal, Brexit and other Global issues mean that prices are expected to rise. It is expected that the new agreement may include additional features, as recently seen in a similar NHS agreement. These may allow the offset of this cost increase. This bid is an educated guess at the potential increase, which may be higher if CCS does not achieve the expected discount.

Fiona Bryant

Finance & Resources Portfolio

2021/22 Budget – GF Proposals – Pressures & Bids

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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URP4782	Streets and Open Spaces digital management system	41,000	41,000	41,000	41,000	41,000	Positive/Low Impact	No Impact
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Ongoing revenue budget is required to meet the annual licencing and maintenance needs of the Streets and Open Spaces digital management system (Alloy), which will be fully operational across the service, including street cleansing and grounds maintenance operations, from January 2021. This new system will deliver a range of service benefits, including customer access and visibility, mobile working and operational productivity. The capital funding for the new system was approved by Full Council in February 2018.

Joel Carre

Climate Change, Environment and City Centre Portfolio

URP4783	Data base licence for Community Safety due to withdrawal of external funding	5,000	5,000	0	0	0	Nil	No Impact
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The ECINs licence is essential for the continuation of the management of ASB and Refugee casework and needs to be renewed. It was previously paid by external funding which has been withdrawn.

Lynda Kilkelly

Transport and Community Safety Portfolio

URP4809	Allocation of Overheads	587,000	587,000	587,000	587,000	587,000	Not Applicable	No Impact
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Unavoidable increase in the allocation of overheads to the General Fund, following a review of the basis of allocation £336k from 21/22 onwards

Karen Whyatt

Strategy and External Partnerships Portfolio

Total Unavoidable Revenue Pressure	717,020	717,020	712,020	712,020	712,020
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2021/22 Budget – GF Proposals – Pressures & Bids

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Reduced Income

RI4702	Local Taxation Fee Income (Court Costs Collected)	50,000	0	0	0	0	Nil	No Impact
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Costs income is dependent on the volume of non-payment prosecutions and the recovery of Court Costs charged to Council Tax payers. The volume of cases progressing through the Courts will be restricted as backlogs built up are cleared. We expect greater level of arrears being carried over from 2020 into 2021 necessitating a more nuanced approach to debt recovery, including greater use of extended payment arrangements to avoid Court action. Income reduction is based on a best estimate of a 35-40% reduction in the number of cases prosecuted in 2021/22, but much will depend on how quickly Courts get back to full capacity.

Kevin Jay

Finance & Resources Portfolio

RI4704	2021/22 Reduction in Procurement revenue	15,000	10,000	10,000	10,000	10,000	Nil	No Impact
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The Cambridgeshire and Peterborough Combined Authority (CPCA) revenue stream will close to zero in FY 20/21, it is anticipated that other income stream may come on line in FY20/21 to partly cover the loss of income from the CPCA

Jane
Whiteman-
Turl

Finance & Resources Portfolio

RI4709	Reduction in Car Park revenue due to impact of COVID-19	1,070,000	500,000	0	0	0	Nil	No Impact
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Reduction in income reflects the current uncertain environment. Annual revenue forecasts normally have an accuracy of +/- 3% this forecast has an accuracy of +/- 15%. It assumes no lockdowns in FY21/22 and that an automatic budgetary increase of 2% continues to be added to revenue expectations - This proposal removes the forecasted revenue increase from the weekend peak time tariff and incremental inflation tracking prices increases and reflects current economic forecasting if proven to be correct and the High St remains relatively resilient

Sean Cleary

Transport and Community Safety Portfolio

RI4713	Loss of income - Cambridge Folk Festival	150,000	0	0	0	0	Nil	No Impact
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Cambridge Folk Festival historically generates a surplus. In 2021-22 the impact of COVID will significantly reduce the likelihood of a surplus, through a combination of additional costs associated with running a COVID secure event, and reduced income. This bid is to cover the loss of income

Jane Wilson

Communities Portfolio

2021/22 Budget – GF Proposals – Pressures & Bids

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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RI4714	Meadows Community Centre - reversal of saving	25,000	0	0	0	0	Nil	No Impact
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£25,000 was accepted as a saving from this cost centre effective from 1.4.20. Unfortunately due to the impact of Covid-19 the centre is unable to generate the income levels required in the original proposal. Room capacity is significantly reduced due to social distancing, groups are unable to return, larger meetings/training and conferences cannot resume until rooms are back to normal capacity. Community centres finances will be reviewed as part of the management review of community centres in 2021/22.

Jackie
Hanson

Communities Portfolio

RI4716	Commercial Property Portfolio - Reduced Income from 2021/22 financial year onwards	633,000	667,000	687,000	462,000	462,000	Nil	No Impact
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Forecast reduced income from 2021/22 financial year reflecting increased voids and lower ground rent receipts on the existing property portfolio.

Philip
Doggett

Finance & Resources Portfolio

RI4717	Administrative Buildings - Reduced income from 2021/22 financial year	116,000	35,000	33,000	33,000	33,000	Nil	No Impact
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Forecast reduced income from 2021/22 financial year reflecting increased voids within Administrative Buildings.

Philip Taylor

Finance & Resources Portfolio

RI4726	Planning - Bid to reflect reduced income	167,000	167,000	0	0	0	Positive/Low Impact	No Impact
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Balance of income shortfall after mitigation measures responding to reductions in application and land charges income. The mitigation package results in reduced costs to both South Cambridgeshire District Council and Cambridge City Council in accordance with the Shared Planning Service agreement. Measures are focused around reducing contract/agency staff costs associated with reduced application numbers (including legal costs), re-profiling planning policy spend and securing improved cost recovery from partners (Greater Cambridge Partnership). The consolidation of costs in the Business Support team is also proposed. A longer term programme of measures (not yet costed) to transform/reformat the service is being developed.

Stephen
Kelly

Planning Policy and Open Spaces Portfolio

2021/22 Budget – GF Proposals – Pressures & Bids

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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RI4789	Cambridge Museum Rent Free period	25,000	0	0	0	0	Nil	No Impact
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A one-year rent-free period is proposed as support for the Cambridge Museum.

Philip
Doggett

Finance & Resources Portfolio

RI4797	Selective Landlord Licensing [Linked to S4798]	288,000	288,000	288,000	288,000	288,000	Nil	No Impact
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In March 2020 a feasibility study was commissioned by the Council into the implementation of selective licensing of private rented properties in the city of Cambridge. The feasibility study looked in detail, into the need, suitability, and appropriateness for implementation of a selective licensing scheme under Part 3 of the Housing Act 2004. The report found that it was not appropriate in this instance for the Council to introduce selective licensing. Therefore the proposal for income from the scheme agreed at budget setting for 2020/21 (II4671) should be reversed.

Clare
Adelizzi

Housing (GF) Portfolio

Total Reduced Income	2,539,000	1,667,000	1,018,000	793,000	793,000
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2021/22 Budget – GF Proposals – Pressures & Bids

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Bids

B4684	Two FTE vehicle fitters to deliver an increase in income at fleet services [Linked to I14685]	85,300	85,300	85,300	85,300	85,300	Nil	No Impact
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Throughout the COVID 19 crisis Fleet Services have proven to be extremely resilient, supporting all commercial clients without fail. This resilience has seen a current commercial client move the remainder of their fleet from their previous private sector supplier to the Council on a committed and enduring basis. This increased workload requires additional two (2) FTE fitter posts to deliver the additional revenue earning work, the additional costs are matched by an increase in revenue bid. These posts are currently filled on six-month fixed term contract basis allowing financial forecasts to be reviewed with actuals if the business case is not proven the six-month fixed term contracts can be terminated and these posts deleted without financial impact

David Cox

Climate Change, Environment and City Centre Portfolio

B4700	Cambridge North East Manager and other costs	80,000	80,000	80,000	80,000	0	Positive/Hig h Impact	No Impact
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The funding is for a programme manager to act on behalf of the Council to drive the programme forward up until the submission of the core site planning application in 2024/5, alongside legal and professional costs, and communication and engagement costs. 25% of the programme management costs are covered by Housing Infrastructure Fund (HIF) funding, leaving 75% at an annual cost of c£65,000. Legal and professional costs budgeted at £10,000 pa annually and communication and engagements costs at £5000 pa. The total budget required will be repaid out of core site sales receipts from 2028.

Fiona Bryant

Strategy and External Partnerships Portfolio

B4703	Revenue bid to cover staffing for Community Safety increased workload [Linked to URP4783]	40,000	40,000	0	0	0	Nil	Medium Impact
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Partial funding to extend the fixed term contracts of two post on the Community Safety Team. Following lifting of Covid-19 restrictions there has been a significant rise in ASB reports (63% compared to the same period last year) and additional staff resource is required. The £14k saving offered for the Street Life Coordinator cannot be delivered - the duties were to be allocated to other staff, but this has not been possible due to increased demands from community and prevention work across the service.

Lynda Kilkelly

Transport and Community Safety Portfolio

2021/22 Budget – GF Proposals – Pressures & Bids

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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B4715	Community Seed Funding Scheme - grass root grants	20,000	0	0	0	0	Nil	Low Impact
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Proposal to create a fund to award £500 - £1000 micro-grants to support community orientated projects. Small scale projects to improve their community; this seed funding can kick-start community activity, strengthen neighbourhoods and support residents with local projects related to Covid-recovery and community-building. The fund requires administration as well as training and support for community groups, using skilled officers to support the successful delivery of these initiatives.

Jackie
Hanson

Communities Portfolio

B4719	Financial Inclusion Officer - Increase in hours (General Fund)	6,000	0	0	0	0	Nil	High Impact
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Financial Inclusion Officer post to assist with supporting welfare reforms - increase in hours (General Fund). This existing post provides support and hands-on assistance in helping people affected by welfare reforms to maximise their income, reduce their costs and explore options for improving their lives going forward. The client group tends to be those on lowest incomes, the most vulnerable claimants and families with complex needs and often chaotic lifestyles. This bid relates to the General Fund share of the costs of the post.

Naomi
Armstrong

Finance & Resources Portfolio

B4723	Anti-Poverty Strategy responsive (contingency) budget 2021/22	30,000	0	0	0	0	Nil	High Impact
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This budget would be available to fund projects that align with the objectives of the City Council's Anti-Poverty Strategy that emerge in-year/outside of the budget-setting and community grants bidding rounds. It is intended that this budget would be available for projects delivered either by the council or by external partners including potentially community groups, who may be in a position to deliver a more agile response to an emergent need. It is primarily intended to address newly-emergent, urgent need, but recognises that if no such need emerges in-year, the funding would return to reserves at the end of the financial year.

David
Kidston

Communities Portfolio

B4724	Additional Climate Change Officer post	50,000	50,000	50,000	50,000	50,000	Positive/High Impact	No Impact
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By creating an additional Climate Change Officer post, the Council will be able to develop and deliver a wider range of project, policy and partnership initiatives as part of our new Climate Change Strategy. With the higher profile of the climate emergency nationally and with partner bodies, there are more climate change initiatives and opportunities emerging, some with time-limited funding attached or other tight deadlines or complex criteria. Creating additional officer capacity will enable us to support colleagues across the Council and in partner councils, businesses, academic and community groups to build more collaborative and innovative approaches to tackling climate change.

David
Kidston

Climate Change, Environment and City Centre Portfolio

2021/22 Budget – GF Proposals – Pressures & Bids

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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B4725	Climate Change policy & partnership projects budget 2021/22	50,000	0	0	0	0	Positive/High Impact	No Impact
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This funding will enable the council to develop and deliver policy and partnership projects and initiatives designed to reduce emissions in the council and the wider city, and/or to build awareness and capacity to reduce emissions. In the context of the Council's emerging climate change strategy, the council is seeking to build more active partnership working with businesses, academics and communities and to explore and pursue policy projects and initiatives within the council. This funding will give the council more capacity and resource to invest in such initiatives, tools, partnerships and projects.

David
Kidston

Climate Change, Environment and City Centre Portfolio

B4733	Apprentice Fleet Officer (City Only)	10,000	10,000	10,000	10,000	10,000	Nil	No Impact
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Due to increasing fleet size and compliance requirements, additional support is required. The post has a total cost of £30,000 to be funded by a reduction in overtime worked by the fleet manager (£10,000) and the remaining cost split 50/50 between Cambridge City Council and South Cambridgeshire District Council.

Suzanne
Hemingway

Climate Change, Environment and City Centre Portfolio

B4760	3C Building Control Provide Consultancy Advice on cutting carbon emissions in existing stock.	6,000	6,000	0	0	0	Positive/Medium Impact	No Impact
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3C Building Control Services to undertake research and training to enable the service to provide information on adapting homes and buildings for climate change for residents, and also architects/consultants, with focus on Cambridge's challenges (old housing stock, historic buildings). This will also enable the service to be ahead of the changes in building technology and the climate crisis, and lead to new income. Submitted in 2020/21 as a single-year bid of £50,000, proposed to be extended for two years reduced to £6,000 p.a. already committed. Strategy adapted to create 3 year plan to achieve this, with bid for external training of £6,000 per annum.

Heather
Jones

Planning Policy and Open Spaces Portfolio

B4763	GIS (Geographical Information System) Test environment [Linked to CAP4763]	4,900	4,900	4,900	4,900	4,900	Nil	No Impact
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At present there is no test environment for the GIS solutions within the 3 Councils. This bid allows for the creation of a test environment for the councils.

Fiona Bryant

Finance & Resources Portfolio

2021/22 Budget – GF Proposals – Pressures & Bids

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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B4769	Information@Work consolidation	5,000	5,000	5,000	5,000	5,000	Nil	No Impact
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There are currently separate Information@Work instances in Cambridge city Council, Huntingdonshire District Council and South Cambridgeshire District Council. This proposal is to migrate and merge these into a single instance. At this stage this will have no impact on the 3 councils' current set-up and there are no information governance issues. Only if we move to a single system will the information governance issues need to be assessed and addressed. Over 5 years this cost will be expected to be recouped as currently we are paying 3 sets of upgrade costs for each system upgraded.

Fiona Bryant

Finance & Resources Portfolio

B4771	Datacentre Vendor Support Contract	19,000	19,000	19,000	19,000	19,000	Nil	No Impact
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When the datacentre went through the tender process this did not include centralised 3rd party support of the environment. When using the vendor for support for issues and upgrades it has been expensive and availability has not always been accessible in the evenings and weekends when required. The proposal is for 24/7 support of the datacentre environment and will ensure that we have the correct specialised support available when it is required. Current support of the software is via individual vendors this will centralise the support to the environment and improve resolution times of issues as and when they occur. Giving us access to the full range of resources 24/7 to support the ever growing demands to accessing services - thus future proofing support.

Fiona Bryant

Finance & Resources Portfolio

B4788	Communication work on changes to council service delivery and priorities	20,000	0	0	0	0	Nil	No Impact
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To provide for in depth engagement with residents, business, staff and other stakeholders

Ashley Perry

Communities Portfolio

B4791	Hire of new grass cutting and collecting equipment to support biodiversity	25,000	0	0	0	0	Positive/Low Impact	No Impact
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As Cambridge City Council moves to cease the use of herbicides on the green verges, and working in conjunction with County Council colleagues to achieve Plantlife (managing grassland road verges best practice) standards for biodiversity, in line with our Biodiversity Crisis Motion, this bid is to support a trial of new working practices and the hire/evaluation of a cut-and-collect vehicle.

Alistair Wilson

Planning Policy and Open Spaces Portfolio

2021/22 Budget – GF Proposals – Pressures & Bids

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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B4801	Economic development support for businesses	75,000	75,000	75,000	75,000	0	Nil	No Impact
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The bid is for a new post to provide economic development support for businesses in Cambridge during and post COVID recovery. The post will work closely with other council staff to be deployed within the future Destination Management Organisation related functions, and with partners such as the business networks, Greater Cambridge Partnership and partner Authorities, to ensure that businesses have access to the required advice and potential funding. The post will also support the maintenance of the database developed during covid-19. Further detail is still to be confirmed. This is a post requiring the relevant experience and ability to manage relationships and influence at high levels and to work closely with Members in supporting Cambridge Business

Fiona Bryant

Finance & Resources Portfolio

B4805	Depot Relocation Project	150,000	0	0	0	0	Positive/Low Impact	No Impact
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Alternative Depot facilities are required as the current depot facilities at Cowley Road will need to be vacated by December 2023 as the site has been allocated as strategic housing infrastructure in the Local Plan (North East Cambridge Area Action Plan). This bid is for consultancy support for Phase 1 of the City Council Depot Relocation Project to work up approach, baseline information, options analysis, depot location(s) and justifications for the project decisions

Will Barfield

Finance & Resources Portfolio

B4813	Community Grants – additional Covid related support	30,000	0	0	0	0	Nil	High Impact
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Covid related pressures have meant demand on the Community Grants Fund is greater than anticipated. To accommodate this, and support the excellent work being undertaken by the community and voluntary sector, this bid will enable a one-off increase to the grant funding available in 2021/22.

Jackie Hanson

Communities Portfolio

Total Bids	706,200	375,200	329,200	329,200	174,200
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2021/22 Budget – GF Proposals – Pressures & Bids

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Programme

PROG4777	Transformation programme resource to support the delivery of new ways of working across the council	50,000	0	0	0	0	Nil	No Impact
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Increase in transformation programme budget for the delivery of programme management, consultancy and support for the continued programme of transformation and service reviews planned for 2021/22.

Paul
Boucher

Finance & Resources Portfolio

Total Programme	50,000	0	0	0	0
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Pressures & Bids Total:	4,012,220	2,759,220	2,059,220	1,834,220	1,679,220
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2021/22 Budget – GF Proposals – Savings

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Savings

S4679	Housing Enabling Officer Post	(28,470)	(28,470)	(28,470)	(28,470)	(28,470)	Nil	No Impact
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Post has been vacant for a few years. Part of the budget for staff costs is being used to part-fund a shared Housing Development Officer between Cambridge City council and South Cambridgeshire District Council, the post being hosted by South Cambridgeshire. The remainder (0.6 FTE) is being offered up as a saving. There is currently capacity within the Housing Strategy team to deal with the workload, although with further large-scale development planned there may be a need to bid for funding for additional capacity again in the future.

Helen Reed

Housing (GF) Portfolio

S4682	Closure of Housing Cashiers [Linked to S4698 - HRA]	(31,300)	(31,300)	(31,300)	(31,300)	(31,300)	Nil	No Impact
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This proposal would see the permanent closure of the cashiers service at 171 Arbury Road, following its temporary closure from March 2020 as a result of the Covid-19 pandemic. Since then, users of this service have continued to make payments to the council through alternative means. The saving of £41,400 would be shared between the General Fund and the Housing Revenue Account, with the HRA share totalling £10,100. The General Fund will benefit from a saving of £31,300 as the full recharge for the cost of the cashiers service including all management costs and overheads would be deleted, but some of these management costs and overheads will need to be retained in the HRA, with only the direct costs of service provision ceasing.

Clarissa Norman

Finance & Resources Portfolio

S4699	Revenues and Benefits Restructure - estimated net savings	(375,000)	(446,000)	(429,000)	(429,000)	(429,000)	Nil	No Impact
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A report was submitted to Strategy and Resources Committee on 6 July 2020, which approved the need to restructure the Revenues and Benefits service. A consultation paper was circulated on 22 July 2020 to relevant staff, Trade Unions etc. The consultation period was open for 8 weeks and ended on 15 September 2020. The estimated annual net savings resulting from the restructure are shown above, however the final net savings value won't be known until the new structure and commencement date for the new structure for the Revenues and Benefits service have been approved.

Alison Cole

Finance & Resources Portfolio

2021/22 Budget – GF Proposals – Savings

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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S4710	Revised City Events programme in 2021/22	(100,000)	0	0	0	0	Nil	No Impact
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The proposal relates to the need to revise expectations of being able to run The Big Weekend in July 2021 due to Covid-19 and social distancing requirements. As such, the event will not take place as usual. Instead the event team will work up the option of a reconfigured 2021 programme, with a focus on community support and income generation, as an alternative to the Big Weekend. This proposal will generate a saving of £100k.

Jane Wilson

Communities Portfolio

S4728	Increase the charge for subscribers to the additional green bin scheme	(6,250)	(12,500)	(18,750)	(18,750)	(18,750)	Nil	No Impact
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There are currently about 1,250 residents with additional green bins for the collection of garden waste in the City. The charge is £35.00 and has been since we introduced the scheme in 2018. This proposal will increase the charge by £5 per year over next three year to bring it in line with charges made by other local councils in the region of £50 per bin.

Suzanne Hemingway

Climate Change, Environment and City Centre Portfolio

S4729	Reduction of three loaders in the service	(37,500)	(37,500)	(37,500)	(37,500)	(37,500)	Positive/Low Impact	No Impact
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Rounds have been rebalanced making it possible for three rounds to be completed with Driver and only one loader. Service will be able service all properties without any impact on the service due to the fact that rounds are made more suitable for one loader operations (Service saving £75,000 = Cambridge City Council £37,500 and South Cambridgeshire District Council £37,500) - No staff at risk

Suzanne Hemingway

Climate Change, Environment and City Centre Portfolio

S4730	Mini freighter rounds improvements leading to a reduction of a refuse driver	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	Positive/Medium Impact	No Impact
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Recent changes to the fleet has enabled improvements and better routing of the small mini freighter rounds. The service is now able to collect from more hard-to-reach properties and farms than before as the standard vehicles are smaller..(Service saving £30,000 = Cambridge City Council £15,000 and South Cambridgeshire District Council £15,000) - No staff at risk

Suzanne Hemingway

Climate Change, Environment and City Centre Portfolio

2021/22 Budget – GF Proposals – Savings
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Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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S4731	Refuse Vehicle Fuel saving	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	Positive/Medium Impact	No Impact
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Saving of fuel due to the improved routing and reduction of a fleet vehicle. (Service saving £40,000 = Cambridge City Council £20,000 and South Cambridgeshire District Council £20,000)

Suzanne Hemingway

Climate Change, Environment and City Centre Portfolio

S4732	Trade waste round reduction	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	Positive/Medium Impact	No Impact
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With improved round routing the service has been able to remove one of the existing trade rounds and distribute the work out to the remaining rounds. This change will not have a detrimental effect on the trade income. (Service saving £30,000 = Cambridge City Council £15,000 and South Cambridgeshire District Council £15,000)

Suzanne Hemingway

Climate Change, Environment and City Centre Portfolio

S4734	Delay in requirement for additional growth vehicle staffing	(44,700)	0	0	0	0	Nil	No Impact
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A bid for additional staff for a growth vehicle was agreed in last year's budget. However, due to a delay in the growth of numbers of properties in the district, this will now not be required until 22/23. (Saving Cambridge City Council £ 44,704 and South Cambridgeshire District Council £90,296)

Suzanne Hemingway

Climate Change, Environment and City Centre Portfolio

S4735	Savings from within centralised business support budgets.	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	Nil	No Impact
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Savings from within centralised business support budgets of £30k from across a range of budget codes (stationery £9K, shredding/off site storage £5K, postage £14 and subsistence £2K).

Sharon Line

Finance & Resources Portfolio

2021/22 Budget – GF Proposals – Savings
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Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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S4743	Public toilet review and policy implementation [Linked to CAP4741]	(43,000)	(43,000)	(76,000)	(76,000)	(76,000)	Positive/Low Impact	No Impact
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Undertake public toilet review and develop and adopt public toilet policy, which aims to maximise value of Council public toilet assets by rationalising provision, where available alternative facilities exist; and/or the need for continued facility provision no longer exists. Where an existing public toilet facility is identified as being redundant, the Council will consider and pursue any viable opportunities to invest in repurposing the property asset for either an alternative commercial and/or community use.

Anthony French

Climate Change, Environment and City Centre Portfolio

S4759	Pinder - out of hours emergency response	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	Positive/Low Impact	No Impact
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Out of hours responsibility for the welfare and safety of cattle grazing on Council owned open spaces, including responses to cattle related emergencies, to be transferred from the Council's Pinder service to the licensed graziers of the open spaces.

Don Blair

Planning Policy and Open Spaces Portfolio

S4775	Highway herbicide treatment reduction	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	Positive/Low Impact	No Impact
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In accordance with Cambridge City Council's Biodiversity Emergency Motion commitment, the Council has restricted its use of herbicides in all city managed parks and open spaces since August 2019. The City Council also has a contract with Cambridgeshire County Council for highway verge maintenance. The County Council has recently approved a new policy which sets out their approach to verge cutting and weed control. Officers from the City Council will continue an ongoing dialogue with County colleagues and work to achieve best practice for grass verges as developed by the national conservation charity Plantlife. The City Council's current position relating to not spraying obstacles in verges remains current and is supported by the County Council. This work will achieve the saving identified in this item.

Don Blair

Planning Policy and Open Spaces Portfolio

S4776	Streets & Open Spaces operational fleet fuel efficiencies	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	Positive/Low Impact	No Impact
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Manage the efficient routing of Streets and Open Spaces operational service fleet, including street cleansing and grounds maintenance, to deliver a reduction in annual vehicle mileage and associated fuel usage, based on achieving a 10% annual fuel cost reduction target

Don Blair

Planning Policy and Open Spaces Portfolio

2021/22 Budget – GF Proposals – Savings
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Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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S4780	Customer Services service review	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	Positive/Low Impact	No Impact
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To implement a restructure of Customer Services including introduction of new digital self-service channels, enhanced assisted self-service provision, a new (cashless) face to face model, and improved service quality.

Clarissa Norman

Finance & Resources Portfolio

S4790	Printer Saving	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)	Nil	No Impact
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Printer Saving as a result of reprourement.

Fiona Bryant

Finance & Resources Portfolio

S4798	Selective Landlord Licensing [Linked to RI4797]	(263,000)	(263,000)	(263,000)	(263,000)	(263,000)	Nil	No Impact
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In March 2020 a feasibility study was commissioned by the Council into the implementation of selective licensing of private rented properties in the city of Cambridge. The feasibility study looked in detail, into the need, suitability, and appropriateness for implementation of a selective licensing scheme under Part 3 of the Housing Act 2004. The report found that it was not appropriate in this instance for the Council to introduce selective licensing. Therefore the proposal for the costs of the scheme agreed at budget setting for 2020/21 (B4663) should be reversed.

Clare Adelizzi

Housing (GF) Portfolio

S4807	Cease contributions to the Vehicle Repairs and Renewals Reserve	(675,000)	(675,000)	(675,000)	(675,000)	(675,000)	Nil	No Impact
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Cease contributions to the Vehicle Repairs and Renewals Reserve. Once the reserve is fully spent, vehicle purchases will be financed from capital receipts and/or borrowings.

Karen Whyatt

Central Portfolio

S4808	Stop financing capital expenditure from revenue resources	(1,577,000)	(1,577,000)	(1,577,000)	(1,577,000)	(1,577,000)	Not Applicable	No Impact
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Stop financing capital expenditure from revenue resources. Future capital expenditure will be financed from capital receipts and/or borrowing.

Karen Whyatt

Central Portfolio

2021/22 Budget – GF Proposals – Savings
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Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
S4810	Remove ongoing contribution to GF reserves	(386,000)	(286,000)	(286,000)	(286,000)	(286,000)	Not Applicable	No Impact

To remove budget going forward

Karen
Whyatt

Central Portfolio

Total Savings	(4,013,720)	(3,846,270)	(3,868,520)	(3,868,520)	(3,868,520)
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2021/22 Budget – GF Proposals – Savings

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Increased Income

II4685	Increased Revenue - Fleet Services [Linked to B4684]	(85,300)	(85,300)	(85,300)	(85,300)	(85,300)	Nil	No Impact
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The service has grown its client base and this is forecast to deliver an annual increase in income.

David Cox

Climate Change, Environment and City Centre Portfolio

II4754	New business opportunities on Parks and Open Spaces (Not event related) [Linked to CAP4741]	(30,000)	(35,000)	(50,000)	(75,000)	(75,000)	Nil	No Impact
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There is a current opportunity to seek and consider a range of new activities on Parks and Open Spaces. Where the activities align to Council policies there may be opportunities to increase income. There may also be investment opportunities to create new sources of income from cafes, kiosk and community buildings (subject to business case). There is also scope to increase income from the repurposing of existing toilets from Year 3 to 5 and onwards)

Alistair
Wilson

Planning Policy and Open Spaces Portfolio

II4756	Introduction of car parking charges at Cherry Hinton Hall [Linked to CAP4756]	(10,000)	(20,000)	(20,000)	(20,000)	(20,000)	Positive/Low Impact	No Impact
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Introduce car parking charges at Cherry Hinton Hall public car park to encourage park visitors to access the site on bike, foot and public transport; and discourage commuters and other non-legitimate park users from using this valuable park facility. The proposal represents an extension of the effective car park charging policy, which was successfully introduced in 2019/20 at Lammas Land.

Anthony
French

Climate Change, Environment and City Centre Portfolio

II4786	3C Building Control income for consultancy work [Linked to B4760]	0	(6,000)	(6,000)	(6,000)	(6,000)	Nil	No Impact
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3Cbuilding Control consultancy income following training

Heather
Jones

Planning Policy and Open Spaces Portfolio

2021/22 Budget – GF Proposals – Savings
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Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
II4799	Revised budget implications due to the delay in closure of Park St car park	(130,610)	65,500	150,400	0	0	Nil	No Impact

Additional income due to the delay in closure of Park St car park. The bid assumes work starts Jan 22 with car park closing end of Dec 21. Original calculation assumed 50% customer displacement to other car parks, that modelling informs income projections and forms part of the overall income budget for car parks in FY21/22.

Sean Cleary

Transport and Community Safety Portfolio

Total Increased Income	(255,910)	(80,800)	(10,900)	(186,300)	(186,300)
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Savings Total:	(4,269,630)	(3,927,070)	(3,879,420)	(4,054,820)	(4,054,820)
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2021/22 Budget – GF Proposals – Non-Cash Limit Items

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Non-Cash Limit Items

NCL 4816	Adjustment for council tax base decrease and change to £5 band D uplift.	302,000	308,000	314,000	320,000	327,000	Not Applicable	No Impact
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The projected council tax base has been reduced to reflect current experience during the Covid-19 pandemic. Combined with the decision to increase band D council tax rate by £5 rather than 1.99%, this has resulted in an overall decrease in the income from council tax.

Jody
Etherington

Central Portfolio

NCL 4818	Service spending funded from earmarked reserve	(130,000)	0	0	0	0	Not Applicable	No Impact
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Service spending funded from the earmarked reserve, amounts not needed to fund collection fund deficits

Karen
Whyatt

Strategy and External Partnerships Portfolio

NCL 4819	Changes to business rates forecasts	(1,325,000)	635,000	761,000	873,000	873,000	Not Applicable	No Impact
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Changes to forecasts of business rates income as a result of the fundamental review of business rates and current business rates experience including a review of the appeals provision

Jody
Etherington

Central Portfolio

NCL 4820	Contribution to General Fund reserves	1,325,000	0	0	0	0	Not Applicable	No Impact
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Contribution to reserves of forecast business rates growth for 2021/22

Karen
Whyatt

Central Portfolio

NCL 4821	Use of GF reserves to fund service spending	(1,338,000)	0	0	0	0	Not Applicable	No Impact
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Use of GF reserve to fund service spending in year.

Karen
Whyatt

Central Portfolio

2021/22 Budget – GF Proposals – Non-Cash Limit Items

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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NCL4712	Possible Covid related costs of Corn Exchange and Guildhalls	600,000	0	0	0	0	Positive/Low Impact	No Impact
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It is not currently possible to know if the Corn Exchange and Guildhall Hall venues will be able to open from 1 April 2021. If necessary this bid would cover the cost of mothballing the venues for the whole of 2021/22 if needed, or the cost of retaining staff in order to re-open in the autumn of 2021. Work is ongoing to reduce costs if at all possible, including a business rates challenge. Any possible external funding opportunities to cover this cost will also be pursued.

Jane Wilson

Communities Portfolio

NCL4722	Contribution to Climate Change Fund	100,000	0	0	0	0	Positive/High Impact	No Impact
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The Council continues to work to identify and deliver projects that reduce its carbon emissions and (in most cases) its fuel bills. A new Carbon Management Plan will be developed as part of work on a revised Climate Change Strategy by March 2021, and this contribution to the Climate Change Fund will help ensure that there is funding immediately available for projects in that plan. It will also help ensure we can take advantage of sometimes very short-term external funding opportunities, for instance where a match or scheme development contribution is required.

David Kidston

Climate Change, Environment and City Centre Portfolio

NCL4811	Additional Contribution to the Greater Cambridge Partnership investment and delivery fund	47,550	0	0	0	0	Not Applicable	No Impact
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Additional 10% contribution from the New Homes Bonus to the Greater Cambridge Partnership investment and delivery fund.

Karen Whyatt

Central Portfolio

NCL4812	Additional New Homes Bonus (NHB) allocation	(475,460)	0	0	0	0	Not Applicable	No Impact
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Additional New Homes Bonus (NHB) allocation for 2021/22

Jody Etherington

Central Portfolio

NCL4814	Lower Tier Services Grant	(988,340)	0	0	0	0	Nil	No Impact
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Lower Tier Services Grant allocation as announced in the provisional local government finance settlement

Jody Etherington

Central Portfolio

2021/22 Budget – GF Proposals – Non-Cash Limit Items

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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NCL4815	Covid-19 emergency funding	(652,190)	0	0	0	0	Nil	No Impact
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Covid-19 emergency funding that the City have been allocated for 2021-22

Jody
Etherington

Central Portfolio

Total Non-Cash Limit Items	(2,534,440)	943,000	1,075,000	1,193,000	1,200,000
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Non - Cash Limit Items Total:	(2,534,440)	943,000	1,075,000	1,193,000	1,200,000
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2021/22 Budget – GF Proposals – Capital

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Capital Bids

CAP4706	Cambridge Corn Exchange - Infrastructure improvements and upgrades	1,000,000	0	0	0	0	Positive/Medium Impact	No Impact
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Investment in new boiler plant and heating controls equipment. Investment in new air handling and air circulation plant around the centre. Investment in building control systems for better environmental control and efficient running of plant and equipment. Works to aid better circulation of audiences around the venue to enable safer social distancing. Investment in the auditorium seating and toilet facilities enhancing the audience experience whilst in the venue. LED lighting where appropriate. Overall investment to reduce the carbon footprint, update facilities and enable safe usage of the venue.

Ian Ross

Communities Portfolio

CAP4707	Carbon saving investments within the Leisure Portfolio	325,000	0	0	0	0	Positive/High Impact	No Impact
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Investment into Abbey Pool and Parkside Pools for further energy saving measures to reduce the Pools carbon footprint. Working with Bouygues under the Refit 3 contract on agreed development areas for potential implementation includes investment in the following areas. Additional Solar PV at Parkside and Abbey Pools to maximise the remaining roof spaces in the right orientation for PV generation. Upgraded and extended building management systems tied into new Direct Drive motors and variable speed drives for greater control of air circulation and heating for the air plant and ventilation systems. LED lighting upgrades where applicable.

Ian Ross

Communities Portfolio

CAP4708	EV infrastructure at the Cambridge City Council Depot	56,600	0	0	0	0	Positive/Low Impact	No Impact
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Purchase and Installation of electric vehicle charging hardware at the Council Depot to facilitate Year 1 of the decarbonisation programme as vehicles begin convert from diesel/petrol engines to electric in FY 22/23. EV tender seeking fully funded model and this bid is providing a contingency sum

Sean Cleary

Transport and Community Safety Portfolio

2021/22 Budget – GF Proposals – Capital
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Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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CAP4718	Software Upgrade - Parking Services	100,000	0	0	0	0	Nil	No Impact
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To develop and implement, where needed, an IT technology roadmap for the future operating system needs and any application software upgrades for parking services. The roadmap will identify any risks associated with running the current unsupported operating system i.e. Windows 7, Server2008/12, SQL2008/12 and provide in year solutions. Supplier broad forecasted costs are £100k, the roadmap will allow these costs to be refined and when any costs may be incurred, it is possible that this £100k will be spread over a number of years, if this proves correct the budget will be amended to reflect those changes

Sean Cleary

Transport and Community Safety Portfolio

CAP4736	Waste Fleet Replacement Programme (Cambridge City Council Only)	785,000	0	0	0	0	Positive/High Impact	No Impact
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Scheduled replacement of waste fleet with electric version

Suzanne Hemingway

Climate Change, Environment and City Centre Portfolio

CAP4737	Charging Infrastructure for electric Vehicles (Cambridge City Council Only)	50,000	0	0	0	0	Positive/Medium Impact	No Impact
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Estimate of the City Only costs of the proposed electric charging infrastructure at the Waterbeach depot

Suzanne Hemingway

Climate Change, Environment and City Centre Portfolio

CAP4740	Creation of a new boat pumping station near or on Stourbridge Common	0	60,000	0	0	0	Negative/Low Impact	No Impact
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The demand and use of the pump out facility (sewage and grey water from boat tanks) at Jesus Green has raised a request from River Mooring's Licence holders for provision of a second pump out on or close to Stourbridge Common. The second pump out will also create service resilience for scenarios where one or the other is not usable.

Alistair Wilson

Planning Policy and Open Spaces Portfolio

2021/22 Budget – GF Proposals – Capital

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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CAP4741	Investment programme for public toilet re-purposed property assets [Linked to II4754]	50,000	275,000	300,000	0	0	Negative/Lo w Impact	No Impact
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Capital investment programme to re-purpose redundant public toilet property assets for either alternative commercial and/ or community use. The proposal is subject to the development of approved business case and associated development plans.

Anthony
French

Climate Change, Environment and City Centre Portfolio

CAP4742	Installation of cattle ramp on Midsummer Common	45,000	0	0	0	0	Nil	No Impact
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Following review of incidents where cattle grazing Midsummer Common have ended up in the River Cam and required rescue, a need has been identified to provide an engineered cattle ramp. This would allow cattle in the river to be safely rescued without risk to the animal or rescuer. At present, the Common's steep engineered banks make rescue very difficult, with the animal becoming distressed and displaying unpredictable behaviours putting rescuers at risk; or even becoming over-fatigued and drowning. The ramp will be designed to also allow for recreational access use for canoes and rowing boats.

Alistair
Wilson

Planning Policy and Open Spaces Portfolio

CAP4744	Digital Signage - Mandela House	6,000	0	0	0	0	Nil	No Impact
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Mandela House is the Council's shop window. In more normal times public passing and visiting footfall is high which is why we have devoted window space to publicising our services and activities. But this publicity is static, paper-based and often ignored. This proposal is to devote some window space to three digital screens facing the street and providing modern, flexible, video-based information that can be changed remotely from a laptop.

Andrew
Limb

Communities Portfolio

CAP4746	Refurbishment of 125 Newmarket Road and refurbishment and alterations at 451 Newmarket Road.	60,000	0	0	0	0	Negative/Lo w Impact	No Impact
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125 Newmarket Road (The Access Surgery) and 451 Newmarket Road (the Controlled Drinking Project) are buildings owned by the Council. It is five years since 125 underwent a major refurbishment and some elements are showing signs of wear. 451 Newmarket Road equally requires an overhaul and also some necessary alterations. The proposed building works will replace some worn elements, create a new area for a day service for people wishing to enter the project when there is next a vacancy and will create an additional resident's room.

James
McWilliams

Housing (GF) Portfolio

2021/22 Budget – GF Proposals – Capital

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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CAP4755	Environmental Improvement Programme (EIP) options	264,000	264,000	0	0	0	Positive/Low Impact	No Impact
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The current EIP programme ends March 2021, there is a need for officers to evaluate the cost benefits of the programme and provide an options analysis. Options include not to extend at all; develop an officer led programme only (no delegated budget); continue current officer: delegated programme structure; or delegated programme only. The bid is made on the assumption of a continuation of the Environmental Improvement Programme, that Officers conclude projects allocated funding and deliver further new projects. Budget for salaries is currently from capital not revenue, this bid will cover the costs of salaries in addition to the amount allocated to the programme.

Alistair
Wilson

Planning Policy and Open Spaces Portfolio

CAP4757	Introduction of car parking charges at Cherry Hinton Hall [Linked to S4756]	20,000	0	0	0	0	Positive/Low Impact	No Impact
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Introduce car parking charges at Cherry Hinton Hall public car park to encourage park visitors to access the site on bike, foot and public transport; and discourage commuters and other non-legitimate park users from using this valuable parking facility. The proposal represents an extension of the effective car park charging policy, which was successfully introduced in 2019/20 at Lammas Land.

Anthony
French

Climate Change, Environment and City Centre Portfolio

CAP4764	Geographical Information System (GIS) test environment [Linked to B4763]	24,000	0	0	0	0	Nil	No Impact
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At present there is no test environment for the GIS solutions within the 3 Councils. This bid allows for the creation of a test environment for the councils with costs shared across the three partners. Proposal has been made visible to the Shared Services groups and the portfolio holder member for shared services.

Fiona Bryant

Finance & Resources Portfolio

CAP4765	Mobile Phone Replacement	116,550	0	0	0	0	Negative/Low Impact	No Impact
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Our current corporate standard mobile handsets are iPhone SE's (with a small number of similar age iPhone 6s Plus, 7 and 7 Plus). They are all now managed by InTune which enables officers to gain access to corporate Office 365 applications. They are now 4+ years old and can no longer be purchased. 2020 will be the last Apple IOS major update (note security updates will still be applied for a couple of years). iPhone SE 2020s are being purchased for any new requests for mobile phones. This bid is based on a replacement of the current corporate iPhone SE handsets. Android devices in use in operations are out of scope of this bid as they were only purchased last year. Current number of iPhone handsets owned by Cambridge City Council is 295. Bids have been submitted to our shared service partners to cover their respective costs.

Fiona Bryant

Finance & Resources Portfolio

2021/22 Budget – GF Proposals – Capital
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Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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CAP4767	General Fund - Admin buildings capital maintenance	0	0	0	0	234,000	Positive/Low Impact	No Impact
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Required for the asset management of the Admin Buildings to replace building components where they are at the end of their lifetime.

Will Barfield

Finance & Resources Portfolio

CAP4770	Income Management System Upgrade and 3DSecure2	30,000	0	0	0	0	Nil	No Impact
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Upgrade of Capita Income Management and Payment system to v13. The current v11 is being unsupported by Capita from 31/08/2021. Upgrade to 3DSecure2 to comply with strong customer authentication before 14th September 2021. This project bid has been requested by the Intelligent Client to be submitted by 3C ICT on behalf of the Service Area. This is a Cambridge City Council only bid and is not applicable to our shared service partners.

Fiona Bryant

Finance & Resources Portfolio

CAP4772	Extend capacity in shared data centre	60,000	0	0	0	0	Nil	No Impact
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Allow for additional capacity within the data centre to allow for growth over the next 2 years. This will also ensure that in the event of loss of a single site the whole solution will continue to run in the second site with no degradation to service for each of the councils' staff. This will also ensure performance of the public facing sites is not degraded. This bid is Cambridge City Council's share of a cost split across the three partners.

Fiona Bryant

Finance & Resources Portfolio

CAP4773	Network equipment refresh	140,000	0	0	0	0	Negative/Low Impact	No Impact
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Replace ageing network switches across the Cambridge City Council estate. Bids have been submitted to our shared service partners to cover their respective costs. The current equipment is ageing with much of it due to go end of life and out of support. With the council needing to retain PSN certification network switches must remain in support and firmware updated. Failure to comply in extreme cases could cause disconnection from the Department for Work and Pensions. This covers all network connected sites as of August 2020. Capital costs include 5 year upfront costs for maintenance contract.

Fiona Bryant

Finance & Resources Portfolio

2021/22 Budget – GF Proposals – Capital
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Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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CAP4778	ICT project delivery - project management, technical resource, business analysis and change management	40,000	0	0	0	0	Nil	No Impact
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ICT project management technical resource, business analysis and change management to support delivery of a number of capital projects to implement new ICT systems, including but not limited to:-Income management system-Automation business case-Document management business case. This support will be match-funded by our shared service partners.

Elissa
Rospigliosi

Finance & Resources Portfolio

CAP4779	Data and analytics - putting the building blocks in place for future use of data and management information	70,000	0	0	0	0	Positive/Low Impact	No Impact
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Carry out discovery work to develop a full business case for a corporate data warehouse. Carry out a gap analysis to identify the key enablers for future use of data, including work to ensure the data our systems are capturing is structured, accurate and complete, and make recommendations for how these enablers would be delivered. Create a data warehouse drawing on data from the MyCambridge Customer portal and other ICT systems, including those of our partners (depending on the business case as above) - drawing on work already being done across the 3Cs.

Paul
Boucher

Finance & Resources Portfolio

CAP4781	Customer portal enhancements	40,000	0	0	0	0	Positive/Low Impact	No Impact
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Delivery of enhancements to the My Cambridge customer portal

Paul
Boucher

Finance & Resources Portfolio

CAP4787	Market Square project	320,000	0	0	0	0	Positive/Low Impact	No Impact
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Subject to Committee approval of Royal Institute of British Architects (RIBA) Stage 2 output - Vision and Concept Design - in July 2021, the proposal is to proceed with delivering Stages 3 & 4 (Developed and Technical Designs) of the project; and securing the necessary statutory approvals. The proposal is to also proceed with developing a detailed capital investment plan and associated procurement plan, which will be used to secure the necessary capital funding to enable the project to proceed to Stage 5 (Construction). This proposal does not currently make provision for the Stage 5 capital costs.

Joel Carre

Climate Change, Environment and City Centre Portfolio

2021/22 Budget – GF Proposals – Capital
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Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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CAP4800	Information@Work consolidation	29,000	0	0	0	0	Nil	No Impact
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There are currently separate Information@Work instances in Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council. This proposal is to migrate and merge these into a single instance. At this stage this will have no impact on the 3 councils current set-up and there are no information governance issues. Only if we move to a single system will the information governance issues need to be assessed and addressed. Over 5 years this cost will be expected to recouped as currently we are paying 3 sets of upgrade costs for each system upgraded.

Fiona Bryant

Finance & Resources Portfolio

CAP4806	Colville Phase 3 - replacement of commercial units	441,000	147,000	0	0	0	Nil	No Impact
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Replacement of four General Fund-owned commercial units as part of the Housing Revenue Account's Colville Road Phase 3 redevelopment. The total amount of commercial space will be increased from 262sqm to 300 sqm.

Dave Prinsep

Finance & Resources Portfolio

Total Capital Bids	4,072,150	746,000	300,000	0	234,000
Capital Total:	4,072,150	746,000	300,000	0	234,000

Appendix D(b): Approvals since MTFS October 2020

Ref.	Description	Lead Officer	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)
Capital-GF Projects								
SC744	S106 Cherry Hinton hall play area improvement	J Parrott	150	0	0	0	0	0
SC745	S106 Chestnut Grove play area: benches and bins	J Parrott	8	0	0	0	0	0
SC746	S106 Nightingale Avenue Rec Ground footpath improvements	J Parrott	10	0	0	0	0	0
SC747	S106 Nightingale Avenue rec ground: new all-weather footpath	J Parrott	15	0	0	0	0	0
SC748	S106 Consort Way play area (Trumpington Meadows): boundary fencing	K Munn	10	0	0	0	0	0
SC749	S106 Holbrook Road play area redevelopment	J Richards	47	0	0	0	0	0
SC750	S106 Arbury Court play area redevelopment	J Parrott	30	0	0	0	0	0
SC751	S106 Robert May Close play area redevelopment	J Parrott	40	0	0	0	0	0
SC752	S106 Byron's Pool ecological mitigation	G Belcher	30	199	26	10	13	0
SC753	S106 Nine Wells ecological mitigation	G Belcher	40	40	15	0	5	10
PR042I	S106 Public art grant - Faith and Hope	N Black	14	0	0	0	0	0
PR050	Office Accommodation Strategy Phase 2 (OAS)	D Prinsep	46	0	0	0	0	0
Capital-GF Projects			440	239	41	10	18	10
Total approved since MTFS October 2020			440	239	41	10	18	10

Appendix D(c): Capital Plan 2020/21 to 2025/26

Ref.	Description	Lead Officer	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)
Capital-GF Projects								
SC548	S106 Southern Connections Public Art Commission	N Black	13	0	0	0	0	0
SC571	Procurement of IT System to Manage Community Infrastructure	S Kelly	20	0	0	0	0	0
SC590	Structural Holding Repairs & Lift Refurbishment - Car Parks	S Cleary	200	0	0	0	0	0
PR030h	S106 Romsey 'town square' public realm improvements	J Richards	7	0	0	0	0	0
SC633	S106 Reinforcing grass edges along paths across Parker's	A Wilson	77	0	0	0	0	0
SC627	Guildhall Large Hall Windows refurbishment	W Barfield	0	101	0	0	0	0
SC645	Electric vehicle charging points	J Dicks	386	0	0	0	0	0
PR050d	Mobile working (OAS)	W Barfield	15	0	0	0	0	0
SC644	Acquisition of land adjacent to Huntingdon Road Crematorium	G Theobald	42	0	0	0	0	0
SC601	Replacement Telecommunications & Local Area Network	F Bryant	14	0	0	0	0	0
SC655	Resealing the roof at Robert Davies Court	W Barfield	177	0	0	0	0	0
SC658	Cambridge City CCTV infrastructure	J Carré	12	0	0	0	0	0
SC659	My Cambridge City online customer portal	C Norman	46	40	0	0	0	0
SC660	Council Anywhere - desktop transformation	F Bryant	204	18	0	0	0	0
SC662	Shared Planning Service software implementation	S Kelly	32	0	0	0	0	0
SC654	Redevelopment of Silver Street Toilets	D O'Hallloran	0	476	0	0	0	0
PR050g	Office optimisation (OAS)	W Barfield	50	0	0	0	0	0
PR042g	S106 To the River - artist in residence	N Black	60	0	0	0	0	0
SC672	Mill Road Redevelopment - Development Loan to CIP	C Ryba	7,100	0	0	0	0	0
SC674	Mill Road Redevelopment - Equity Loan to CIP	C Ryba	4,265	0	0	0	0	0
PR032w	S106 Accordia open space improvements	A Wilson	5	0	0	0	0	0
PR040z	S106 Public art: Historyworks: Michael Rosen Walking Trail 2	N Black	10	0	0	0	0	0
PR031q	S106 Bramblefields nature reserve: to improve biodiversity	A Wilson	2	0	0	0	0	0
SC651	Shared ICT waste management software - Alloy/Yotta	J Carré	297	0	0	0	0	0
PR032z	S106 Trumpington Rec Ground trim trail and climbing frame	A Wilson	7	0	0	0	0	0
PR032y	S106 Trumpington Rec Ground skate park	J Richards	3	0	0	0	0	0
PR031r	S106 Chesterton Rec Ground skate and scooter park	J Richards	50	0	0	0	0	0
PR042m	Public art grant - Chesterton village sign (S106)	N Black	10	0	0	0	0	0

Ref.	Description	Lead Officer	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)
PR042n	Public art grant - HistoryWorks: Travellers and Outsiders	N Black	15	0	0	0	0	0
PR042l	S106 Public art grant - Faith and Hope	N Black	14	0	0	0	0	0
SC678	Crematorium - additional car park	G Theobald	339	0	0	0	0	0
SC679	Crematorium - cafe facilities	G Theobald	307	0	0	0	0	0
SC680	CCTV equipment upgrade	J Carré	3	0	0	0	0	0
SC646	Redevelopment of Cambridge Junction	J Wilson	31	219	0	0	0	0
SC684	Property Management software	P Doggett	96	0	0	0	0	0
PR042d	S106 Romsey Mill community facility grant	J Hanson	21	0	0	0	0	0
SC688	Environmental Health software	J Carré	40	0	0	0	0	0
SC689	Income management software	C Norman	15	63	0	0	0	0
SC690	Secure phone payments	C Norman	24	0	0	0	0	0
SC691	HRIS new system	D Simpson	149	0	0	0	0	0
SC692	CHUB - community extension to Cherry Hinton library	J Hanson	766	0	0	0	0	0
SC693	Lion Yard shopping centre investment	D Prinsep	6,000	0	0	0	0	0
SC694	Meadows Community Hub and Buchan St retail outlet	C Flowers	2,594	1,892	0	0	0	0
SC695	Cromwell Road Redevelopment - equity loan to CIP	C Ryba	5,000	350	0	0	0	0
SC696	Cromwell Road Redevelopment - development loan to CIP	C Ryba	13,500	1,000	0	0	0	0
SC700	S106 Nightingale community garden hut	G Belcher	11	0	0	0	0	0
SC701	Dales Brewery fire alarm system	C Mitchell	2	0	0	0	0	0
SC708	Replacement plantroom at Jesus Green outdoor pool	I Ross	140	0	0	0	0	0
SC710	Guildhall Small Hall wooden floor	J Wilson	0	45	0	0	0	0
SC711	Guildhall PA system	J Wilson	0	25	0	0	0	0
SC712	Automation of Bishops Mill sluice gate	A Wilson	90	0	0	0	0	0
SC713	Replacement air quality monitoring equipment	J Smith	200	0	0	0	0	0
SC714	Changing Places toilets at Quayside	A Wilson	100	0	0	0	0	0
SC715	Additional refuse vehicle for property growth	T Nicoll	0	375	0	0	0	0
SC716	Replacement telephony system with call centre	E Rospigliosi	150	0	0	0	0	0
SC718	Data centre capacity growth 2020-2024	F Bryant	34	0	0	0	0	0
SC719	Cyber security improvements	F Bryant	10	0	0	0	0	0

Ref.	Description	Lead Officer	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)
SC721	Call management for 3C ICT service desk	F Bryant	7	0	0	0	0	0
SC722	Purchase of link tip bodies	T Nicoll	18	0	0	0	0	0
SC724	Provision of extra electric charging points	S Cleary	50	50	0	0	0	0
SC727	Logan's Meadow vehicular access	J Carré	32	0	0	0	0	0
SC731	Cambridge Food Hub	V Haywood	100	0	0	0	0	0
SC732	Park Street car park development	F Bryant	9,744	26,521	18,534	29,396	7,173	0
SC734	Grant for Arbury Court meeting room - voluntary services	J Hanson	3	0	0	0	0	0
SC735	S106 Grant for Chesterton Methodist Church improvements	J Hanson	15	0	0	0	0	0
SC736	S106 Grant for St George's Church improvements	J Hanson	15	0	0	0	0	0
SC738	Wilberforce Road artificial pitches (S106)	I Ross	250	0	0	0	0	0
SC739	Abbey Pool improvements (S106)	I Ross	380	0	0	0	0	0
SC740	Chesterton Rec pavilion (S106)	I Ross	178	0	0	0	0	0
SC741	Nightingale Rec Ground pavilion (S106)	I Ross	425	0	0	0	0	0
SC742	L2 development loan to CIP	C Ryba	0	3,400	5,200	0	0	0
SC743	L2 equity loan to CIP	C Ryba	500	800	500	0	0	0
SC744	S106 Cherry Hinton Hall play area	J Parrott	150	0	0	0	0	0
SC745	S106 Chestnut Grove play area: benches and bins	J Parrott	8	0	0	0	0	0
SC746	S106 Nightingale Avenue rec ground footpath improvements	J Parrott	10	0	0	0	0	0
SC747	S106 Nightingale Avenue rec ground new all-weather footpath	J Parrott	15	0	0	0	0	0
SC748	S106 Consort Way play area (Trumpington Meadows): fencing	K Munn	10	0	0	0	0	0
SC749	S106 Holbrook Road play area redevelopment	J Richards	47	0	0	0	0	0
SC750	S106 Arbury Court play area improvement	J Parrott	30	0	0	0	0	0
SC751	S106 Robert May Close play area redevelopment	J Parrott	40	0	0	0	0	0
SC752	S106 Byron's Pool ecological mitigation	G Belcher	30	199	26	10	13	0
SC753	S106 Nine Wells ecological mitigation	G Belcher	40	40	15	0	5	10
SC754	Cambridge Corn Exchange - Infrastructure improvements and upgrades	I Ross	0	1,000	0	0	0	0
SC755	Carbon saving investments within the Leisure Portfolio	I Ross	0	325	0	0	0	0
SC756	EV infrastructure at the Cambridge City Council Depot	S Cleary	0	57	0	0	0	0
SC757	Software upgrade for parking services	S Cleary	0	100	0	0	0	0
SC758	Charging infrastructure for electric vehicles (Cambridge City Council only)	S Hemingway	0	50	0	0	0	0

Ref.	Description	Lead Officer	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)
SC759	Creation of a new boat pumping station near or on Stourbridge Common	A Wilson	0	0	60	0	0	0
SC760	Investment programme for public toilet re-purposed property asset	A French	0	50	275	300	0	0
SC761	Installation of cattle ramp on Midsummer Common	A Wilson	0	45	0	0	0	0
SC762	Digital Signage - Mandela House	J McWilliams	0	6	0	0	0	0
SC763	Refurbishment of 125 Newmarket Road and and refurbishment and alterations of 451 Newmarket Road	J McWilliams	0	60	0	0	0	0
SC764	Environmental Improvements Programme (EIP) options	A Wilson	0	264	264	0	0	0
SC765	Introduction of car parking charges at Cherry Hinton Hall	A French	0	20	0	0	0	0
SC766	Geographical Information System (GIS) test environment	F Bryant	0	24	0	0	0	0
SC767	Mobile phone replacement	F Bryant	0	117	0	0	0	0
SC768	Extend capacity in shared data centre	F Bryant	0	60	0	0	0	0
SC769	Network equipment refresh	F Bryant	0	140	0	0	0	0
SC770	ICT project delivery - project management, technical resource, business analysis and change management	E Rospigliosi	0	40	0	0	0	0
SC771	Data and analytics - putting the building blocks in place for future use of data and information management	F Bryant	0	70	0	0	0	0
SC772	Market Square project	J Carré	0	320	0	0	0	0
SC773	Colville Rd Phase 3 - replacement of commercial units	D Prinsep	0	441	147	0	0	0
SC774	Information at Work consolidation	F Bryant	0	29	0	0	0	0
Capital-GF Projects			54,852	38,831	25,021	29,706	7,191	10
Capital-Programmes								
PR010a	Environmental Improvements Programme - North Area	J Richards	14	0	0	0	0	0
PR010b	Environmental Improvements Programme - South Area	J Richards	48	0	0	0	0	0
PR010c	Environmental Improvements Programme - West/Central Area	J Richards	58	0	0	0	0	0
PR010d	Environmental Improvements Programme - East Area	J Richards	47	0	0	0	0	0
PR035	Waste & Recycling Bins - New Developments (S106)	T Nicoll	143	0	0	0	0	0
PR039	Minor Highway Improvement Programme	J Richards	48	30	30	0	0	0
PR050	Office Accommodation Strategy Phase 2 (OAS)	D Prinsep	70	0	0	0	0	0
PR051	Building works at the Guildhall to reduce carbon emissions	W Barfield	58	0	0	0	0	0
PR017	Vehicle Replacement Programme	D Cox	695	985	0	0	0	0
PR010	Environmental Improvements Programme	J Richards	180	0	0	0	0	0
PR053	Commercial property repair and maintenance	W Barfield	225	300	300	300	300	300

Ref.	Description	Lead Officer	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)
PR054	Administrative buildings maintenance	W Barfield	94	216	166	166	166	400
Capital-Programmes			1,680	1,531	496	466	466	700
Capital-GF Provisions								
PV554	Development Of land at Clay Farm	P Doggett	357	49	14	15	705	0
PV007	Cycleways	J Richards	0	387	0	0	0	0
PV018	Bus Shelters	J Richards	1	0	0	0	0	0
PV192	Development Land on the North Side of Kings Hedges Road	P Doggett	0	60	0	0	0	0
PV682	Local investment bond	C Ryba	2,800	0	0	0	0	0
Capital-GF Provisions			3,158	496	14	15	705	0
Total GF Capital Plan			59,690	40,858	25,531	30,187	8,362	710

Appendix E – Principal earmarked and specific funds

Fund	Balance at 1 April 2020 £000	Anticipated contributions £000	New contributions £000	Forecast expenditure £000	Forecast balance 31 March 2026 £000
Greater Cambridge Partnership (formerly City Deal) Investment and Delivery Fund including NCL4811	(5,328)	(1,349)	(48)	6,725	0
Sharing Prosperity Fund	(85)	0		85	0
Climate Change Fund (New contribution as in proposal NCL4722)	(129)	(500)	(100)	729	0
Asset Replacement Fund. S4807 – cease contribution for vehicles R & R	(1,575)	0		1,575	0
Bereavement Services Trading Account	(525)	(800)		1,325	0
Joint Local Development Plan Fund with SCDC	(943)	(600)		1,543	0
A14 Mitigation Fund	(1,500)	0		1,500	0
Transformation Fund	0	(770)		770	0
Cambridge Live Development Plan	(213)	0		213	0
Collection Fund Deficit Fund	0	0	(24,709)	24,709	0
Total	(10,298)	(4,019)	(24,857)	39,174	0

The majority of these funds are subject to future contributions and expenditure which cannot be exactly stated.

This table reflects our best estimates.

Cambridge City Council Equality Impact Assessment (EqIA)

This tool helps the Council ensure that we fulfil legal obligations of the [Public Sector Equality Duty](#) to have due regard to the need to –

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther, Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk or phone 01223 457046.

Once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking. For advice on consulting on equality impacts, please contact Graham Saint, Strategy Officer, (graham.saint@cambridge.gov.uk or 01223 457044).

1. Title of strategy, policy, plan, project, contract or major change to your service
General Fund Budget 2021/22 proposals

2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)
Documents will be published here, a week before the Committee meeting: https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=116&MId=3781&Ver=4

3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?
This EqIA considers equality impacts of budget proposals. An EqIA is undertaken on the proposals in order to enable the City Council to set a balanced budget for 2021/22 that reflects the Council's vision and takes into account councillors' priorities in its proposals for achieving the savings required. This EqIA assesses the equality impacts of the General Fund element of the City Council's budget.

An EqlA has been completed for budget proposals that are likely to result in significant service changes. This EqlA sets out the material information from EqlAs attached to individual budget bids. Some EqlAs identify very small or neutral impacts and therefore have not been included.

This approach is intended to ensure that in making decisions on the Budget, the Council is discharging its Public Sector Equality Duty under the Equality Act 2010.

The 2021/22 budget proposals that are considered as part of this impact assessment are:

- Revenues and Benefits: Universal Credit Consequential Restructure
- Customer Services service review
- Closure of Housing Cashiers/ Reception in relation to 171 Arbury Road
- Data base licence for Community Safety
- Revenue bid to cover staffing for Community Safety increased workload
- Market Square project
- Depot Relocation Project
- Refurbishment of 125 Newmarket Road and refurbishment and alterations at 451 Newmarket Road
- Introduction of car parking charges at Cherry Hinton Hall
- Public toilet review and policy implementation
- Environmental Improvement Programme options
- Cambridge Corn Exchange - Infrastructure improvements and upgrades
- Additional Climate Change Officer post
- Climate Change policy & partnership projects budget
- Contribution to Climate Change Fund
- Revised City Events programme in 2021/22
- Community Seed Funding Scheme - grass root grants
- Community Grants – additional Covid related support
- Financial Inclusion Officer - Increase in hours
- Anti-Poverty Strategy responsive (contingency) budget 2021/22

4. Responsible service

The Finance service manages the budget process, but a range of Council Services are responsible for the individual bid proposals included in this EqlA.

5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick all that apply)	<input checked="" type="checkbox"/> Residents <input checked="" type="checkbox"/> Visitors <input checked="" type="checkbox"/> Staff
Please state any specific client group or groups (e.g. City Council tenants, tourists, people who work in the city but do not live here): N/a	
6. What type of strategy, policy, plan, project, contract or major change to your service is this?	Each of the proposals identified will change the level of service to be delivered.
7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If 'Yes' please provide details below: This is an assessment of the Council's budget proposals and therefore covers all our services. The budget also affects some of the Council's partnership working.	
8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?	
Council on 25 th February: https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=116&MIId=3781&Ver=4	
9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?	
This information is based on feedback from Council Officers that lead on the individual Budget proposals and any EqlAs they have produced.	

10. Potential impacts

For each category below, please explain if the strategy, policy, plan, project, contract or major change to your service could have a positive/ negative impact or no impact. Where an impact has been identified, please explain what it is. Consider impacts on service users, visitors and staff members separately.

(a) Age - Please also consider any safeguarding issues for children and adults at risk

Revenues and Benefits: Universal Credit Consequential Restructure

Following the introduction of Universal Credit (UC) by The Department for Work and Pensions (DWP) and its national rollout in 2017, workloads in Benefits have changed significantly as support for housing costs (rent) for working age claimants is within UC rather than Housing Benefit. UC is administered by DWP so the proposed restructure would not impact on customers. A report was submitted to Strategy and Resources Committee on 6 July 2020, which approved the need to restructure the Revenues and Benefits service. A consultation paper was circulated on 22 July 2020 to relevant staff, Trade Unions etc. The consultation period was open for 8 weeks and ended on 15 September 2020. The results of the consultation, in terms of staff representations received and associated management response to each, will be used to inform the proposed service restructure.

Of the staff who are impacted directly by the proposed restructure, 43.75% are aged 55-64 (compared to 25.31% of the wider Council workforce). Support would be provided for all impacted staff with job application writing and interview skills, managing stress and pressure, planning for retirement and careers advice. Some long-serving staff aged over 55 could be impacted by the introduction of the local government exit cap arrangements.

Customer Services service review

This bid would be to implement a restructure of Customer Services including introduction of new digital self-service channels, enhanced assisted self-service provision, a new (cashless) face to face model, and improved service quality.

In relation to customers, the move to an appointment only service at Mandela House would have a positive impact people who are digitally competent, especially likely to be younger people as on-line options are developed. These options should result in quicker response times/results for customers. Younger customers identifying as vulnerable or with complex needs could benefit from new arrangements as staff are trained and empowered to identify these groups and provide appropriate and tailored assistance. Older customers may be disadvantaged, as they are more likely to be digitally excluded. A large reason for older people's digital exclusion is lack of digital skills, and the issue increases with age. However, assisted digital arrangements would ensure that customers are able to access services effectively: including carrying out a transaction on a customer's behalf where appropriate or navigating council services. Feedback from advisors taking face to face payments is

that some older people are used to making payments or making applications with assistance by dropping into Mandela House. There would be proactive communications to ensure customers understand the changes and how they can access assistance if needed. Customers known to cashiers would be contacted pro-actively to be offered help too.

Customer Services employs 43 staff between the ages of 24 and 63 and most are aged between 30 to 39 (16 people) and the second most common age group is 40 to 49. There are 11 people aged between 50 and 69. Older staff in customer services may be adversely affected due to lack of digital skills as the service moves towards 'assisted digital' provision, however training would be provided for all staff before service implementation and any further impact monitored through ongoing supervision. In addition, older staff may be adversely affected in relation to further job and retraining opportunities if facing redundancy. Support would be planned and provided throughout staff consultation and employment opportunities shall be offered through the redeployment pool.

Closure of Housing Cashiers/ Reception in relation to 171 Arbury Road

This proposal would see the permanent closure of the cashiers service at 171 Arbury Road, following its temporary closure from March 2020 as a result of the Covid-19 pandemic. Since then, users of this service have continued to make payments to the council through alternative means. This bid relates to the fact that the Council has invested significantly in technology over the last two years to replace a number of legacy back-office IT systems and to integrate these with a single, self-service online access point, the "My Cambridge customer portal", which sits alongside the existing website.

Older customers lacking in robust support networks and who live within a reasonable range of the Arbury Road office may be disadvantaged by the closure of cashiers and reception and the move to digitised access to support. Older people are more likely to be digitally excluded, which can relate to the issue of lack of digital skills that increases with age. However, as Public Health guidelines around social distancing relax, City Homes' Housing Officers will have a greater presence within neighbourhoods to engage with tenants and give them the capacity to focus more on their 'patch areas'. If tenants are not able to register and sign into our Customer Portal where they need to, Housing Officer's would re-direct them to the Customer Service Centre or the City Homes Income Management team. With regards to support from the Customer Service Contact Centre, older customers can seek support with making digital payments from Mandela House that shall be providing assisted digital support, including carrying out a transaction on a customer's behalf where appropriate or navigating customers through online systems. There would be proactive communications to ensure customers understand the changes and how they can access assistance if needed. There are no discernible differences in the breakdown of age groups amongst the Council's tenant population in the north versus the south of the city.

Data base licence for Community Safety; & Revenue bid to cover staffing for Community Safety increased workload

These bids relate to partial funding to extend the fixed term contracts of two posts on the Community Safety Team and to renew the ECINs licence that is essential for management of casework and needs to be renewed. The extra staffing resource would enable the team to address

the increased workload around a number of areas and to continue to focus on preventative work with young people. Preventing the criminal exploitation of young people is a key concern for Cambridge Community Safety Partnership, with a focus currently on developing an information campaign to support young people and their families about County Lines. The bids would have a positive impact on older people who may be subjected to ASB in their neighbourhood. If older people are subjected to ASB it could have a significant impact on their well-being: research has shown that older people tend not to go out in areas where ASB is prevalent and can then suffer from isolation. It is important to ensure that the support is available for them during such a time and extra staffing resource would ensure this.

Market Square project

The proposal is to proceed with delivering Stages 3 & 4 (Developed and Technical Designs) of the Market Square redevelopment project and securing the necessary statutory approvals. The project would result in an enhanced civic space that is fit for purpose and in keeping with both the stature of the city and its historic setting. It aims to achieve increased satisfaction and use by the community of the space.

With regards to older people who may be more likely to have mobility issues or other disabilities, there are plans to increase seating in the market square and, for ease of access, to increase open space and improve the surface of the market. The council is aware that currently the market stalls are close to each other and are not aligned, which makes it difficult to move around, especially for older people who may be more likely to have visual or mobility impairments.

A young people's engagement event, Shape Your City, took place in September 2018. 49 students aged 12–18 years old from across Cambridgeshire attended, and worked with city planners to develop ideas for improving some of the city's public and urban spaces which included the market square. The winning team suggested improvements for the Market Square, which have been shared with the design team.

Depot Relocation Project

Alternative Depot facilities are required as the current depot facilities at Cowley Road will need to be vacated by December 2023, as the site has been allocated as strategic housing infrastructure in the Local Plan (North East Cambridge Area Action Plan). This bid is for consultancy support for Phase 1 of the City Council Depot Relocation Project. The Environmental Operations team is especially likely to be impacted by the relocation project. A total of 11% are in the 19 to 34 age bracket (compared to 17% in this age bracket across the council workforce overall) and 67 % of employees are aged 45 and over (compared to 60% for the council's workforce overall). Staff and unions will be consulted on proposals on depot relocation from Phase 3 of the project and onwards.

Refurbishment of 125 Newmarket Road and refurbishment and alterations at 451 Newmarket Road

125 Newmarket Road (The Access Surgery) and 451 Newmarket Road (the Controlled Drinking Project) are buildings owned by the Council. This budget bid is to ensure that these buildings which house three services of importance to the Council's homelessness and rough sleeper strategy are properly maintained and adapted to suit requirements and demands. Rough sleepers and single homeless adults are of all ages but tend to be most often between 20-50 years of age so the refurbishment work could benefit this age group the most.

Introduction of car parking charges at Cherry Hinton Hall

This proposal is to introduce car parking charges at Cherry Hinton Hall public car park to encourage park visitors to access the site on bike, foot and public transport, and to discourage commuters and other non-legitimate park users from using this valuable park facility. Cherry Hinton Hall park includes a play park and water play area for children and young families who may be impacted by the charges. Nevertheless, the carpark is not used for long periods of time and the charges would be affordable for short stay uses. Moreover, there is alternative unrestricted parking on Walpole Road and a passageway from the road with access directly to the play area. In addition, the car park is used for drop-off and pick-up for an international school close by. To ensure families can continue to use the carpark for this, there may be a grace period (for instance, of around half an hour) where no charge applies.

Environmental Improvement Programme (EIP) options

The current EIP programme ends March 2021, and there is a need for Officers to evaluate the cost benefits of programme and to provide an options analysis. The bid is made on the assumption of a continuation of the Environmental Improvement Programme: that Officers conclude projects already allocated funding and deliver further new projects. The community impacts of the EIP have been significant as often the projects are developed where communities have expressed concerns of issues with the environments that they live in, which has included improvements to play areas benefitting children.

Cambridge Corn Exchange - Infrastructure improvements and upgrades

Part of this bid involves replacing seating (note disabled access for wheelchair users is in the boxes and seating can be removed to make way for wheelchairs). Where seating would be replaced on the lower floor, the service would make necessary changes supporting access of people with visual impairments – for instance, this might mean different nosings, arrows and making seating numbers stand out clearer and enhanced lighting when house lights are on. In improving access to the toilets this refers to seating on the first floor where there is not a disabled toilet, unlike on the ground floor.

Financial Inclusion Officer - Increase in hours

This bid is to increase the capacity of the Financial Inclusion Officer to support and provide hands-on assistance in helping people affected by welfare reforms (working age people) to maximise their income, reduce their costs and explore options for improving their lives going forward. The Financial

Inclusion Officer works with all age groups but has some particularly complex cases of single parents, mostly female, with young children who struggle to access work due to childcare issues. Strong links have been made with Cambridge Housing Society Employment Advisor and successes have been made getting single parents closer to the workforce and into employment.

Additional Climate Change Officer post; Climate Change policy & partnership projects budget; and Contribution to Climate Change Fund

By creating an additional Climate Change Officer post, and through the climate change policy & partnership projects bid the Council would have increased capacity and resource be able to develop and deliver a wider range of project, policy, and partnership initiatives as part of its new Climate Change Strategy. Some of the policy & partnership projects funding may be used for projects that help the most vulnerable to understand their climate risks and carbon footprints, and the things they can do to reduce their emissions. Moreover, the Contribution to Climate Change Fund bid is for energy efficiency work to the council's buildings and will also help ensure we can take advantage of any short-term external funding opportunities, for instance where a match or scheme development contribution is required. Each of the three bids would increase the council's ability to tackle climate change which may lead to positive outcomes for older people, very young children and babies who tend to be more sensitive to the health effects from climate impacts like floods and heatwaves.

(b) Disability

Revenues and Benefits: Universal Credit Consequential Restructure

The council is aware that the service review process resulting in changes to jobs roles and redundancies may cause stress and anxiety and could exacerbate long term health conditions. Any member of staff may request confidential counselling, by contacting PAM Assist Employee Assistance Programme, and in one-to-one meetings with staff we are holding in relation to the changes, we shall ensure staff are aware they can receive this support.

In line with its HR policies and legal obligations under the Equality Act 2010, the council would make reasonable adjustments to support staff with disabilities where required if jobs change due to the restructure.

Customer Services service review

Disabled people as a group are more likely to be digitally excluded and a main reason for this can be lack of access to equipment adapted to meet their needs that can impact also on their development of sufficient skills to use the internet. However, people with mobility impairments who are not digitally excluded might benefit from digital options providing quicker resolutions to enquiries and service requests, as they are not required to travel to have their query resolved. Also, an enhanced 'assisted digital' service, triage arrangements and vulnerability/complex needs framework would ensure that customers requiring assistance can be identified and staff shall be trained to provide tailored assistance.

In relation to impacts on staff, change and uncertainty around job security can detrimentally impact staff members' mental health. Managers would alert staff that they can access PAM Assist Employee Assistance Programme for support with mental health and a range of other issues. Reasonable adjustments would be made for staff with disabilities or long-term illnesses to ensure needs are met.

Closure of Housing Cashiers/ Reception in relation to 171 Arbury Road

Some disabled customers might be disadvantaged from the closure of cashier service and reception, and the associated increased move to online channels to seek support. Disabled people are more likely to be digitally excluded because they may lack equipment adapted to meet their needs and are more likely than non-disabled people to have insufficient skills to use the internet.

Nevertheless, many of the support agencies listed in the Digital Inclusion Directory offer specialist services to people with disabilities and offer these services in the north of the city. The Meadows, Wintercomfort, Cambridge Online and Disability Cambridgeshire all offer bespoke services to those with learning difficulties. Cam Sight offers support for people with low vision and blindness.

Moreover, there are plans for City Homes' Housing Officers to have a greater presence within neighbourhoods to engage with tenants and give them the capacity to focus more on their 'patch areas'. If tenants are not able to register and sign into our Customer Portal where they need to Housing Officer's would re-direct them to the Customer Service Centre or the City Homes Income Management team. With regards to support from the Customer Service Contact Centre, disabled customers can seek support with making digital payments from Mandela House that shall be providing assisted digital support, including carrying out a transaction on a customer's behalf where appropriate or navigating customers through online systems. There would be proactive communications to ensure customers understand the changes and how they can access assistance if needed.

Revenue bid to cover staffing for Community Safety increased workload

The bid would have a positive impact here as disabled people experience hate crime motivated by hatred towards someone's disability and the proposal would mean there would be extra resource to support people who experience this.

Market Square project

The council would plan to increase seating that would benefit people with mobility impairments. In the market's design we want to increase open space and improve surfaces for ease of access, especially for people with mobility and sight impairments. We are aware that currently the market stalls are close to each other and are not aligned. This makes it difficult to move around, especially for people with visual or mobility impairments and for those negotiating the space in wheelchairs due to dropped curbs, cobbles and the general layout of the space and not having clear through-

routes. Surface consistency and contrasting colours would be also be important for mobility and visually impaired people.

Depot Relocation Project

In considering options for the relocation accessibility for disabled people will be considered. The design and implementation of the new depot(s) will be compliant with current Policy requirements around disability in design and build. In the new location there will need to be a percentage of disabled parking bays based on demographics of the team and allowance for disabled visitors. The Environmental Operations team impacted by the change in location have a higher percentage of disabled people at 12% compared to 7% for the council overall. Staff and unions will be consulted on proposals on depot relocation from Phase 3 of the project and onwards.

Refurbishment of 125 Newmarket Road and refurbishment and alterations at 451 Newmarket Road

The refurbishments would especially have a positive impact on people with health problems consequent of having a street lifestyle and addictions.

Public toilet review and policy implementation

The proposal is to close 6 out of 20 of the council's public toilet facilities. This might impact on people with disabilities with physical impairments or who have long-term illnesses meaning they need to use the toilet more often, as people may need to travel further to access a public toilet. However, the proposal is to close toilets where available alternative facilities exist and/or the need for continued facility provision no longer exists (due to very low usage). Therefore, the impact on people with long-term illnesses or disabled people should be low.

Introduction of car parking charges at Cherry Hinton Hall

In charging for the use of the carpark, the council would aim to minimise impact on Cherry Hinton Hall of visitors and deter long stay parking. In accordance with corporate parking policy and legal requirements, appropriate disabled parking bay provision and charging concessions for blue badge holders is available.

Environmental Improvement Programme (EIP) options

The community impacts of the EIP have been significant as often the projects are developed where communities have expressed concerns/ issues with the environments that they live in, including relating to access for disabled people. Examples from past projects include improved dropped kerbs and tactile surfaces, and restrictions to prevent parking on verges, footways and adjacent to junctions, in several locations across the city. Improvements to lighting have been especially beneficial to people with visual impairments.

Financial Inclusion Officer - Increase in hours

The Financial Inclusion Officer would have increased capacity to assist people with claiming disability benefits, explain potential impacts when receiving additional benefits and can offer support if applications fail and an appeal needs to be made. UK statistics indicate that disabled adults in working-age families are more likely to be in poverty because they are more likely to be out of work or in low-paid employment.

Additional Climate Change Officer post; Climate Change policy & partnership projects budget; and Contribution to Climate Change Fund

Each of the three bids would increase the council's ability to tackle climate change, which may lead to positive outcomes for people with some types of disability or long-term illness who may be disproportionately impacted by climate impacts like floods and heatwaves. For instance, extreme heatwaves may harm people with spinal cord injuries who are unable to perspire and would need cooling centres. Also, flooding may have an exacerbated impact on accessibility for people with mobility impairments. Rising temperatures due to climate change also decrease air quality and disabled people may be more sensitive to health impacts of this – especially people with cardiovascular problems. The policy & partnership projects funding may partly be used to help people most impacted by climate change to understand their climate risks and carbon footprints, and the things they can do to reduce their emissions.

(c) Gender reassignment**Revenue bid to cover staffing for Community Safety increased workload**

This proposal would have a positive impact relating to gender reassignment, as there would be more capacity to support transgender people experiencing hate crime. In a recent meeting held with activists and voluntary and community sector groups supporting transgender and non-binary people it was shared that safety at night was especially a concern for transgender and non-binary people.

Market Square project

Impacts for people with the protected characteristic of gender reassignment shall be considered via engagement with community and the community safety team to explore thoughts, feelings, and perceptions of the space to ensure views are factored into the design. The redevelopment of the market square may help to improve feelings of safety at night for transgender people in looking at lighting, spatial design, and night-time uses. Safety at night was a concern raised for transgender and gender variant people recently in a meeting with voluntary and community sector groups and activists supporting transgender and gender variant people on the Single Equality Scheme.

Public toilet review and policy implementation

The proposal is to close 6 out of 20 of the council's public toilet facilities. Three of the facilities the council is proposing to close have gender neutral facilities – Park Street (which were closing anyway due to the redevelopment of Park Street carpark), Cherry Hinton Recreation ground and Arbury Court. This does not disproportionately impact on people feeling more comfortable to use gender neutral toilets (which includes many transgender people) as around half of the council's facilities in total have gender neutral options. Moreover, the proposal is to close toilets where available alternative facilities exist and/or the need for continued facility provision no longer exists (due to very low usage).

(d) Marriage and civil partnership

Data base licence for Community Safety; & Revenue bid to cover staffing for Community Safety increased workload

These proposals would have a positive impact as domestic abuse information and signposting would be a continuing focus of the work of the team, as there has been significant increase in domestic abuse reported nationally since the easing of the lockdown restrictions (and Anti-Social Behaviour can often be associated with domestic abuse). The bid for increased staffing especially would increase the capacity of the team to undertake this work. The team also support the work of the White Ribbon campaign in Cambridge. This campaign is aimed at ending male violence against women by engaging with men and boys to make a stand against violence.

(e) Pregnancy and maternity

Market Square project

For those who are pregnant or who have recently had a baby, the planned increased seating as part of the project may be of benefit. Open space and provision of a level surface to move pushchairs or buggies around would also benefit people who are pregnant or who have young children.

Introduction of car parking charges at Cherry Hinton Hall

Cherry Hinton Hall park includes a play park and water play area for children and young families who may be impacted by the charges. Nevertheless, the carpark is not used for long periods of time and the charges would be affordable for short stay uses. Moreover, there is alternative unrestricted parking on Walpole Road and a passageway from the road with access directly to the play area – it is easier to access the play area via this route than from the carpark itself.

Environmental Improvement Programme (EIP) options

The community impacts of the EIP have been significant as often the projects are developed where communities have expressed concerns of issues with the environments that they live in, which has

included improvements to play areas benefitting people with young children and accessibility to areas for people using buggies.

Financial Inclusion Officer - Increase in hours

Extending the capacity of the Financial Inclusion Officer may particularly benefit lone parent families by ensuring they receive benefits they are entitled to and in providing budgeting and debt advice. Pregnancy and maternity can be a financially difficult time for some families, particularly for lone parent families. Until a baby is born, it is not included in the household for the purposes of additional financial support. Research in June by The Joseph Rowntree Foundation and Save the Children found that 86% of those with children on Universal Credit or Child Tax Credits have faced extra household costs owing to the pandemic and half were then behind on essential bills and rent. According to latest UK figures, 24% of lone parent households are likely to experience poverty.

Additional Climate Change Officer post; Climate Change policy & partnership projects budget; and Contribution to Climate Change Fund

Each of the three bids around tackling climate change may help to lead to outcomes benefitting pregnant women: when they are exposed to high temperatures or air pollution are more likely to have children who are premature, underweight or stillborn.

(f) Race – Note that the protected characteristic ‘race’ refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Customer Services service review

Where English is not their first language people may be negatively impacted from a move to increasingly digitised services and removal of a face to face drop-in service. Face to face contact with a customer with language barriers upon first contact can often help us determine what their main language is (e.g. by using a language chart) so we can arrange telephone interpretation to help us during the face-to-face meeting to more quickly support someone. Nevertheless, the enhanced triage arrangements, assisted digital and vulnerability/complex needs framework developed would ensure that customers requiring assistance can be identified so the council can continue to use its interpretation/ translation service effectively to support customers with language barriers.

Revenue bid to cover staffing for Community Safety increased workload

This bid would have a positive impact in increasing the team’s capacity to support ethnic minorities who may be impacted by hate crime motivated by hatred towards someone’s race.

Market Square project

The BID, universities and language schools would be engaged with to obtain views of visitors. Engagement with Cambridge Ethnic community forum to explore how space is perceived and used

by people of different ethnicities and religions would ensure their needs are considered and factored into the design. Many people using the market are overseas visitors and improvements to the market and the night-time offer would be of benefit to them. The market would continue to offer a wide variety of stalls and is an inclusive trading space with an ethnic diversity of stallholders, especially in terms of cuisine that bring broad appeal.

Depot Relocation Project

The Environmental Operations team will especially be impacted by the depot location and have 9% of female staff compared to 91% of male staff – this contrasts with 48% women and 52% men for the council overall. Staff and unions will be consulted on proposals on depot relocation from Phase 3 of the project and onwards.

Financial Inclusion Officer - Increase in hours

It is likely that the increase in hours for this post would especially be of benefit to ethnic minority groups who may be more likely to experience poverty, and so benefit from support to identify benefit entitlement or to manage their money. UK statistics find that Bangladeshi and Pakistani families have experienced much greater rates of poverty than all other ethnic groups. Poverty rates are higher among all ethnic minority groups compared with those among White British people.

(g) Religion or belief

Revenue bid to cover staffing for Community Safety increased workload

This bid would have a positive impact in increasing the team's capacity to support victims of hate crime that is motivated by hatred towards someone's religion.

(h) Sex

Revenues and Benefits: Universal Credit Consequential Restructure

Of the postholders affected, 68.75% are women, this compares to 48.80% of the wider Council workforce. Throughout any proposed selection processes, we would seek to ensure a fair process is undertaken in line with Council policy and practice.

Data base licence for Community Safety; & Revenue bid to cover staffing for Community Safety increased workload

Research has shown that 1 in 6 women and 1 in 4 men experience domestic abuse. The team works to support identify victims of domestic abuse as part of its case work ensuring that appropriate referrals are made. The team support the work of the White Ribbon campaign in Cambridge. This campaign is aimed at ending male violence against women by engaging with men and boys to make a stand against violence. This proposed bids for increased staffing and the data base licence to

manage ASB caseloads would ensure the team has appropriate systems in place and staffing to undertake this.

Refurbishment of 125 Newmarket Road and refurbishment and alterations at 451 Newmarket Road

Rough sleepers and single homeless people are overwhelmingly male, which means the refurbishment works would benefit them most.

(i) Sexual orientation

Revenue bid to cover staffing for Community Safety increased workload

This bid would have a positive impact in increasing the team's capacity to support victims of hate crime that is motivated by hatred towards someone's sexuality.

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

Revenues and Benefits: Universal Credit Consequential Restructure

The staff directly affected by the proposed changes tended to be in middle-higher banded posts so not on lowest incomes. The new structure would be similar in profile re-banding of proposed new posts. In accordance with Council policy, pay protection is available for first 3 years for those who are appointed to posts below their existing band.

Customer Services service review

People on a low income may be negatively impacted following a removal of drop-ins for services and cash payments and increasingly digitised services. This could be due to lack of access to a computer or device and funds for internet access. However, the enhanced assisted digital arrangements including access to computers means staff can provide tailored assistance to this group. The council shall also continue to work with partners to improve access to the internet for people in poverty or on a low income as a key priority of its Anti-Poverty Strategy 2020 to 2023.

Closure of Housing Cashiers/ Reception in relation to 171 Arbury Road

People on a low income may be negatively impacted by the closure of the cashiers and reception at 171 Arbury Road service. This could be due to lack of funds to access a computer or other device and/or internet access.

However, as Public Health guidelines around social distancing relax, City Homes' Housing Officers will have a greater presence within neighbourhoods to engage with tenants and give them the capacity to focus more on their 'patch areas'. If tenants are not able to register and sign into our

Customer Portal housing officers would re-direct them to the Customer Service Centre or the City Homes Income Management team. With regards to support from the Customer Service Contact Centre, the enhanced assisted digital arrangements including access to computers means staff can provide tailored assistance to this group from Mandela House. There will be proactive communications to ensure customers understand the changes and how they can access assistance if needed.

Housing Services is also intending to introduce a tenancy audit service in 2021/22, which will further increase this services' engagement with customers. One of the purposes of the tenancy audit process is to proactively identify vulnerable customers who need our support but haven't necessarily come forward to receive that support.

Finally, the council is in the process of creating a scheme for City Council tenants and leaseholders to loan out tablets which have pre-paid WiFi connectivity for up to a max of 6 months. This is also to enable them to improve their economic situation through job hunting or access to benefits. Improving digital inclusion is a key priority of the council's Anti-Poverty Strategy.

Market Square project

The space would need to be inclusive and consider the needs of the whole community. The 7-day market would be maintained offering a wide range of fresh produce providing an alternative to supermarkets. There is a wide variety of stalls with affordable goods. The market square is a central friendly community space. Market stall traders know and are aware of members of the public who are regular customers, some of whom may be vulnerable or have differing needs.

The space outside the Guildhall would continue to be used for civic. Moreover, in designing the new space the council wants to allow for spontaneous community led free events to take place. There is also the potential to hold or host events that are part of the Equality and Diversity programme there in future that may help capture a wider audience.

Depot Relocation Project

The Environmental Operations team that will especially be impacted by the relocation have a higher percentage of people on lower pay bands than the council workforce overall. There are 67% of employees on Bands 1 to 3 (compared to 23% in the council's overall workforce) and 17% on bands 5 to 8 (compared to 46% for the council overall). Staff and unions will be consulted on proposals on depot relocation from Phase 3 of the project and onwards.

Refurbishment of 125 Newmarket Road and refurbishment and alterations at 451 Newmarket Road

The impact on those currently on the street or who have a street background would be positive. The project would ensure that the buildings from which essential services are delivered continue to be fresh, open, and welcoming places.

Introduction of car parking charges at Cherry Hinton Hall

This proposal involves introducing car parking charges at Cherry Hinton Hall public car park, which shall be kept at affordable low rates for short stays. Charges were carefully considered and guided by prices levied across the city for consistency in approach, the park and ride facility/guided bus offering the alternative and cheaper long terms stay option for those on low incomes.

Moreover, there is alternative unrestricted parking on Walpole Road that is free for people wanting to visit Cherry Hinton Hall or the park for short periods who cannot afford the charges.

Financial Inclusion Officer - Increase in hours

The increase in hours of the Financial Inclusion Officer post would have a positive income on people on low incomes, by providing support and hands-on assistance in helping people affected by welfare reforms to maximise their income, reduce their costs and explore options for improving their lives going forward. The client group tends to be those on lowest incomes, the most vulnerable claimants and families with complex needs and often chaotic lifestyles.

Anti-Poverty Strategy responsive (contingency) budget 2021/22

This proposal is to make a budget available to fund projects that align with the objectives of the City Council's Anti-Poverty Strategy that emerge in-year/outside of the budget-setting and community grants bidding rounds. Although it is not aimed at supporting particular protected characteristics, it is important to note that disabled people, ethnic minority groups and women are more likely to experience poverty (so people from these groups may benefit).

Additional Climate Change Officer post; Climate Change policy & partnership projects budget; and Contribution to Climate Change Fund

Each of the three bids are to help tackle climate change in the city that may help to lead to outcomes benefitting people experiencing poverty. The least well-off in society are often the most vulnerable to the disruptive impacts of climate change, including potential adverse weather events, poor air quality, food shortages etc. Those in less well-insulated or heated homes (experiencing fuel poverty for instance) may be more exposed to extreme weather events. Part of the policy & partnership projects funding may be used for projects that help the most vulnerable to understand their climate risks and carbon footprints, and the things they can do to reduce their emissions that can also save them money.

11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqlA accordingly.)

This EqlA provides an overall assessment of the equality impacts of budget proposals included in the General Fund budget proposed for 2020/21.

12. Do you have any additional comments?

This EqlA contains information on equality impacts discussed with services on their budget bid proposals.

Where budget bids do not impact on service users directly but impact on one or two known members of staff for GDPR purposes, an EqlA would not be appropriate as information we would include within it would identify individuals. Equality impacts must be considered separately related to the individuals in question with HR.

It is unclear currently what the equality impacts would be for the following two budget bids on protected characteristics. Nevertheless, it is important to note here that there would be impacts as explained below, which would become more apparent if the proposals are accepted and as the projects progress:

Revised City Events programme in 2021/22

This proposal is to revise the council's events programme to ensure that Public Health guidelines on social distancing and safety of the public are followed. As part of this, Community Services is considering the feasibility of supporting small community-based gatherings at different times in the coming year. Moreover, during the pandemic, equality and diversity related events that were due to take place face-to-face, such as for South Asian History Month Black History Month, were held online. This supported a range of people who may not have been otherwise been able to attend events face to face to engage. Therefore, the development of online content for the equality and diversity calendar of events is something which shall be retained in 2021/22 alongside potential small community gatherings.

Community Seed Funding Scheme - grass root grants, and Community Grants – additional Covid related support bids

The Community Seed Funding Scheme – grass root grants proposal is to develop a funding pot to award between £500 to £1000 in micro-grants to support small-scale community-orientated projects. The micro-grants' seed funding can kick-start community activity, strengthen neighbourhoods and support residents with local projects related to the recovery from Covid-19 and community-building.

The Community Grants – additional Covid related support proposals is to enable a enable a one-off increase to the grant funding available in 2021/22 of £30,000. This is because Covid-related pressures have meant demand on the Community Grants Fund is greater than anticipated.

In decision-making on bids for Community Grants and the Seed Funding Scheme, the community grants team shall consider how far bids meet our Public Sector Equality Duty and corporate objectives relating to the council's Single Equality Scheme 2018 to 2021 and Anti-Poverty Strategy 2020 to 2023.

13. Sign off

Name and job title of lead officer for this equality impact assessment: Helen Crowther, Equality and Anti-Poverty Officer (Corporate Strategy)

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

Alison Cole, Head of Revenues and Benefits; Naomi Armstrong, Benefits Manager; Clarissa Norman, Customer Service Operations Manager; David Greening; Head of Housing Services; Sandra Farmer, Housing Service Manager; Lynda Kilkelly, Community Safety Manager (Community Services); Joel Carre , Head of Environmental Services; Sarah French, Contract and Projects Manager (Environmental Services); James McWilliams, Housing Services Manager; Anthony French, Senior Asset Development Officer (Environmental Services); Alistair Wilson, Development Manager (Environmental Services); Ian Ross, Recreation Services Manager (Community Services); Jane Wilson, Culture and Community Manager (Community Services); Jackie Hanson, Community Funding and Development Manager (Community Services); David Kidston, Strategy and Partnership Manager (Corporate Strategy); Andrew Limb, Head of Corporate Strategy

Date of EqlA sign off: 4 January 2021

Date to be published on Cambridge City Council website: 18th February 2020

Budget-Setting Report (BSR) 2021/22 - Review of Charges

In the Medium-Term Financial Strategy (MTFS) October 2020 the general inflation assumption (target) for income and charges was 2.0% ongoing. All areas are required to review fees and charges (including property rental income based on detailed projections and rent reviews) and, if any specific review results in material additional or reduced income, then these are identified and included in the Budget-Setting Report (BSR) February 2021 as budget proposals.

Contents:

Portfolio	Charges	Contacts
Climate Change, Environment and City Centre	Environmental Services Taxi Testing Shared Waste Control of Dogs Markets	Yvonne O'Donnell David Cox Trevor Nicoll Nicholas Kester Tim Jones
Communities	Sports and Recreation Bereavement Services	Ian Ross Glyn Theobald
Housing – General Fund	HMOs, Enforcement	Yvonne O'Donnell
Planning Policy & Open Spaces	Open Spaces	Joel Carre
Transport & Community Safety	Parking	Sean Cleary
Finance & Resources	Moorings Guildhall Lettings Land Charges	Ashley Read Gary Clift Laura Prideaux-Brune
Licensing	Business Licensing Taxi Licensing Licensing & Gambling Act Animal Licensing Street Trading	Yvonne O'Donnell Tim Jones

Climate Change, Environment and City Centre

Charge Type and description	Charges 2020/21 £	Proposed Charges 2021/22 £	% Increase 2021/22
Environmental Services			
Pest Control Treatments for Businesses / Commercial per hour (minimum half hour)	99.00	99.00	0.0%
House / Car Alarms (fee includes administration costs)	Actual Costs	Actual Costs	0.0%
Lecture Fees - per hour	87.00	87.00	0.0%
Food Surrender and Disposal	Actual Costs	Actual Costs	0.0%
Food Register - entire register printed	908.00	908.00	0.0%
Taught CIEH courses	73.00	73.00	0.0%
Online CIEH Courses	27.50	27.50	0.0%
Examination following on-line courses	22.50	22.50	0.0%
Tailored Training	Actual Costs	Actual Costs	0.0%
Mentoring Training at £85 hour	Actual Costs	Actual Costs	0.0%
Primary Authority Partnership Scheme at £45 hour	Actual Costs	Actual Costs	0.0%
Contaminated Land (per Enquiry/Polygon)	220.00	220.00	0.0%
Food Hygiene Ratings (FHRS) Rescore	194.00	194.00	0.0%
Scrap Metal Dealers			
Site Licence	459.00	459.00	0.0%
Conversion to collector's licence	56.00	56.00	0.0%
Change of licensee name	56.00	56.00	0.0%
Addition of site	459.00	459.00	0.0%
Removal of site	56.00	56.00	0.0%
Change of Site Manager	135.00	135.00	0.0%
Replacement of lost or damaged licence	50.00	50.00	0.0%
Collector's licence	196.00	196.00	0.0%
Conversion to site licence	398.00	398.00	0.0%
Change of name (e.g. status)	56.00	56.00	0.0%
Replacement of lost or damaged licence	50.00	50.00	0.0%
Taxi Vehicle Testing by the Garage			
Mechanical Fitness Test (Twice Yearly)	62.00	63.00	1.6%
Re-test if works carried out at a separate garage and returned within 10 days	30.00	31.00	3.3%
Re-test if works carried out at a separate garage and returned after 10 days	63.00	64.00	1.6%
Shared Waste Service			
Hazardous domestic collections			
Per Item (Fridge / Freeze / CRT Monitor / TV / Microwares etc.)	25.00	25.00	0.0%
Domestic collections - Bulky Collections			
One to three items (excluding hazardous items)	30.00	35.00	16.7%
More than three items (per item and maximum 9 items)	5.00	5.00	0.0%
Charge to empty contaminated bin / additional empty (per bin)	35.00	35.00	0.0%
Clearance of rubbish from bin stores	By quote	By quote	0.0%
Annual 2nd green bin charge - per additional 240 litre (October to October)	35.00	40.00	14.3%
Annual 2nd green bin charge - per additional 140 litre (October to October)	30.00	N/A	N/A
Additional garden waste capacity for flats (per 1100l bin)	80.00	90.00	12.5%
Bins			
Delivery of bin(s) for new property	80.00	82.00	2.5%
Additional approved black bin - for large families etc.	50.00	50.00	0.0%
Delivery of a replacement black bin 240 litre - (damaged/stolen)	50.00	50.00	0.0%
Delivery of a replacement green/blue bin (damaged/stolen)	FREE	FREE	0.0%
Delivery of an additional blue bin	FREE	FREE	0.0%
Recycling Kitchen Caddy Sacks (in packs of 50). Includes VAT.	3.00	3.00	0.0%
Dogs			
Statutory Fee for all stray dogs**	25.00	25.00	0.0%
Collection and transportation cost of stray dogs in normal office hours	69.18	69.18	0.0%
Kennels registration and vet checking fee	53.32	53.32	0.0%
Daily kennel charges	17.01	17.01	0.0%
Markets			
Cambridge Retail Market			
Monday - Tuesday rents			
General Market Weekday Premium	21.15	22.00	4.0%
General Market Weekday Standard	10.00	11.00	10.0%
Wednesday - Friday rents			
General Market Weekday Premium	21.15	22.00	4.0%
General Market Weekday Standard	17.50	18.00	2.9%
General Market Weekend Premium	40.61	42.00	3.4%

Charge Type and description	Charges 2020/21 £	Proposed Charges 2021/22 £	% Increase 2021/22
General Market Weekend Standard	33.36	34.00	1.9%
Hot Food Premium	7.51	8.00	6.5%
Casual Trading Premium	5.00	6.00	20.0%
*Storage Units	18.03	19.00	5.4%
All Saints Craft Fair			
Monday - Friday rents	16.26	17.00	4.6%
Saturday rent	34.40	35.00	1.7%
All Markets - Administration Fees			
Variations Fee - applicable for any changes that result in the production of a new licence.	30.00	31.00	3.3%
Direct Debit rebate	0.04	0.03	(25.0%)
* These charges are shown net of VAT			
** Externally set fees and charges			

Communities - Sport & Recreation

Charge Type and description	Charges 2020/21 £	Proposed Charges 2021/22 £	% Increase 2021/22
Sports & Recreation Charges (including VAT)			
Sports Facilities			
Cricket			
Adult Per pitch	44.00	44.00	0.0%
Including Pavilion	60.00	60.00	0.0%
Junior per pitch (Under 16's)	28.50	28.50	0.0%
Including Pavilion	35.00	35.00	0.0%
Football/Rugby/Hockey			
Per pitch including Pavilion	57.50	57.50	0.0%
Junior per pitch including Pavilion (Under 16's)	31.50	31.50	0.0%
8-a-side pitch	23.50	23.50	0.0%
American Football			
Per pitch (including 4 changing rooms)	100.00	100.00	0.0%
Junior (Under 16's) per pitch (including 4 changing rooms)	50.00	50.00	0.0%
Rounders			
Per Pitch	24.50	24.50	0.0%
Per Pitch - Junior (Under 16's)	12.75	12.75	0.0%
Tennis			
Jesus Green - Per hour	FREE	FREE	0.0%
Nightingale Avenue, Lammas Land, Coleridge, Barnwell, Christs	FREE	FREE	0.0%
Abbey Artificial Pitch (including Floodlights)			
Peak Time			
<i>Mon-Fri 17.00-22.00/Sat 11.00-19.00/Sun 12.00-16.00</i>			
Whole Pitch	60.00	60.00	0.0%
Whole Pitch - Junior	32.50	32.50	0.0%
Half Pitch	39.50	39.50	0.0%
Half Pitch - Junior	22.00	22.00	0.0%
Off-Peak Time			
Whole Pitch	47.50	47.50	0.0%
Whole Pitch - Junior	31.00	31.00	0.0%
Half Pitch	32.50	32.50	0.0%
Half Pitch - Junior	19.00	19.00	0.0%
Lighting Charges per hour			
Whole Pitch max lux	18.00	18.00	0.0%
Half Pitch max lux	10.00	10.00	0.0%
Changing Room Hire - Per Game			
Additional Changing Room (per room)	12.75	12.75	0.0%
Swimming Services			
The charges relating to the swimming services are the HEADLINE prices			
These charges are the MOST the Leisure Contractor can charge for an activity			
The Leisure Contractor can REDUCE any or all of the activity prices BELOW the headline price if they wish.			
Juniors are 17 years and under; Under 3's are FREE	FREE	FREE	0.0%
Parkside Pools			
Adult	4.90	5.00	2.0%
Junior	2.55	2.60	2.0%
Main Pool Hire - per hour (Non Commercial)	133.50	136.00	1.9%
Main Pool Hire - per hour (Commercial)	345.00	352.00	2.0%
Lane Hire	24.50	25.00	2.0%
Diving Pool - per hour (Non Commercial)	76.50	78.00	2.0%
Diving Pool - per hour (Commercial)	107.00	110.00	2.8%
Children's Pool Hire - per hour (Non Commercial)	50.00	51.00	2.0%
Children's Pool Hire - per hour (Commercial)	60.00	61.50	2.5%
Flumes	59.00	60.00	1.7%
Non-City LEA School Swim	2.00	2.00	0.0%
Abbey Pool			
Adult	4.90	5.00	2.0%
Junior	2.55	2.60	2.0%
Pool Hire - per hour (Non Commercial)	85.50	87.50	2.3%
Pool Hire - per hour (Commercial)	107.00	110.00	2.8%
Learner Pool Hire - per hour (Non Commercial)	43.75	45.00	2.9%
Learner Pool Hire - per hour (Commercial)	60.00	61.00	1.7%

Charge Type and description	Charges 2020/21 £	Proposed Charges 2021/22 £	% Increase 2021/22
Gala Hire - per hour (City Clubs)	163.00	166.50	2.1%
Gala Hire - per hour (Commercial)	220.00	225.00	2.3%
Non-City LEA School Swim	2.00	2.00	0.0%
Kings Hedges Pool			
Pool Hire - per hour - Non Commercial	41.75	41.75	0.0%
Pool Hire - per hour - (Commercial)	60.00	61.50	2.5%
Jesus Green Outdoor Pool			
Adult	4.90	5.00	2.0%
Adult - Season Ticket	115.00	115.00	0.0%
Adult - Season Ticket with Sauna	170.00	172.00	1.2%
Junior	2.55	2.60	2.0%
Junior - Season Ticket	40.00	40.00	0.0%
Pool hire per Hour - Non Commercial	115.00	115.00	0.0%
Pool hire per Hour - (Commercial)	275.00	183.00	(33.5%)
Health Suites			
Abbey Pool			
Sauna & Swim	7.65	7.80	2.0%
GP Referral			
Swimming Session - Abbey, Parkside, Kings Hedges			
Induction	9.00	9.00	0.0%
Session	3.00	3.00	0.0%
Membership Cards			
Adult Residents (up to 30% discount)	10.00	10.00	0.0%
Adult Students & 60+ (up to 35% Discount)	7.50	7.50	0.0%
Adult Concessions (up to 50% Discount)	5.00	5.00	0.0%
Junior Residents (up to 30% discount)	5.00	5.00	0.0%
Junior Concessions (up to 50% Discount)	2.50	2.50	0.0%
Cherry Hinton Village Centre			
Activity			
Main Hall per Hour - Adult	48.00	48.00	0.0%
Main Hall per Hour - Junior (17yr & Under)	28.00	28.00	0.0%
Large Meeting Room per hour - (Community)	22.00	22.00	0.0%
Large Meeting Room per hour - (Commercial)	30.00	31.00	3.3%
Small Meeting Room per hour - (Community)	11.25	11.25	0.0%
Small Meeting Room per hour - (Commercial)	18.50	19.00	2.7%
Admission on Sports Bookings per person	0.30	0.30	0.0%
Badminton Court per hour - Adult	13.75	13.75	0.0%
Badminton Court per hour - Junior (17yr & Under)	7.75	7.75	0.0%

Communities - Bereavement Services

Charge Type and description	Charges 2020/21 £	Proposed Charges 2021/22 £	% Increase 2021/22
CAMBRIDGE CITY CREMATORIUM			
Adult Direct Cremation	475.00	475.00	0.0%
Collection of deceased no cremation (within 25 miles)	602.00	620.00	3.0%
Adult - Band 1 (before 9:30am and after 4pm)	602.00	620.00	3.0%
Adult - Band 2	830.00	850.00	2.4%
Adult - Body Part	99.00	N/A	N/A
Extended Service	295.00	310.00	5.1%
Over running allotted service time by more than 5 minutes	75.00	75.00	0.0%
Adult - Saturday service by request	1,542.00	1,542.00	0.0%
ADDITIONAL CHARGES (IF APPLICABLE)			
Memorial Service (includes VAT)	392.00	392.00	0.0%
Audio (CD) Recording (includes VAT)	56.50	58.00	2.7%
Visual (DVD) Recording (includes VAT)	56.50	58.00	2.7%
USB Recording (includes VAT)	56.50	58.00	2.7%
Web Cast (includes VAT)	56.50	58.00	2.7%
Visual Tribute (West Chapel only) - price on application (includes VAT) (minimum charge shown)	30.00	30.00	0.0%
Visual tribute price per picture (includes VAT)	1.96	1.96	0.0%
Visual tribute price per minute of video (includes VAT)	5.50	5.50	0.0%
Additional copy of recording (includes VAT)	22.00	22.00	0.0%
Copy of VT (includes VAT)	28.00	28.00	0.0%
Include VT on recording (includes VAT)	28.00	28.00	0.0%
Wooden casket	49.00	*	N/A
Duplicate Cremation Certificate	21.00	21.00	0.0%
Postage & Packing	At Cost	At Cost	0.0%
Customs Certificate	21.00	21.00	0.0%
Cancelling service within 4 working days of the allotted time	180.00	180.00	0.0%
Exhumation of Ashes (includes VAT)	181.00	181.00	0.0%
NEWMARKET ROAD & HUNTINGDON ROAD CEMETERY			
Exclusive Right of Burial – Adult			
Exclusive Right of Burial – Adult - 50 years	975.00	995.00	2.1%
Exclusive Right of Burial – Adult - 75 years	1,465.00	1,500.00	2.4%
Exclusive Right of Burial – Adult - 99 years	1,980.00	2,030.00	2.5%
5 year top up extension to reinstate Exclusive right to 50 years	98.00	100.00	2.0%
Exclusive Right of Burial – 2 years and under	164.00	170.00	3.7%
All Interments - Traditional and Green burials			
Adult interment Resident	870.00	892.00	2.5%
Adult - Saturday	1,070.00	1,100.00	2.8%
Ashes	197.00	202.00	2.5%
Ashes - Saturday	293.00	305.00	4.1%
Permanent (Wooden) Shoring (single depth grave)	316.00	316.00	0.0%
Permanent (Wooden) Shoring (double depth, closed boarding) (For use with oversized coffin)	1,105.00	1,105.00	0.0%
Topsoil (single depth grave)	365.00	385.00	5.5%
Oversize interment - 36"	334.00	N/A	N/A
Headstone (up to 18"x18") plus memorial inspection fee ***	106.00	106.00	0.0%
Infant Kerbside including headstone (36"l x 24"w x 24"h) plus memorial inspection fee ***	140.00	140.00	0.0%
Adult Headstone (up to 36"h) plus memorial inspection fee ***	205.00	205.00	0.0%
Adult Half Kerb including headstone (36"l x 36"w x 48"h) plus memorial inspection fee ***	205.00	205.00	0.0%
Adult Full Kerbside including headstone (84"l x 36"w x 48"h) plus memorial inspection fee ***	307.00	307.00	0.0%
Adult Full Kerbside including headstone (up to 84"l x 36"w x 54"h) plus memorial inspection fee ***	463.00	463.00	0.0%
Adult Full Kerbside including headstone (up to 84"l x 36"w x 60"h) plus memorial inspection fee ***	692.00	692.00	0.0%
Adult Full Kerbside including headstone (up to 84"l x 36"w x 66"h) plus memorial inspection fee ***	1,035.00	1,035.00	0.0%
Memorial inspection fee ***	78.00	78.00	0.0%
ADDITIONAL CHARGES (IF APPLICABLE)			
Use of chapel - Funeral service	392.00	405.00	3.3%
Memorial service - Monday to Saturday (subject to VAT)	392.00	405.00	3.3%
Grave Plot prepurchase - Huntingdon Road (Single) 50years	2,600.00	2,600.00	0.0%
Grave Plot prepurchase - Huntingdon Road (Single) 75years	3,162.00	3,162.00	0.0%
Grave Plot prepurchase - Huntingdon Road (Single) 99years	3,774.00	3,774.00	0.0%
Assignment of grave ownership	57.00	57.00	0.0%
Transfer of Ownership	57.00	57.00	0.0%
Duplicate Deed of Grant	21.00	21.00	0.0%
Permit for cleaning and renovation only (includes VAT)	32.00	32.00	0.0%
Cancelling service after the grave has been dug	250.00	250.00	0.0%
Exhumation (subject to VAT)	Price on Application	Price on Application	0.0%
Exhumation (non-viable foetus) (includes VAT)	295.00	295.00	0.0%
Additional Inscriptions (Including VAT)	205.00	205.00	0.0%

* This charge has been included on the memorials charge list which is not included as part of this appendix

Housing - General Fund

Charge Type and description	Charges 2020/21 £	Proposed Charges 2021/22 £	% Increase 2021/22
Licences:			
HMO Licences - New Applications	969.00	969.00	0.0%
HMO Licence - Renewals	£969, (£872 if app submitted at least 8wks prior to expiry of current licence).	£969, (£872 if app submitted at least 8wks prior to expiry of current licence).	0.0%
Assisted application	Cost	Cost	0.0%
Enforcement Activity			
Penalty for non compliance (not belonging to one of the approved Property Redress schemes) £5,000 maximum charge	Monthly Local Housing Allowance Rate for the property, up to a maximum of £5,000	Monthly Local Housing Allowance Rate for the property, up to a maximum of £5,000	0.0%
Subsequent offences	5,000.00	5,000.00	0.0%
Penalty for non compliance with the Smoke and Carbon Monoxide Regulations	Monthly Local Housing Allowance Rate for the property, up to a maximum of £5,000	Monthly Local Housing Allowance Rate for the property, up to a maximum of £5,000	0.0%
Fixed penalty for failure to produce an Energy Performance Certificate, EPC, as per the requirements of the Energy Act 2016	200.00	200.00	0.0%
Civil Penalty for failure to comply with The Energy Efficiency (Private Rented Property) (England & Wales) Regulations 2015, MEES	Maximum financial penalty of up to £5,000 taking into account the fine criteria and individual maximum penalties specified under Regulation 40 on a case by case basis.	Maximum financial penalty of up to £5,000 taking into account the fine criteria and individual maximum penalties specified under Regulation 40 on a case by case basis.	0.0%
Civil Penalty for non-compliance under the Housing and Planning Act 2016	Case by case basis using agreed matrix, maximum of £30,000 per offence	Case by case basis using agreed matrix, maximum of £30,000 per offence	0.0%
Charge for the service of an Improvement Notice under the Housing Act 2004	344.00	344.00	0.0%
Charge for the service of a Prohibition Order under the Housing Act 2004	312.00	312.00	0.0%
Charge for the service of an Emergency Remedial Action Notice under the Housing Act 2004	292.00	292.00	0.0%
Charge for the review of Suspended notices or orders served under the Housing Act 2004	104.00	104.00	0.0%
Charge for the service of a Hazard Awareness Notice	0.00	0.00	0.0%
Financial Penalty for breach of The Electrical Safety Standards in the Private Rented Sector Regs 2020	N/A	Case by case as determined up to maximum £30,000	NEW
Training and other services			
Delivering training and other discretionary services for landlords and agents	Cost (including development) **	Cost (including development) **	0.0%
** Including development, promotion, overheads and associated costs			
Landlord training (per delegate)	104.00	105.00	1.0%
Immigration inspections	146.00	146.00	0.0%

Open Spaces

Charge Type and description	Charges 2020/21 £	Proposed Charges 2021/22 £	% Increase 2021/22
Allotments			
Standard size is 10 rods (300 m2)			
Allotment Full size	56.00	65.00	16.1%
Allotment Half size	28.00	32.50	16.1%
Allotment starter plot	17.50	22.00	25.7%
Refundable Key Deposit (where applicable) *	N/A	N/A	0.0%
Parks, Commons & Open Spaces			
Grazing			
Cows	66.00	67.00	1.5%
Cows - 10 or more (per beast)	42.00	43.00	2.4%
Parks & Open Spaces Lettings			
Application Fee - all applicants (may be returnable for local events if criteria met) (Plus VAT)	120.00	125.00	4.2%
Filming on parks and open spaces (Non Commercial)	Free	Free	0.0%
Filming on parks and open spaces (Commercial)	Negotiable	Negotiable	0.0%
Daily Hire - Fairs #	485.00	495.00	2.1%
Daily Hire - Circuses #	410.00	420.00	2.4%
Setting up/Pulling down days (For events where hire fee is more)	230.00	235.00	2.2%
Ongoing business use e.g. fitness classes (per quarter)	355.00	362.00	2.0%
Non Commercial Public Events ‡	280.00	285.00	1.8%
National Charities ‡	215.00	220.00	2.3%
Local events / demos ‡	Free	Free	0.0%
Fun Runs and Charity Walks (Local Charity Run/100% beneficiary)(under 500 participants)	Free	Free	0.0%
Commercial Public Events on City Centre Parks: * †	Negotiable	Negotiable	0.0%
- minimum charge for lettings up to and over 1,000 sq. metres	900.00	920.00	2.2%
- additional charge per square metre for lettings over 1,000 sq. metres	2.05	2.10	2.4%
Commercial Public Events on Other Parks & Open Spaces: * †	Negotiable	Negotiable	0.0%
- minimum charge for lettings up to and over 1,000 sq. metres	480.00	490.00	2.1%
- additional charge per square metre for lettings over 1,000 sq. metres	2.05	2.10	2.4%
Use of a Premises Licence for external event providers **	At Pro rata cost per day of total licence fee	At Pro rata cost per day of total licence fee	0.0%
Provision of Wi-Fi facility for commercial events	Free Where Existing	Free Where Existing	0.0%
Internal Event/Cambridge Live - No Fees	130.00	133.00	2.3%
Internal Event/Cambridge Live - Fee Paying	175.00	180.00	2.9%

* Not applicable now as most allotments have keypad entry

‡ to include fun runs, cycle rides and charity walks, up to 500 participants

† to include fun runs, cycle rides and charity walks, over 500 participants

A sealed bid process may be applicable where more than one application is made for dates

Parking

MULTISTOREY CAR PARKS (Pay on foot)	2020/21			
	Mondays to Fridays	Mondays to Fridays PEAK TIME	Saturdays and Sundays	Saturdays and Sundays PEAK TIME
Grand Arcade	Mon-Fri 10am to 7pm	If a vehicle parks between 8am to 10am the following rates are payable for the duration of the stay	Sat 9am to 7pm Sun 10am to 7pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay
1hr	£2.60	£3.10	£2.90	£3.40
2hrs	£5.00	£6.00	£5.50	£6.50
3hrs	£7.50	£8.90	£8.10	£9.70
4hrs	£10.80	£13.00	£12.60	£14.60
5hrs	£20.70	£23.40	£22.10	£24.60
over 5 hrs	£26.70	£29.90	£27.90	£30.90
evenings & overnight	£1.20	£1.20	£1.20	£1.20

Queen Anne Terrace	Mon-Fri 10am to 7pm	If a vehicle parks between 8am to 10am the following rates are payable for the duration of the stay	Sat 9am to 7pm Sun 10am to 7pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay
1hr	£1.70	£2.20	£1.70	£2.10
2hrs	£3.30	£4.30	£3.30	£4.30
3hrs	£4.50	£6.00	£4.50	£6.00
4hrs	£5.30	£7.30	£5.30	£7.30
5hrs	£7.00	£9.60	£7.00	£9.50
6hrs	£10.70	£13.70	£10.60	£13.70
over 6 hrs	£14.10	£17.80	£14.20	£17.80
evenings & overnight	£0.80	£0.80	£0.80	£0.80

Park Street	Mon-Fri 10am to 7pm	If a vehicle parks between 8am to 10am the following rates are payable for the duration of the stay	Sat 9am to 7pm Sun 10am to 7pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay
1hr	£2.40	£2.90	£2.60	£3.10
2hrs	£4.10	£5.10	£5.00	£6.00
3hrs	£6.10	£7.60	£6.90	£8.50
4hrs	£10.30	£12.30	£11.20	£13.20
5hrs	£18.10	£20.70	£19.20	£21.80
over 5 hrs	£25.50	£28.80	£25.70	£28.80
evenings & overnight	£0.80	£0.80	£0.80	£0.80

Grafton East	Mon-Fri 10am to 7pm	If a vehicle parks between 8am to 10am the following rates are payable for the duration of the stay	Sat 9am to 7pm Sun 10am to 7pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay
1hr	£2.40	£2.90	£2.60	£3.10
2hrs	£3.90	£4.90	£4.70	£5.70
3hrs	£6.00	£7.50	£6.60	£8.20
4hrs	£9.80	£11.90	£11.20	£13.20
5hrs	£18.10	£20.70	£19.30	£21.80
over 5 hrs	£25.70	£28.70	£25.70	£28.70
evenings & overnight	£0.80	£0.80	£0.80	£0.80

Grafton West	Mon-Fri 10am to 7pm	If a vehicle parks between 8am to 10am the following rates are payable for the duration of the stay	Sat 9am to 7pm Sun 10am to 7pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay
1hr	£2.40	£2.90	£2.60	£3.10
2hrs	£3.90	£4.90	£4.70	£5.70
3hrs	£6.00	£7.50	£6.60	£8.20
4hrs	£9.80	£11.90	£11.20	£13.20
5hrs	£18.20	£20.70	£19.30	£21.80
over 5 hrs	£25.70	£28.70	£25.70	£28.70
evenings & overnight	£0.80	£0.80	£0.80	£0.80

2021/22			
Mondays to Fridays	Mondays to Fridays PEAK TIME	Saturdays and Sundays	Saturdays and Sundays PEAK TIME
Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
£2.60	£3.10	£2.90	£3.40
£5.00	£6.00	£5.50	£6.50
£7.50	£8.90	£8.10	£9.70
£10.80	£13.00	£12.60	£14.60
£20.70	£23.40	£22.10	£24.60
£26.70	£29.90	£27.90	£30.90
£1.20	£1.20	£1.20	£1.20

Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
£1.70	£2.20	£1.70	£2.10
£3.30	£4.30	£3.30	£4.30
£4.50	£6.00	£4.50	£6.00
£5.30	£7.30	£5.30	£7.30
£7.00	£9.60	£7.00	£9.50
£10.70	£13.70	£10.60	£13.70
£14.10	£17.80	£14.20	£17.80
£0.80	£0.80	£0.80	£0.80

Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
£2.40	£2.90	£2.60	£3.10
£4.10	£5.10	£5.00	£6.00
£6.10	£7.60	£6.90	£8.50
£10.30	£12.30	£11.20	£13.20
£18.10	£20.70	£19.20	£21.80
£25.50	£28.80	£25.70	£28.80
£0.80	£0.80	£0.80	£0.80

Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
£2.40	£2.90	£2.60	£3.10
£3.90	£4.90	£4.70	£5.70
£6.00	£7.50	£6.60	£8.20
£9.80	£11.90	£11.20	£13.20
£18.10	£20.70	£19.30	£21.80
£25.70	£28.70	£25.70	£28.70
£0.80	£0.80	£0.80	£0.80

Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
£2.40	£2.90	£2.60	£3.10
£3.90	£4.90	£4.70	£5.70
£6.00	£7.50	£6.60	£8.20
£9.80	£11.90	£11.20	£13.20
£18.20	£20.70	£19.30	£21.80
£25.70	£28.70	£25.70	£28.70
£0.80	£0.80	£0.80	£0.80

2021/22 from 2020/21			
Comparisons % Change			
Mon-Fri NON PEAK	Mon-Fri PEAK	Sat-Sun NON PEAK	Sat-Sun PEAK
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%

Mon-Fri NON PEAK	Mon-Fri PEAK	Sat-Sun NON PEAK	Sat-Sun PEAK
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%

Mon-Fri NON PEAK	Mon-Fri PEAK	Sat-Sun NON PEAK	Sat-Sun PEAK
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%

Mon-Fri NON PEAK	Mon-Fri PEAK	Sat-Sun NON PEAK	Sat-Sun PEAK
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%

Mon-Fri NON PEAK	Mon-Fri PEAK	Sat-Sun NON PEAK	Sat-Sun PEAK
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%

SURFACE CAR PARKS				
ADAM AND EVE STREET Monday 8am to Friday 7pm Saturday 9am to 7pm Sunday 10am to 5pm	Pay and display			
Maximum stay 2 hours	2020/21	2021/22	% change	Evenings and overnight
Charges	80p for 20 mins (£2.40/hr)	80p for 20 mins (£2.40/hr)	0.0%	Free

CASTLE HILL CAR PARK Monday to Friday 8am to 7pm Saturday 9am to 7pm Sunday 10am to 5pm	Pay and display			
Charges	2020/21	2021/22	% change	Evenings and overnight
Up to 2 hours	£2.60	£2.60	0.0%	Free
2-4 hours	£5.00	£5.00	0.0%	
over 4 hours	£8.30	£8.30	0.0%	
Sunday - all day charge	£4.20	£4.20	0.0%	
Weekly ticket (7 days)	£36.40	£36.40	0.0%	

GWYDIR STREET CAR PARK Monday to Friday 8am to 7pm Saturday 9am to 7pm	Pay and display			
Maximum stay 2 hours	2020/21	2021/22	% change	Evenings and overnight
Charges	90p for 30 mins (£1.80/hr)	90p for 30 mins (£1.80/hr)	0.0%	Free
RIVERSIDE CAR PARK Monday to Friday 8am to 7pm Saturday 9am to 7pm	Pay and display			
Maximum stay 8 hours	2020/21	2021/22	% change	Evenings and overnight
Charges	60p for 30 mins (£1.20/hr)	60p for 30 mins (£1.20/hr)	0.0%	Free

SEASON TICKET CHARGES - Business Permits					
Park Street, Queen Anne and Grafton Centre car parks	Quarterly fee inclusive of VAT (20/21)	Quarterly fee inclusive of VAT (21/22)	% change	20% Discount for low emission [Group A] vehicles 20/21	Discounted fee (20/21)
'Night Owl' 7 days 5pm-8am (one car park*)	£236.00	£236.00	0.0%	£47.20	£188.80
24/7 Premium (Grafton car parks, Park St, Queen Anne)	£911.00	£911.00	0.0%	£182.20	£728.80
Monday-Friday 24 hour access (one car park*)	£696.00	£696.00	0.0%	£139.20	£556.80
Monday-Friday 8am -6pm (one car park*)	£553.00	£553.00	0.0%	£110.60	£442.40

Note * excluding Grand Arcade car park

DISABLED BADGE HOLDERS

First three hours parking free, on production of a valid Blue Badge to the City Council at the **Grand Arcade, Park Street, Grafton East, Grafton West and Queen Anne Terrace car parks.**

At multi storey car parks durations of stay in excess of three hours the normal car park charges will apply as if from the first hour, i.e. the fourth will be charged as if it were the first

Two hours free parking during charging hours when a valid Blue Badge and time clock is displayed at **Adam and Eve and Gwydir Street car parks.**

Three hours free parking when a valid Blue Badge and time clock is displayed at **Castle Hill and Riverside car parks.**

Finance & Resources

Mooring Fees

Charge Type and description	Charges 2020/21 £	Proposed Charges 2021/22 £	% Increase 2021/22
Mooring Fees*			
Tariff Class 30 - vessel up to 5 metres	842.00	£854.00	1.4%
Tariff Class 32 - vessel under 3 metres	842.00	£854.00	1.4%
Tariff Class 33 - Vessel 3 to 5 metres	842.00	£854.00	1.4%
Tariff Class 34 - Vessel 5 to 7.5 metres	898.00	£911.00	1.4%
Tariff Class 35 - Vessel 7.5 to 10 metres	955.00	£968.00	1.4%
Tariff Class 36 - Vessel 10 to 12.5 metres	1,012.00	£1,026.00	1.4%
Tariff Class 37 - Vessel 12.5 to 15 metres	1,067.00	£1,082.00	1.4%
Tariff Class 38 - Vessel 15 to 20 metres	1,123.00	£1,139.00	1.4%
Tariff Class 39 - Vessel over 20 metres	1,236.00	£1,253.00	1.4%
Tariff Class 51 - Any other vessel	1,236.00	£1,253.00	1.4%
** The agreed fee increase for the 2021/22 financial year is as per the Review of Moorings Policy (March 2017) - RPIX for September 2020 - 1.4%			

Guildhall Lettings

Charge Type and description	Charges 2020/21 £	Proposed Charges 2021/22 £	% Increase 2021/22
Conference/exhibition letting charges for Guildhall Daily Lets:-			
COMMITTEE ROOMS 1 AND 2:			
Morning or Afternoon (per session)	143.99	146.87	2.0%
Evening/Weekends/Bank Holidays (per hour)	143.99	146.87	2.0%
COUNCIL CHAMBER:			
Morning or Afternoon (per session)	287.94	293.70	2.0%
Evening/Weekends/Bank Holidays (per hour)	172.76	176.21	2.0%
EXHIBITION AREA (Outside Council Chamber):			
Monday to Friday, 9am to 5pm (per day)	143.99	146.87	2.0%
Saturday/Sunday, 9am to 5pm (per hour) + day rate	54.86	55.95	2.0%
Evening, after 5pm (per hour) + day rate	54.86	55.95	2.0%
Standard letting charges for Guildhall Daily Lets:-			
COMMITTEE ROOMS 1 AND 2:			
Morning or Afternoon (per session)	89.13	90.91	2.0%
Evening/Weekends/Bank Holidays (per hour)	89.13	90.91	2.0%
COUNCIL CHAMBER:			
Morning or Afternoon (per session)	143.99	146.87	2.0%
Evening/Weekends/Bank Holidays (per hour)	89.13	90.91	2.0%
EXHIBITION AREA (Outside Council Chamber):			
Monday to Friday, 9am to 5pm (per day)	143.99	146.87	2.0%
Saturday/Sunday, 9am to 5pm (per hour) + day rate	54.86	55.95	2.0%
Evening, after 5pm (per hour) + day rate	54.86	55.95	2.0%

* All charges are subject to VAT.

Finance & Resources

Land Charges

Charge Type and description	Charges 2020/21 £	Proposed Charges 2021/22 £	% Increase 2021/22
Land Charges			
LLC1 Official Search in respect of one parcel of land	25.00	25.00	0.0%
Residential Search *			
CON29R **	122.00	122.00	0.0%
LLC1 and CON29R (Full Residential Search)**	147.00	147.00	0.0%
Additional Parcels of Land	17.00	17.00	0.0%
Commercial Search			
CON29R**	181.00	181.00	0.0%
LLC1 and CON29R (Full Commercial Search)**	206.00	206.00	0.0%
Additional Parcels of Land	28.00	28.00	0.0%
Additions			
Additional Enquiries *	12.00	12.00	0.0%
CON290 (Optional Enquiries) *			
Q4 - Road Proposals	5.00	5.00	0.0%
Q5 - Advertisements	9.50	9.50	0.0%
Q6 - Completion Notices	6.00	6.00	0.0%
Q7- Parks & Countryside	6.00	6.00	0.0%
Q8 - Pipelines	0.00	0.00	0.0%
Q9 - House in Multiple Occupation	6.00	6.00	0.0%
Q10- Noise Abatement and other Nuisances	6.00	6.00	0.0%
Q11 - Urban Development Areas	6.00	6.00	0.0%
Q12 - Enterprise Zones	6.00	6.00	0.0%
Q13 - Inner Urban Development Areas	6.50	6.50	0.0%
Q14 - Simplified Planning Zones	6.00	6.00	0.0%
Q15 - Land Maintenance Notices	6.00	6.00	0.0%
Q16 - Mineral Consultation Areas**	10.00	10.00	0.0%
Q17 - Hazardous Substance Consents	4.50	4.50	0.0%
Q18 - Environmental & Pollution Notices	6.00	6.00	0.0%
Q19 - Food Safety Notices	6.00	6.00	0.0%
Q20 - Hedgerow Notices	6.00	6.00	0.0%
Q21 - Flood Defence and Land Drainage Consents**	10.00	10.00	0.0%
Q22 - Common Land, Town and Village Greens**	19.60	19.60	0.0%
Discretionary services (including Pre-application work and Planning and Performance Agreements (PPAs)) will be charged for on a case by case basis. This charge will be based on full recovery of the cost of delivering the agreed work. Officer time will be charged at the following rate according to the officer band:	Hourly Charge (£)	Hourly Charge (£)	
City Band 2	42.00	42.00	0.0%
City Band 3	51.00	51.00	0.0%
City Band 4	58.00	58.00	0.0%
City Band 5	64.00	64.00	0.0%
City Band 6	73.00	73.00	0.0%
City Band 7	86.00	86.00	0.0%
City Band 8	91.00	91.00	0.0%
City Band 10	119.00	119.00	0.0%
The full direct cost of any external consultants, contractors or agency staff incurred by the Planning Service in the delivery of the discretionary service will also be included in any fees charged for the work done.			

Notes

* Includes VAT

** The table includes updates on the 20-21 charges that were received following the publication of the 2020 BSR

Q16, Q21 and Q22 are answered by Cambs County Council. Fees are subject to change for 2018/19 (last amended April 2016)

Q4 is now answerable from the Planning Service database, hence the proposed fee.

Q7, Q10, Q11, Q13, Q14 currently have standard responses, hence the proposed fee reduction.

Licensing

Charge Type and description	Charges 2020/21 £	Proposed Charges 2021/22 £	% Increase 2021/22
Skin Piercing			
Skin Piercing – Premises	146.00	146.00	0.0%
Skin Piercing - Practitioners	56.00	56.00	0.0%
Sex Establishments			
Sexual Entertainment Venues (new & variation)	3,070.00	3,070.00	0.0%
Sexual Entertainment Venues (renewal)	909.00	909.00	0.0%
Sexual Entertainment Venues (transfer)	909.00	909.00	0.0%
Sex Shop / Sex Cinema (new & variation)	2,843.00	2,843.00	0.0%
Sex Shop / Sex Cinema (renewal)	909.00	909.00	0.0%
Sex Shop / Sex Cinema (transfer)	909.00	909.00	0.0%
Taxi Licences CONSULTATION TAKING PLACE			
Drivers			
Disclosure & Barring Service Check (DBS) *	40.00	40.00	0.0%
Knowledge Test	68.00	68.00	0.0%
New Licence Fee	250.00	250.00	0.0%
Annual Renewal Fee	84.00	84.00	0.0%
3 Yearly Renewal Fee	230.00	230.00	0.0%
Replacement Badges	21.00	21.00	0.0%
DVLA Data Check * (New service provider)***	5.52	5.52	0.0%
DVLA Data Check * (New service provider) 3 year licence ***	16.52	16.52	0.0%
Change of Details	15.00	15.00	0.0%
Replacement Licence	10.00	10.00	0.0%
Vehicles			
Hackney Carriage Licence (new)	281.00	281.00	0.0%
Private Hire Licence (new)	281.00	281.00	0.0%
Hackney Carriage Ultra Low Emission Vehicle (new)	140.00	140.00	0.0%
Private Hire Ultra Low Emission Vehicle (new)	140.00	140.00	0.0%
Hackney Carriage Zero Emission Vehicle (new)	0.00	0.00	0.0%
Private Hire Zero Emission Vehicle (new)	0.00	0.00	0.0%
Hackney Carriage Licence Renewal	245.00	245.00	0.0%
Private Hire Licence Renewal	230.00	230.00	0.0%
Hackney Carriage Ultra Low Emission Vehicle (renewal)	122.00	122.00	0.0%
Private Hire Ultra Low Emission Vehicle (renewal)	115.00	115.00	0.0%
Hackney Carriage Zero Emission Vehicle (renewal)	0.00	0.00	0.0%
Private Hire Zero Emission Vehicle (renewal)	0.00	0.00	0.0%
Plate Deposit	51.00	51.00	0.0%
Replacement Plate	26.00	26.00	0.0%
Change of Ownership***	74.00	74.00	0.0%
Crest - self adhesive***	6.00	6.00	0.0%
Crest - magnetic***	8.00	8.00	0.0%
Replacement Licence***	10.00	10.00	0.0%
Change of Details***	15.00	15.00	0.0%
Operators Licence			
Private Hire Operators Licence (New)	292.00	292.00	0.0%
Private Hire Operators Licence (Renewal - 1 Year)	218.00	218.00	0.0%
Private Hire Operators Licence (renewal - 5 Year)	895.00	895.00	0.0%
Replacement Licence***	10.00	10.00	0.0%
Change of Details***	15.00	15.00	0.0%
Training			
Fee for Customer Awareness: Safeguarding, Equality & Protection Training	53.00	53.00	0.0%
BIIAB Level 1 Award in Responsible Alcohol Retailing	68.00	68.00	0.0%
BIIAB Level 2 Award for Personal Licence Holders	104.00	110.00	5.8%
Licensing Act 2003 (Statutory Set)			
Personal Licence	37.00	37.00	0.0%
New Premises Licence (or full variation)	Various	Various	0.0%
Annual Fee	Various	Various	0.0%
Minor Variation	89.00	89.00	0.0%
Temporary Event Notice	21.00	21.00	0.0%
Change of Designated Premises Supervisor	23.00	23.00	0.0%
Gambling Act 2005 (Statutory Set)			
Bingo Club (New)	2,625.00	2,625.00	0.0%
Bingo Club (Annual Fee)	900.00	900.00	0.0%
Small Society Lottery (New)	40.00	40.00	0.0%
Small Society Lottery (Annual)	20.00	20.00	0.0%
Betting Premises (New)	2,250.00	2,250.00	0.0%
Betting Premises (Annual Fee)	540.00	540.00	0.0%
Family Entertainment Centre (Annual Fee)	500.00	500.00	0.0%

Charge Type and description	Charges 2020/21 £	Proposed Charges 2021/22 £	% Increase 2021/22
Adult Gaming Centre (New)	1,500.00	1,500.00	0.0%
Adult Gaming Centre (Annual Fee)	900.00	900.00	0.0%
Animal Licensing			
Zoo	592.00	592.00	0.0%
Dangerous Wild Animals	351.00	248.50 + vet fees	0.0%
Variation of a licence requiring a re-inspection	N/A	44.00+ vet fees	NEW
Exhibiting animals:			
Fees on application	77.50	77.50	0.0%
Initial rating or re-rating fee	132.00	132.00	0.0%
Maintenance fee (3 years)	382.50	382.50	0.0%
Variation of a licence requiring a re-inspection	132.00	132.00	0.0%
Copy of licence or change of details not requiring an inspection	11.00	11.00	0.0%
Selling animals as pets:			
Fees on application	77.50	77.50	0.0%
Initial rating or re-rating fee	219.00	219.00	0.0%
Maintenance fee: one year	127.50	127.50	0.0%
two years	255.00	255.00	0.0%
three years	382.50	382.50	0.0%
Variation of a licence requiring a re-inspection	219.00	219.00	0.0%
Copy of licence or change of details not requiring an inspection	11.00	11.00	0.0%
Riding Establishment:			
Fees on application	77.50	77.50	0.0%
Initial rating or re-rating fee (plus additional vets fee not included)	44.00	44.00	0.0%
Maintenance fee: one year	127.50	127.50	0.0%
two years	255.00	255.00	0.0%
three years	382.50	382.50	0.0%
Variation of a licence requiring a re-inspection (plus vets fee not included)	44.00	44.00	0.0%
Copy of licence or change of details not requiring an inspection	11.00	11.00	0.0%
Dog Breeding:			
Fees on application	77.50	77.50	0.0%
Initial rating or re-rating fee (plus additional vets fee not included)	44.00	44.00	0.0%
Maintenance fee: one year	127.50	127.50	0.0%
two years	255.00	255.00	0.0%
three years	382.50	382.50	0.0%
Variation of a licence requiring a re-inspection (plus vets fee not included)	44.00	44.00	0.0%
Copy of licence or change of details not requiring an inspection	11.00	11.00	0.0%
Animal Boarding:			
Fees on application: up to 10 animals	77.50	77.50	0.0%
Initial rating or re-rating fee	132.00	132.00	0.0%
Variation of a licence requiring a re-inspection	132.00	132.00	0.0%
Fees on application: 11- 30 animals	175.00	175.00	0.0%
Variation of a licence requiring a re-inspection	175.00	175.00	0.0%
Fees on application: 31-60 animals	219.00	219.00	0.0%
Variation of a licence requiring a re-inspection	219.00	219.00	0.0%
Fees on application: 61-99 animals	263.00	263.00	0.0%
Variation of a licence requiring a re-inspection	263.00	263.00	0.0%
Fees on application: 100 or more animals	307.00	307.00	0.0%
Variation of a licence requiring a re-inspection	307.00	307.00	0.0%
Maintenance fee: one year	127.50	127.50	0.0%
two years	255.00	255.00	0.0%
three years	382.50	382.50	0.0%
Copy of licence or change of details not requiring an inspection	11.00	11.00	0.0%
Street Trading			
12 month food licence pitch	2,886.00	2,886.00	0.0%
12 month retail licence pitch	2,727.00	2,727.00	0.0%
8 month food licence pitch	2,165.00	2,165.00	0.0%
8 month retail licence pitch	2,045.00	2,045.00	0.0%
4 month food licence pitch	722.00	722.00	0.0%
4 month retail licence pitch	682.00	682.00	0.0%
* These charges are shown net of VAT			
** Externally set fees and charges			
*** These 20-21 fees have been updated following consultation and differ from those included in the 2020 BSR			
Please note that all licensing fees not set by statute will be approved at Licensing Committee on 25th January 2021			

Contacts

Subject / Name	Email	Extension
Budget process guidance – your Service Accountant		
Karen Whyatt	karen.whyatt@cambridge.gov.uk	8145
Richard Wesbroom	richard.wesbroom@cambridge.gov.uk	8148
Linda Thompson	linda.thompson@cambridge.gov.uk	8144
Emma Bowles	emma.bowles@cambridge.gov.uk	7161
Shipon Talukdar	shipon.talukdar@cambridge.gov.uk	8149
Capital		
Joanna Darul	joanna.darul@cambridge.gov.uk	8131
Housing Finance		
Julia Hovells	julia.hovells@cambridge.gov.uk	7248
Cherie Carless	cherie.carless@cambridge.gov.uk	7101
Service Planning		
Andrew Limb	andrew.limb@cambridge.gov.uk	7004
Programme Office contact		
Paul Boucher	paul.boucher@cambridge.gov.uk	7400
Equalities Impact Advice		
Helen Crowther	helen.crowther@cambridge.gov.uk	7046
Poverty Implications Advice		
Graham Saint	graham.saint@cambridge.gov.uk	7044
Climate Change and environmental implications advice		
Janet Fogg	janet.fogg@cambridge.gov.uk	7176
Growth Agenda advice		
Julian Adams	julian.adams@cambridge.gov.uk	7617
Developer Contributions and CIL		
Tim Wetherfield	tim.wetherfield@cambridge.gov.uk	7313
Procurement advice		
Jane Whiteman-Turl	jane.whiteman-turl@cambridge.gov.uk	8051

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Item

LIBERAL DEMOCRAT GROUP AMENDMENT TO BUDGET-SETTING REPORT (BSR) 2021/22

To:

Councillor Mike Davey, Executive Councillor for Finance and Resources
Strategy & Resources Scrutiny Committee 08/02/2021

Report by:

Caroline Ryba, Head of Finance

Tel: 01223 - 458134 Email: caroline.ryba@cambridge.gov.uk

Wards affected:

All

Key Decision

Foreword to the Liberal Democrat Group Amendment

This is not a Liberal Democrat budget, but an amendment which can realistically only enhance the proposed budget by highlighting problems and identifying aspirations and missed opportunities. Voters will get a chance to vote for a Liberal Democrat vision for Cambridge at this year's elections.

In many ways the administration's budget is an interim measure, which postpones fundamental questions, both about the needs and hopes of the city and the way the council will organise to meet them.

The Covid pandemic has changed the way many things are looked at and underscored many forgotten truths. We believe that recovery will bring an unprecedented opportunity to re-energise our political system so that we can work together to address the challenges of the 21st Century.

We want Cambridge to make a better job of planning for the global challenge of climate change than the world has made of planning for the global pandemic.

The council has been providing new housing to lower standards of sustainability in the last 5 years than it did 7 years ago. It can hardly be surprised that other developers see mixed messages. While national planning policy currently does not enable us to require high standards, apart from doing better when it is the developer, the council must use soft leadership to influence and inspire. We show a way of contributing to that within our proposals.

Public open space has been essential for supporting our community during the pandemic and must be protected and enhanced; for social reasons, biodiversity, and physical and mental health.

Apart from providing and protecting open space and applying the high standards of our local plan to new development, we want to enhance its quality and support the people who are using it in greater numbers. Our amendment includes some ways of doing this.

We have seen and benefitted from a low traffic city as fewer people have needed to travel during the pandemic. We already know that public and active transport must take the strain in future if we are to keep Cambridge accessible while tackling congestion and pollution: now is the time to plan to avoid their resurgence when activity returns.

Our amendment embraces the challenge of weaning the council off income from car parks and using their sites to help meet other under-provided social purposes like key worker housing – and mobilises support for active transport that the council has treated as a savings opportunity.

People power and community engagement has asserted itself during this pandemic, whether it's through the magnificent Covid mutual aid groups or the unprecedented participation in public consultations and petitions. This has lessons for the council in the way change is made.

Our amendment includes an important opportunity to seize the public imagination and help to make ours a more circular economy by increasing efforts to eliminate waste: mobilising a true citizen effort for something the council cannot do alone.

We specifically take issue with the budget proposal to rationalise and start closing public toilets. We regard public toilet provision as part of the primary role of a local council to supply basic universal services to all. We want to invest and improve.

Modernising ways residents can contact and do business with the council are welcome; but we don't want the council to follow the many organisations who have got this wrong. Especially because the current experience is so subject to complaint, councillors must satisfy themselves that change enables swift and personal attention and suitable ways of helping with complex problems - especially and equally for those not digitally aware or enabled and those who are vulnerable. They so far haven't.

To fund our proposals, we are taking advantage of further reductions in the cost of borrowing since the current Budget Setting Report was drafted.

The short term impact of the pandemic on the council's finances, in particular loss of income, is likely to be absorbed by government support, the use of reserves and the slow-down in other spending. However we acknowledge that beyond that, the council faces the same financial challenge that it faced before the pandemic: a future without ongoing central government grant and too much centralisation of revenues raised locally, including business rates. A transformation of many ways in which the council operates is necessary for it to become more self-supporting.

We will participate constructively in the transformation process and are ready to lead it. The council will need to ask itself what are the things on which it can most realistically make a difference and to ensure likely outcomes are judged above effort. It is likely to need to consider less paternalistic solutions and more enabling ones and to grow social enterprise in the city. It must draw on the combined capacity of a resourceful city. It must derive income from its operations and assets where this is compatible with its social role. It needs to

consider whether an integrated single tier of local government at our end of the county could enable more holistic approaches and more efficient and responsive services. Whatever the changes, protection for those who are vulnerable will be our priority. The council must remain ambitious in shaping the city for all its citizens and be open to new ways of achieving that.

We see the change in the funding of the capital programme as the most significant proposal in the budget for the council's future financial planning and impact on public assets. We understand the value of prioritising use of external grant funding, developer contributions and recycling of existing capital, where available, before calling on revenue funding of the programme. However, we have some concerns about the dependency this may create for necessary ongoing replacement and renewal of council assets, such as play equipment in open spaces, and other programmes of capital spending, such as Environment Improvement Schemes, which may not be recipients of grant funding. Borrowing is identified as a potential solution and has the attraction of spreading cost; but may ultimately become unsustainable if it were to accumulate over time due to its weight on ongoing revenue budgets and the fact that many council assets do not generate income to support and pay off loans. We will be looking for assurance that existing community infrastructure will be promptly renewed when required and that improvements will not be squeezed out.

Councillor Tim Bick, Leader of the Liberal Democrat Group

Councillor Jamie Dalzell, Liberal Democrat Group Spokesperson on Finance and Resources

1. Executive Summary

This report sets out amendments proposed by the Lib Dem group to the overall set of budget proposals in the Budget Setting Report to be considered by the Executive at its meeting on 8th February 2021, for recommendation to the Council on 25th February 2021.

Through the Liberal Democrat Group Budget amendment:

- A redevelopment of the Queen Anne Car Park will be explored, primarily for housing;
- Plans to rationalise public toilets will be replaced with an investment programme to refurbish and modernise them;
- A campaign will be launched to promote effective recycling and waste minimisation across the city through public engagement;
- A Children's Tree Programme will be adopted in partnership with city primary schools, providing for all year 4 pupils to receive the gift of a young tree to plant;
- An education campaign will be initiated to discourage drivers from leaving their engines idling in stationary vehicles when out of traffic;
- Examples of high standards of sustainability and retrofit in the city will be widely shared through an enhancement of the council's architectural and design awards;
- The Arts Distribution Service will continue and be supported through the lockdown, assisting the recovery of cultural events after the pandemic - instead of being closed;
- Councillors will satisfy themselves of the practical acceptability of digitisation of resident contact with the council before savings are taken from Customer Services restructuring;
- Cycling and walking grants will be expanded after underspends in prior years as the role of Active Travel Officer has been left vacant. This will help the Council to support and utilise other schemes being introduced to promote active travel during the Covid-recovery;

- The provision of public water fountains across the city will be expanded, potentially including sites both in further green spaces and local urban centres;
- The play area on Scotland Road Recreation Ground will be re-equipped and a priority list of play areas for refurbishments across the city will be developed for future capital funding;
- The funding requirements for these additional items are largely met by an update to the assumptions on Interest Rates as confirmed by independent treasury advisors following a cut to Public Works Loan Board lending rates after the completion of the initial Budget Setting Report proposals.

2. Recommendations

Changes to recommendations highlighted in italics refer to the recommendations contained within the Budget-Setting Report (BSR) 2021/22, as presented to the meeting of the Strategy & Resources Scrutiny Committee held on 8 February 2021, subject to any other amendment agreed by the Executive Councillor at this committee meeting.

The Executive Councillor is recommended to:

General Fund Revenue Budgets: [Section 5, page 23 refers]

2.1 Under recommendation 2(a), add:

- ***Together with the changes in Appendix 1 to the Liberal Democrat Group Amendment to Budget-Setting Report (BSR) 2021/22***

2.2 Incorporate and replace the tables shown in Appendix 4 into the Budget-Setting Report (BSR) 2021/22 at the pages so annotated.

Capital: [Section 6, page 25 refers]

- 2.3 At recommendation 2(e), after “Capital Plan”, add “***together with the changes in Appendix 2 to the Liberal Democrat Group Amendment to Budget-Setting Report (BSR) 2021/22***”.
- 2.4 Incorporate and replace the tables shown in Appendix 4 into the Budget-Setting Report (BSR) 2021/22 at the pages so annotated.

**General Fund: Expenditure and funding 2019/20 to 2024/25:
[Section 7, page 30 refers]**

- 2.5 Incorporate and replace the tables shown in Appendix 4 into the Budget-Setting Report (BSR) 2021/22 at the pages so annotated.

Risks and Reserves: [Section 8, page 40 refers]

- 2.6 Incorporate and replace the tables shown in Appendix 4 into the Budget-Setting Report (BSR) 2021/22 at the pages so annotated.

Equality Impact Assessment: [Appendix F, page 108 refers]

- 2.7 Append Appendix 3 to the existing Equality Impact Assessment at Appendix F to the Budget-Setting Report (BSR) 2021/22.

Section 25 Report: [Section 10, page 56 refers]

- 2.8 Note the Section 151 Officer’s assessment, at Appendix 5, of the impact of these proposed amendments on the Section 25 report presented at Section 10 of the Budget-Setting Report (BSR) 2021/22.

3. Council Tax

- 3.1 No changes to council tax are being proposed by the Lib Dem Group.

4. Implications

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

a) Financial Implications

Financial implications of budget proposals are summarised in the Budget-Setting Report (BSR) 2021/22, as amended by the recommendations above.

b) Staffing Implications

Staffing implications of budget proposals are also summarised in the Budget-Setting Report (BSR) 2021/22, as amended by the recommendations above.

c) Equality and Poverty Implications

A consolidated Equality Impact Assessment for the budget proposals is included at Appendix F to the Budget-Setting Report (BSR) 2021/22, as amended by Appendix 3. Individual Equality Impact Assessments have been conducted to support this and will be available on the Council's website.

A local poverty rating (using the classifications outlined at Appendix C(a) to the Budget-Setting Report (BSR) 2021/22) has been included in each budget proposal to assist with assessment.

d) Environmental Implications

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

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

e) Procurement Implications

Any procurement implications are outlined in the Budget-Setting Report (BSR) 2021/22, as amended by the recommendations above.

f) Community Safety Implications

Any Community Safety implications are outlined in the Budget-Setting Report (BSR) 2021/22, as amended by the recommendations above.

5. Background papers

Background papers used in the preparation of this report:

Budget-Setting Report (BSR) 2021/22
General Fund Medium Term Financial Strategy 2020
Individual Equality Impact Assessments

6. Appendices

Appendix 1: Lib Dem Budget Amendment – Revenue Budget Proposals

Appendix 2: Lib Dem Budget Amendment – Capital Budget Proposals

Appendix 3: Equality Impact Assessment

Appendix 4: Revised tables for BSR

Appendix 5: Lib Dem Budget Amendment – Section 25 Report

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Caroline Ryba, Head of Finance, tel: 01223 - 458134, email: caroline.ryba@cambridge.gov.uk.

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Appendix 1: Lib Dem Budget Amendment - Revenue Proposals

Proposal Type	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Total
Total Impact of Lib Dem Budget proposals						
Unavoidable Revenue Pressure	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(80,000)
Bids	310,000	115,000	35,000	35,000	35,000	530,000
Savings	43,000	43,000	76,000	76,000	76,000	314,000
Indicative costs of revised capital financing strategy - change in PWLB rate assumptions ¹	(61,000)	(146,000)	(198,000)	(175,000)	(253,000)	(833,000)
Indicative costs of revised capital financing strategy - additional capital charges ²	3,000	3,000	3,000	3,000	3,000	15,000
Net Change to use of GF reserves	279,000	-	-	-	-	279,000
Net Change to Annual Savings target	-	(1,000)	(99,000)	23,000	(78,000)	(155,000)

Notes

1 After the completion of the initial Budget-Setting Report proposals, the Public Works Loan Board (PWLB) cut its lending rates by 1 percentage point. The savings shown here reflect the latest forecast of future interest rates following this cut.

2 Reflects the cost of financing the additional capital proposals set out in Appendix 2, including additional external borrowing costs.

Lib Dem Budget Amendment to Appendices C(b) & C(c) Appendix 1

2021/22 Budget – GF Bids and Savings

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Appendix C (b) [2021/22 Budget – GF Proposals – Pressures & Bids]

Unavoidable Revenue Pressure

URP0014	Delete URP4739 (Review and consideration of possible alternative delivery models for the Arts Distribution Service (including a stop)) [Linked with B0015]	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	Nil	No Impact
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Removal of assumed closure of the Arts Distribution Service which would cause the loss of future surplus to the council from its operation. Linked to B0015.

Anthony French

Amendment to Total Unavoidable Revenue Pressure	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
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Bids

B0001	Expand Active Travel Grants to support Covid-recovery	10,000	10,000	10,000	10,000	10,000	Positive/ Medium impact	No Impact
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Recognising the opportunity to further expand walking and cycling during the Covid-recovery, we will increase active travel grant funding across the city which serve to encourage people to cycle and walk more often; promote safer cycling and walking; encourage new cyclists; reduce cycle theft - leveraging match funding from other partners and agencies.

John Richards

This will support the prompt recruitment of the Active Travel Officer (in the base budget again after been cutback in the current year) and in reconvening the Cycling & Pedestrian Steering Committee, which has not met since 2017.

B0002	Postpone Customer Service Review saving (£4780)	75,000	0	0	0	0	Nil	No Impact
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Postponement of implementation of the changes arising from this review for 3 months, in order to enable councillors to assess and approve the full practical impact of what is proposed: to verify the promised improvements and to satisfy themselves that non digitally capable and other vulnerable residents will in no sense be disadvantaged when trying to contact the council and that all residents will achieve swift attention to complex issues.

Clarissa Norman

B0004	Queen Anne Terrace redevelopment	40,000	0	0	0	0	Nil	No Impact
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Commissioning a report on options for redevelopment of the current Queen Anne Terrace car park and re-provision of the sports centre, aiming to repurpose it primarily to housing with the possibility of minority uses for commercial and reduced car parking. The report will aim to illustrate how such a scheme could contribute to increasing the supply of homes for key workers in the city.

Dave Prinsep

Lib Dem Budget Amendment to Appendices C(b) & C(c) Appendix 1

2021/22 Budget – GF Bids and Savings

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
B0005	Recycling education campaign	30,000	30,000	0	0	0	Positive/ Medium impact	No Impact

A campaign over 2 years to promote effective recycling and waste minimisation in the city. This will improve knowledge of recycling of lesser known items and changes in recycling opportunities which have become available over recent years; but it will also refresh awareness of the entire system, as is necessary in a city of relatively high population turnover. It will also move the story forward by establishing wider appreciation of the way waste minimisation and the ultimate goals of zero waste relate to creating a circular economy, reducing greenhouse gases and fighting climate change. By doing so, it will promote understanding and enthusiasm for future changes in service offered in line with the national waste strategy and interest in changes in household purchasing behaviour.

Trevor Nicoll

There will be three areas of target activity: (1) Collaboration with schools (2) Working with our tenants and (3) establishing a volunteer-based Zero Waste Challenge.

B0006	Curbing engine idling	50,000	50,000	0	0	0	Positive/ Low impact	No Impact
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This budget item is for the development of an immediate 2 year public education campaign to curtail controllable driver behaviour of allowing engines to idle while stationary and out of traffic in the city. This would include the installation of additional signage and the management of the mobile air quality unit. This dual focus will have the benefit of creating a wider public understanding for the impact of subsequent measures. In addition to the general public, its particular potential audiences will include: the taxi trade, bus companies and drivers, the employees of major city organisations, users of council car parks and schools. The final year of the project would include evaluation of a follow-on to this with an enforcement element.

Jo Dicks

The costs provided are for an Air Quality Projects Officer and a budget for promotional media.

B0010	Children's Tree Scheme	0	20,000	20,000	20,000	20,000	Positive/ Medium impact	No Impact
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The Council's adopted tree strategy envisages a growth of the city's tree canopy of 2% by 2030 to reduce air pollution, mitigate the effects of climate change and contribute to human wellbeing. The EU funded 2Seas project recognises that it is unlikely the council could plant enough new trees on its own land to meet the target.

Following proposals in the Liberal Democrat Budget amendment in 2017 for a Children's Tree Scheme, the council has run a trial with the charity Trees for Cities at The Spinney Primary School. The recent creation and success of the Cambridge Canopy Project activity booklet (<https://www.cambridge.gov.uk/media/8771/cambridge-canopy-project-activity-booklet.pdf>) has also highlighted the wider value of engaging young people in nurturing the city's trees.

Alistair
Wilson

To follow on from the current Canopy Project, this new bid increases the council's ambition to all the city's primary schools, enabling a gift of a young tree to each year 4 primary pupil, for planting at home, a designated part of the public realm or school premises, integrated with education about the importance of trees to the environment and techniques for planting and maintenance. Considerable enthusiasm about this programme has been expressed by schools since it was first proposed. It has the potential to increase the city's tree stock by 4,000 over 4 years. It is based on a unit cost of £20 per tree, envisages continued cooperation with Trees for Cities and the schools to manage educational costs.

Lib Dem Budget Amendment to Appendices C(b) & C(c) Appendix 1

2021/22 Budget – GF Bids and Savings

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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B0013	Run water fountains [Linked with CAP0012]	5,000	5,000	5,000	5,000	5,000	Positive/ Low impact	No Impact
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Annual revenue costs for maintenance of water fountains.

Alistair
Wilson

B0015	Continuation of the Arts Distribution Service [Linked with URP0014]	80,000	0	0	0	0	Nil	No Impact
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The Arts Distribution Service, which supports events around Cambridge with public advertising (posters and leaflets), has consistently generated a surplus through its operations whilst also helping reduce fly posting across the city. Together with URP0014, this bid enables this long term beneficial service to continue rather than being closed down, as is proposed in the BSR URP4739.

The Covid-19 pandemic has disrupted this business model but, with vaccines being rolled out, this service can and should be able play a role in helping our local performing arts to recover after Covid; whilst also allowing the service to return to delivering a surplus on revenue.

Anthony
French

This bid seeks to provide funding for 12 months so that capacity is retained and instead can be utilised for Public Health messaging during this period of disruption. It is a prudent assumption of total costs and assumes that such an investment now can be fully recovered within 5 years whilst potentially delivering higher surpluses through the ongoing service review.

B0016	Recognition of sustainability excellence in new buildings and retrofit of old	20,000	0	0	0	0	Positive/ Medium impact	No Impact
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The council is limited by national policy in its ability to require many desirable but demanding standards for new buildings and adaptation of existing buildings. It must therefore exploit 'soft' methods of influencing sponsors of building schemes and those engaged in delivering them. One of these is through providing public recognition of what is 'good' in order to establish tangible models which inform and stimulate others to a high level.

The Cambridge Design and Construction Awards have contributed to this for many years. This item provides for a review of the awards scheme, both to develop and enhance its impact and to consider creation of specific additional awards for projects demonstrating excellence and innovation in Sustainability of new buildings and Retrofit of existing. Funding is provided to allow for officer time, including utilisation of experience within Building Control and consultation with the Cambridge Forum for the Construction Industry, together with the commissioning of a significantly improved and attractive public web presence in order to showcase winning schemes, project details and judges' assessments in a much more widely accessible manner.

Stephen
Kelly

Amendment to Total Bids	310,000	115,000	35,000	35,000	35,000
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Amendment to Pressures & Bids Total:	294,000	99,000	19,000	19,000	19,000
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Lib Dem Budget Amendment to Appendices C(b) & C(c) Appendix 1

2021/22 Budget – GF Bids and Savings

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Appendix C (c) [2021/22 Budget – GF Proposals – Savings]

Savings

S0007	Delete S4743 (Public toilet review and policy implementation) [Linked with CAP0008]	43,000	43,000	76,000	76,000	76,000	Nil	No Impact
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Removal of the savings from rationalisation of public toilet sites due replacement of S4743 by CAP0008.

Alistair
Wilson

Amendment to Total Savings	43,000	43,000	76,000	76,000	76,000
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Amendment to Savings Total:	43,000	43,000	76,000	76,000	76,000
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All portfolios – Net Impact of Lib Dem Amendments Total	337,000	142,000	95,000	95,000	95,000
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Lib Dem Budget – Capital Budget Proposals

Amendment to Appendix D (a)

Appendix 2

2021/22 Budget – GF Capital

Reference	Item Description	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	Climate Effect	Poverty Ratings & Contact
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Capital Bids

CAP0008	Delete CAP4741 (Investment programme for public toilet re-purposed property assets) [Linked with S0007 and CAP0009]	(50,000)	(275,000)	(300,000)	0	0	Nil	No Impact
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Delete initial capital allocation, replace with CAP0009.

Alistair
Wilson

CAP0009	Public Toilet Improvement Programme	50,000	275,000	300,000	0	0	Nil	No Impact
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This item redirects the capital provision proposed in CAP4741 towards investment in public toilets across the city to improve provision through refurbishment and modernisation, enabling ease of cleaning and reduced maintenance, rather than rationalisation and closure. Consideration may be given to include public toilet provision with other public facilities where appropriate.

Alistair
Wilson

CAP0011	Scotland Road play equipment	60,000	0	0	0	0	Nil	No Impact
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A scheme to provide new play equipment at the Scotland Road Recreation Ground where existing provision needs updating. Local consultation will focus on how people want to use the space and how best to enhance it. The council will also prepare a rolling programme of other children's play areas in need of refurbishment in locations across the city which lack s106 funding and define requirements for a multi-year funding plan to progressively equalise provision for consideration in next year's budget cycle.

Alistair
Wilson

CAP0012	Public water fountains [Linked with B0013]	35,000	0	0	0	0	Positive/ Low impact	No Impact
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The existing programme of provision of water fountains will be expanded by 10 across the city, both adding to the number of sites on green spaces and opening up the possibility of locating in urban centres such as Arbury Court, Cherry Hinton High Street or Chesterton High Street. This will complement the Refill scheme where some businesses agree to offer to refill water bottles during their operating hours.

Alistair
Wilson

The objectives are to provide an alternative to high sugar drinks in single use plastic containers. Locations to be determined with input from residents' groups and area committees, taking account of feasibility and benefit to people taking part in activities such as shopping, socialising, running routes, trim trails, football and using all-weather pitches. The fountain on Parker's Piece provides a good model.

Amendment to Total Capital Bids	95,000	0	0	0	0
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Amendment to Capital Total:	95,000	0	0	0	0
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All portfolios – Net Impact of Lib Dem Amendments Total	95,000	0	0	0	0
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Cambridge City Council Equality Impact Assessment (EqIA)

This tool helps the Council ensure that we fulfil legal obligations of the [Public Sector Equality Duty](#) to have due regard to the need to –

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther, Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk or phone 01223 457046.

Once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking. For advice on consulting on equality impacts, please contact Graham Saint, Strategy Officer, (graham.saint@cambridge.gov.uk or 01223 457044).

1. Title of strategy, policy, plan, project, contract or major change to your service
Liberal Democrat budget proposals 2021/22

2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)

3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?
<p>The Liberal Democrat's budget amendment makes a number of alternative budget proposals to those set out by the ruling group in the Budget Setting Report. This EqIA has been carried out by Council officers to provide Councillors with an assessment of the potential equality impacts of the Liberal Democrat budget proposals at the point when they are being asked to make a decision, as required by the Public Sector Equality Duty under the Equality Act 2010.</p> <p>Some proposals in the Liberal Democrat budget amendment will have very small or neutral impacts on equality and therefore have not been included in this EqIA. For other proposals there is not enough information at this stage on the proposal to be able to assess equality impacts.</p>

The proposals that could have more significant impacts related to equality include:

- Postpone Customer Service Review Saving
- Recycling Education Campaign
- Curbing Engine Idling
- Delete - S4743 "Public Toilet Review and policy implementation"
- Children's Tree Scheme
- Scotland Road Play Equipment
- Public Water Fountains (buy)
- Run Water Fountains

4. Responsible service

The Finance service manages the budget process, but a range of Council services would be responsible for the individual proposals included in this EqlA, if they were implemented.

5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service?

(Please tick all that apply)

- ☒ Residents
- ☒ Visitors
- ☒ Staff

Please state any specific client group or groups (e.g. City Council tenants, tourists, people who work in the city but do not live here):

6. What type of strategy, policy, plan, project, contract or major change to your service is this?

- ☒ New
- ☒ Major change
- ☒ Minor change

7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)

- ☒ Yes
- ☐ No

If 'Yes' please provide details below:

This is an assessment of proposed amendments to the Budget Setting Report and therefore covers many Council services. The budget also affects some of the Councils partnership working.

8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?

The Liberal Democrat budget proposals will go to Council on 25 February 2021

9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?

General Fund Budget 2021/22 proposals EqIA

Sources used in this EqIA include

- ONS (2019), Exploring the UK's Digital Divide
<https://www.ons.gov.uk/releases/exploringtheuksdigitaldivide>
- Cambridge Canopy Project activity booklet
<https://www.cambridge.gov.uk/media/8771/cambridge-canopy-project-activity-booklet.pdf>

10. Potential impacts

For each category below, please explain if the strategy, policy, plan, project, contract or major change to your service could have a positive/ negative impact or no impact. Where an impact has been identified, please explain what it is. Consider impacts on service users, visitors and staff members separately.

(a) Age - Please also consider any safeguarding issues for children and adults at risk

Postpone Customer Service Review Saving

The Customer Service Review Saving relates to a restructure of Customer Services including introduction of new digital self-service channels, enhanced assisted self-service provision, a new (cashless) face to face model. The Liberal Democrat proposal is to postpone this by three months to enable councillors to assess and approve what is proposed, including to satisfy themselves that non digitally capable and other vulnerable residents will in no sense be disadvantaged when trying to contact the council, and that all residents will achieve swift attention to complex issues. An Equality Impact Assessment has been produced on the Customer Service Review (see General Fund Budget 2021/22 proposals EqIA). With regards to non-digitally capable/ digitally excluded people, this EqIA has identified that older people are especially likely to be excluded due to lack of digital skills, and the issue increases with age. The General Fund Budget Bid EqIA shares that assisted digital arrangements would ensure that customers are able to access services effectively if they struggle to get online.

Recycling Education Campaign

The proposed bid involves 3 branches of focussed campaign work with the aim of improving recycling behaviour and one of the branches of work is collaboration with schools. This is around work to develop recycling activities and messages that can either be delivered in classrooms or assemblies. This not only improves recycling and understanding in the school itself, but messaging gets relayed back to family members (and there may be pop-up events aimed at parents).

Children's tree scheme

This proposal is to follow on from a trial with the charity Trees for Cities at The Spinney Primary School. It is to extend the project to all the city's primary schools, enabling a gift of a young tree to each year 4 primary pupil, for planting at home, a designated part of the public realm or school premises, integrated with education about the importance of trees to the environment and techniques for planting and maintenance. Considerable enthusiasm about this programme has been expressed by schools since it was first proposed. The proposal envisages continued cooperation with Trees for Cities and the schools to manage educational costs.

Scotland Road Play Equipment

The proposal is for a scheme to provide new play equipment at the Scotland Road Recreation Ground. It is also proposed that the council will prepare a rolling programme of other children's play areas in need of refurbishment in locations across the city which lack s106 funding and define requirements for a multi-year funding plan aiming to progressively equalise provision for consideration in next year's budget cycle.

(b) Disability

Curbing Engine Idling

The proposed public education campaign to reduce vehicle idling could help improve air quality. This would have a positive impact for those with existing health conditions, especially those with cardiovascular problems, as they are more likely to be negatively impacted by poor air quality.

Postpone Customer Service Review Saving

The Liberal Democrat proposal is to postpone this by three months to enable councillors to assess and approve what is proposed, including to satisfy themselves that non digitally capable and other vulnerable residents will in no sense be disadvantaged when trying to contact the council. An Equality Impact Assessment has been produced on the Customer Service Review (see General Fund Budget 2021/22 proposals EqIA). This identified potential adverse impacts for disabled people who are more likely to be digitally excluded and a main reason for this can be lack of access to equipment adapted to meet their needs that can impact also on their development of sufficient skills to use the internet. However, the EqIA identified that people with mobility impairments who are not digitally excluded might benefit from digital options, as they are not required to travel to have their query resolved. To prevent detrimental impacts on disabled people the review proposes an enhanced

'assisted digital' service, triage arrangements and vulnerability/complex needs framework to ensure that customers requiring tailored assistance can be identified.

Children's tree scheme

The proposed project has the potential to increase the city's tree stock by 4,000 over 4 years, which may help improve air quality. This could have a positive impact for people with some health conditions, especially those with cardiovascular problems. Moreover, researchers have found that trees and green environments support relaxation and reduce stress.

Delete - S4743 "Public Toilet Review and policy implementation"

The Public Toilet Review and policy implementation proposal is to close 6 out of 20 of the council's public toilet facilities. This might impact on people with disabilities with physical impairments or who have long-term illnesses meaning they need to use the toilet more often, as people may need to travel further to access a public toilet. However, the proposal is to close toilets where available alternative facilities exist and/or the need for continued facility provision no longer exists (due to very low usage). Therefore, the impact of deleting this proposal might have a small positive impact on disabled people.

Public Water Fountains (buy); and Run Water Fountains

These proposals are to buy and run 10 new public water fountains across the city in urban centres. One of the objectives is to provide an alternative to high sugar drinks people can purchase by providing access to free, clean water. It may also help people stay better hydrated by providing this free refill, which has positive impacts on people's health.

(c) Gender reassignment

Delete - S4743 "Public Toilet Review and policy implementation"

The Public Toilet Review and policy implementation proposal is to close 6 out of 20 of the council's public toilet facilities. Three of the facilities the council is proposing to close have gender neutral facilities – Park Street (which were closing anyway due to the redevelopment of Park Street carpark), Cherry Hinton Recreation ground and Arbury Court. This does not disproportionately impact on people feeling more comfortable to use gender neutral toilets (which includes many transgender people) as around half of the council's facilities in total have gender neutral options. Moreover, the proposal is to close toilets where available alternative facilities exist and/or the need for continued facility provision no longer exists (due to very low usage). Therefore, the impact of deleting this proposal might have a small positive impact on people with the protected characteristic of gender reassignment.

(d) Marriage and civil partnership

No impacts have been identified specific to this equality group

(e) Pregnancy and maternity**Curbing Engine Idling**

The proposed public education campaign to reduce vehicle idling could help improve air quality. This could have a positive impact for women who are pregnant, as there is evidence that exposure to air pollution can lead to potential effects on foetal growth, premature birth and low birth weight. Moreover, in addition to the general public a potential audience is schools.

Delete - S4743 "Public Toilet Review and policy implementation"

The Public Toilet Review and policy implementation proposal is to close 6 out of 20 of the council's public toilet facilities. The closure may have a detrimental impact on parents with very young children who might need to access toilet facilities to change babies and toddlers. However, if the toilets are rarely used and/ or if some do not have baby change facilities then the impact of closing them might be minimal.

(f) Race – Note that the protected characteristic 'race' refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.**Postpone Customer Service Review Saving**

The Liberal Democrat proposal is to postpone this by three months to enable councillors to assess and approve what is proposed, including to satisfy themselves that non digitally capable and other vulnerable residents will in no sense be disadvantaged when trying to contact the council. An Equality Impact Assessment has been produced on the Customer Service Review (see General Fund Budget 2021/22 proposals EqIA). This identified that in relation to race, where English is not people's first language they may be negatively impacted from a move to increasingly digitised services and removal of a face to face drop-in service. The General Fund Budget EqIA holds that enhanced triage arrangements, assisted digital and vulnerability/complex needs framework developed would ensure that customers requiring assistance can be identified so the council can continue to use its interpretation/ translation service effectively to support customers with language barriers.

(g) Religion or belief

No impacts have been identified specific to this equality group

(h) Sex

No impacts have been identified specific to this equality group

(i) Sexual orientation

No impacts have been identified specific to this equality group

(j) Other factors that may lead to inequality – in particular, please consider the impact of any changes on low income groups or those experiencing the impacts of poverty**Postpone Customer Service Review Saving**

The Liberal Democrat proposal is to postpone this by three months to enable councillors to assess and approve what is proposed, including to satisfy themselves that non digitally capable and other vulnerable residents will in no sense be disadvantaged when trying to contact the council. An Equality Impact Assessment has been produced on the Customer Service Review (see General Fund Budget 2021/22 proposals EqIA). It found that people on a low income may be negatively impacted following a removal of drop-ins for services and cash payments and increasingly digitised services. This could be due to lack of access to a computer or device and funds for internet access. However, the General Fund Budget EqIA shares that the enhanced assisted digital arrangements including access to computers means staff can provide tailored assistance to this group.

Public Water Fountains (buy); and Run Water Fountains

These proposals are to buy and run 10 new public water fountains across the city in urban centres. This will increase the supply of free clean water in the city, which may benefit people on low incomes or in poverty when they visit areas like the city's parks and green space, by providing an alternative to buying drinks from shops.

11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqIA accordingly.)

No actions have been identified

12. Do you have any additional comments?

None

13. Sign off

Name and job title of lead officer for this equality impact assessment: Helen Crowther.
Equality and Anti-Poverty Officer

Names and job titles of other assessment team members and people consulted: David
Kidston, Strategy and Partnerships Manager

Date of EqlA sign off: 1st February 2021

Date of next review of the equalities impact assessment: N/a

Date to be published on Cambridge City Council website: 17th February 2021

Section 5 General Fund revenue budgets

Performance against savings target (BSR, page 24)

Savings Targets	2021/22 £0	2022/23 £0	2023/24 £0	2024/25 £0	2025/26 £0	Total £0
MTFS 2020 Current Savings Target (new savings each year)	2,156	2,143	1,264	561	(460)	5,664
Adjust savings requirements for items now coming forward as proposals						
Car parking income	1,069	550				
Commercial and administrative property income	749	702	720	495	495	
Cambridge Live	750					
	2,568	1,252	720	495	495	
MTFS 2020 adjusted savings requirement in year	(412)	3,459	1,796	786	(460)	
Unavoidable revenue pressures	717	717	712	712	712	
Reduced income	2,539	1,667	1,018	793	793	
Bids	706	375	329	329	174	
Savings	(4,014)	(3,846)	(3,869)	(3,869)	(3,869)	
Increased income	(256)	(81)	(11)	(186)	(186)	
Programme	50	0	0	0	0	
Impact of Lib Dem budget proposals	337	142	95	95	95	
Net bids and savings	79	(1,026)	(1,726)	(2,126)	(2,281)	
Reduction in council tax income, £5 increase rather than 1.99%, lower tax base	(107)	15	146	104	327	
Changes to business rates assumptions	(26)	(59)	(59)	(59)	873	
Business rates growth - contribution to reserves	1,325					
Collection Fund surplus	(130)					
Uncommitted NHB used to fund in-year spend	(427)					
Covid-19 emergency funding 2021/22	(652)					
Lower Tier Services Grant	(988)					
Reduction in use of reserves to support revenue spending on services compared with MTFS 2020	1,562					
Impact of Lib Dem budget proposals - increased use of reserves to support revenue spending	(279)					
Total funding changes	278	(44)	87	45	1,200	
Indicative costs of revised capital financing strategy	113	296	589	565	1,219	
Impact of Lib Dem budget proposals arising from additional capital expenditure	3	3	3	3	3	
Lib Dem budget - change in PWLB interest rate assumptions	(61)	(146)	(198)	(175)	(253)	
Total changes to savings requirements	412	(917)	(1,245)	(1,688)	(112)	
Revised savings target / savings (new savings each year)	0	2,130	1,468	343	1,116	5,057

Section 6 General Fund capital budgets

Financing (BSR, pages 28 & 29)

Capital plan spending	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
Spend MTFS Oct 2020	59,250	36,546	24,744	29,877	8,344	466	159,227
Approved since MTFS October 2020	440	239	41	10	18	10	758
Capital plan before new proposals	59,690	36,785	24,785	29,887	8,362	476	159,985
New proposals see Appendix D(a)	0	4,073	746	300	0	234	5,353
Impact of Lib Dem budget proposals	95	0	0	0	0	0	95
Revised capital plan	59,785	40,858	25,531	30,187	8,362	710	165,433

Capital plan funding	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000
External support						
Developer contributions	(2,238)	(239)	(41)	(10)	(18)	(10)
Other sources	(591)	(93)	0	0	0	0
Total – External support	(2,829)	(332)	(41)	(10)	(18)	(10)
City Council						
Direct Revenue Financing (DRF) – GF services	(60)	0	0	0	0	0
Direct Revenue Financing (DRF) – in-year allocation of revenue funding	(3,180)	0	0	0	0	0
Earmarked reserve – capital contributions	(773)	0	0	0	0	0
Earmarked Reserve – Repairs and renewals Fund	(889)	(1,195)	0	0	0	0
Earmarked Reserve – OAS	(70)	0	0	0	0	0
Usable capital receipts	(6,028)	(7,025)	(1,256)	(781)	(1,171)	0
External borrowing – Park Street redevelopment	(9,744)	(26,521)	(18,534)	(29,396)	(7,173)	0
Internal and external borrowing – on-lending for capital purposes	(32,665)	(5,550)	(5,700)	0	0	0
Internal and external borrowing – other schemes	(3,452)	(235)	0	0	0	(700)
Impact of Lib Dem budget proposals – internal and external borrowing	(95)	0	0	0	0	0
Total – City Council	(56,956)	(40,526)	(25,490)	(30,177)	(8,344)	(700)
Total Funding	(59,785)	(40,858)	(25,531)	(30,187)	(8,362)	(710)
Capital Plan	59,785	40,858	25,531	30,187	8,362	710

Section 7 General Fund: Expenditure and funding 2020/21 to 2025/26 (BSR, page 30)

Description / £'000s	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Expenditure						
Strategy and external partnerships	14,270	7,484	6,028	6,421	6,747	7,551
Finance and resources	(5,644)	(4,873)	(4,727)	(4,669)	(4,726)	(4,559)
General Fund housing	4,197	3,474	3,652	3,803	3,950	4,084
Climate change, environment and city centre	5,808	5,049	5,251	5,422	5,598	5,772
Planning policy and open spaces	4,569	3,597	3,726	3,646	3,695	3,813
Communities	7,420	7,848	7,271	7,364	7,521	7,673
Transport and community safety	272	2,336	1,963	1,348	1,223	1,232
Impact of Lib Dem budget proposals (before allocation to portfolios)	0	279	(1)	(100)	(77)	(155)
Revised net savings requirement	0	0	(2,130)	(3,598)	(3,941)	(5,057)
Net service budgets	30,893	25,193	21,034	19,637	19,990	20,354
Capital accounting adjustments	(6,353)	(6,347)	(6,347)	(6,347)	(6,347)	(6,347)
Capital expenditure financed from revenue	(1,174)	1,458	80	80	80	80
Contributions to earmarked funds	27,779	1,178	738	1,004	1,004	1,004
Collection fund deficit	0	23,000	889	888	0	0
Net spending requirement	51,145	44,483	16,395	15,263	14,727	15,092
Funded by:						
Settlement Funding Assessment (SFA)	(4,203)	(4,272)	(4,086)	(4,086)	(4,086)	(4,086)
Locally Retained Business Rates – Growth Element/additional income	(24,907)	(1,325)	0	0	0	0
New Homes Bonus (NHB)	(4,913)	(3,458)	(1,496)	0	0	0
Covid-related grants	(2,008)	(1,641)	0	0	0	0
Appropriations from earmarked funds	(2,609)	(23,662)	(1,433)	(1,445)	(570)	(584)
Council Tax	(9,031)	(9,033)	(9,380)	(9,732)	(10,071)	(10,422)
Contributions to / (use of) reserves	(3,474)	(813)	0	0	0	0
Impact of Lib Dem budget proposals – increased use of reserves to support revenue spending	0	(279)	0	0	0	0
Total funding	(51,145)	(44,483)	(16,395)	(15,263)	(14,727)	(15,092)

Section 8 - Risks and reserves
General reserves (BSR, page 49)

Description	2019/20 £0	2020/21 £0	2021/22 £0	2022/23 £0	2023/24 £0	2024/25 £0
Balance as at 1 April b/fwd	(17,263)	(13,789)	(12,697)	(12,697)	(12,697)	(12,697)
Contribution from reserves	286					
Carry forwards	1,087					
Projected business rates surplus		(1,325)				
Contribution to the Climate Change Fund (NCL4667 and NCL 4722)	50	200				
Contingency funding for mothballing Corn Exchange and Guildhall venues (NCL4712)		600				
Use of reserves to support delivery of services	2,051	1,338				
Impact of Lib Dem budget proposals - increased use of reserves to support revenue spending	0	279	0	0	0	0
Balance as at 31 March (c/fwd)	(13,789)	(12,697)	(12,697)	(12,697)	(12,697)	(12,697)

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Appendix 5 – Lib Dem Budget Amendment – Section 25 Report

These budget amendments would not require any substantive changes to the existing Section 10 – Section 25 Report. **[Section 10, Page 56 refers]**

There are two types of amendment:

- General Fund (GF) revenue amendments – spending proposals or reductions in savings and income are matched by funding generated from the adjustment of the interest rate used to calculate the indicative costs of the revised capital financing strategy with a small cumulative saving over the five year period.

It should be noted that the proposal relating to the Queen Anne Terrace car park may give rise to bids for funding and reductions in income in the future.

- Capital bids – a net increase of £95k is proposed. In line with the revised capital financing strategy, this would give rise to an indicative annual revenue cost of approximately £3k p.a. that is included within these amendments

I therefore consider, in relation to the budget resulting from the application of these amendments, the estimates for the financial year 2021/22 to be sufficiently robust and the financial reserves up to 31 March 2022 to be adequate.

Caroline Ryba
Head of Finance and S151 Officer

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CIVIC AFFAIRS

27 January 2021

5.30 - 6.15 pm

Present: Councillors Sargeant (Chair), Davey (Vice-Chair), Chadwick, Dalzell, O'Reilly and Thornburrow

FOR ADOPTION BY THE COUNCIL

20/6/Civ Draft Pay Policy Statement 2021/22

Resolved (unanimously) to recommend to Council:

- i. the draft Pay Policy Statement 2021/22 attached as Appendix 1 of the Officer's report.
- ii. to delegate authority to the Head of Human Resources to update the Pay Policy Statement 2021/22 should a chief executive and/or chief officer and/or NJC pay award be agreed.

The Committee also unanimously agreed:

- iii. Note that a review of senior officer salaries is now scheduled for late 2021.
- iv. Note the position in relation to the £95k Exit Cap regulations and potential changes to the Local Government Pension Scheme (LGPS) which may require changes to the Pay Policy and Pensions Discretions Statements in 2021.

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Item

Draft Pay Policy Statement 2021/22

To:

Civic Affairs - 27 January 2020

Report by:

Deborah Simpson, Head of Human Resources

Tel: 01223 458101 Email: Deborah.Simpson@cambridge.gov.uk

Wards affected:

All

Open

1. Introduction

- 1.1 This report sets out a draft pay policy statement as required under the Localism Act. The Localism Act requires the Council to have considered, approved and published a pay policy statement for each financial year. This must be approved by Full Council and be in place by 31st March each year.
- 1.2 The pay policy statement covers posts designated 'chief officer'. For Cambridge City Council this includes the chief executive, strategic directors and heads of service. The areas to be covered in the statement are: salary, expenses, bonuses, performance-related pay, severance payments, how election fees are paid and the pay policy on re-engagement of ex-employees. The Localism Act also requires the statement to define the lowest paid employees and the ratio to the highest earning employee.

- 1.3 This report presents the Council's Pay Policy Statement 2021/22 for consideration by Civic Affairs and Council.

2. Recommendations

The Civic Affairs Committee is asked to:

- 2.1 Consider and recommend to Council the draft Pay Policy Statement 2021/2022 attached as Appendix 1.
- 2.2 Note that a review of senior officer salaries is now scheduled for late 2021.
- 2.3 Note the position in relation to the £95k Exit Cap regulations and potential changes to the Local Government Pension Scheme (LGPS) which may require changes to the Pay Policy and Pensions Discretions Statements in 2021.
- 2.4 To recommend to Council to delegate authority to the Head of Human Resources to update the Pay Policy Statement 2021/22 should a chief executive and/or chief officer and/or NJC pay award be agreed.

3. Background

National Pay Awards

- 3.1 Pay awards are nationally determined in accordance with the Joint Negotiating Committee (JNC) for Chief Executives, the Joint Negotiating Committee (JNC) for Chief Officers and the National Joint Council for Local Government Services (NJC) for staff on Bands 1-11.
- 3.2 There has been no agreement to date on national pay awards for chief executives or chief officers (strategic directors and heads of service grade) or employees covered by the NJC (Bands 1-11) with effect from 1 April 2021. The Pay Policy Statement will need to be updated if any nationally agreed pay awards are implemented. It is recommended that the Head of HR be given delegated authority to update the pay policy as necessary.

Senior Officer Pay Review

- 3.3 The Council has an agreement that senior officer pay scales will be reviewed every three years in line with the current market median level pay, this includes chief executive, strategic director and heads of service salaries. The last review was undertaken in 2019 and the outcome was reported in the 2020 Pay Policy Statement.
- 3.4 The outcome of the review was that the current pay levels for the posts of chief executive, strategic director and heads of service would remain unchanged at that time but a further review of the Chief Executive pay level would take place in 2020 following recruitment to the post of Chief Executive.
- 3.5 As the recruitment process for the post of Chief Executive concluded in December 2020 this review will now take place in late 2021. The 2022 scheduled three-year review of senior officer pay will be brought forward into 2021 to coincide with this review.
- 3.6 Pay points within these grades are however still subject to any nationally agreed pay awards with effect from 1 April 2021 and would increase in line with any nationally agreed percentage.

Exit Cap Regulations

- 3.7 Following the introduction in November 2020 of regulations to implement the £95k Exit Cap in local government there is currently an interim position in relation to pension and severance arrangements. The new regulations cap the total exit payment that may be made to a departing local government employee to a sum not exceeding £95,000. This sum includes statutory redundancy payments, discretionary payments and any capitalised pension strain payment (payment to the LGPS for early release of pension before normal retirement date). Pension strain payments may be due to be paid in connection with employees aged 55 or over, if they are part of the Local Government Pension Scheme.
- 3.8 There has also been consultation on proposed changes to the Local Government Pension Scheme (LGPS) and the outcome of the consultation on proposed changes to the LGPS is not known at this time. Provisions within the Exit Cap are now scheduled for Judicial Review in Spring 2021.
- 3.9 In light of the current position in relation to the £95k Exit Cap regulations and potential changes to the Local Government Pension Scheme (LGPS) it may be necessary to amend the Pay Policy and Pensions Discretions Statements in 2021.

- 3.10 Within the Treasury Directions relating to the Exit Cap regulations there are provisions to apply for a discretionary waiver of the exit cap in exceptional circumstances. Any proposal to apply for a waiver of the current £95k Exit Cap provisions will be considered by and reported by the Employment (Senior Officer) Committee to Full Council for decision.

4 Implications

a) Financial Implications

The Council has made budget provision in the Medium-Term Financial Strategy for 2.5% pay inflation in 2021/22.

b) Staffing Implications

This report relates to the pay, terms and conditions of staff.

c) Equality and Poverty Implications

An equality impact assessment has not been undertaken for this report.

Equality information by grade is reported annually to the Equalities Panel and is available on the Council's website.

d) Environmental Implications

The proposal has no climate change impact.

e) Procurement Implications

The Living Wage Policy as it relates to contractors is included in the Pay Policy Statement.

f) Community Safety Implications

This report relates to the pay, terms and conditions of staff and does not impact directly on community safety matters.

5 Consultation and communication considerations

- 5.7 The Chief Executive, Strategic Directors, Head of Legal Practice, Head of Finance, Payroll Manager, Democratic Services Manager, Equality and Anti-Poverty Officer and Strategic Procurement Manager have been consulted on this report and the attached draft Pay Policy Statement.

- 5.2 This pay policy statement once approved by Full Council will be published on the Council's website. The Pay Policy Statement will be updated following any agreed national pay award changes which affect the council's pay scales.

6 Background papers

Background papers used in the preparation of this report:

- Pay Policy Statement 2020/21
- City Council Pay scales

7 Appendices

- Appendix 1- Pay Policy Statement 2021/22

8 Inspection of papers

To inspect the background papers or if you have a query on the report please contact: Deborah Simpson, Head of Human Resources, Tel: 01223 458101, email: Deborah.Simpson@cambridge.gov.uk.



Pay Policy Statement 2021/22

Scope

This pay policy statement covers the posts of the chief executive, strategic directors and heads of service.

The Council is an accredited Real Living Wage Employer and this statement incorporates the Council's policy on the Real Living Wage. This statement also incorporates the Cambridge Weighting which is paid as a pay supplement to bring the minimum council pay rate to £10.00 per hour.

Following the transfer of staff from Cambridge Live to the Council on 1 April 2019 under TUPE (Transfer of Undertakings (Protection of Employment) Regulations) we have two implementation dates for the Real Living Wage and two sets of employment terms and conditions. This is referred to below in the section on the real Living Wage, Cambridge Weighting and pay ratios.

The Council has a number of apprenticeship opportunities and there is a statement relating to apprenticeships.

Salary

The salary scales for the chief executive, strategic directors and heads of service, following the nationally agreed pay award with effect from 1 April 2020, are shown below.

Progression through the pay band (a four-point scale) is subject to a range of criteria that are currently assessed via the annual performance review.

Post	Point 1	Point 2	Point 3	Point 4
Chief Executive	£118,470	£123,502	£128,526	£133,588
Strategic Director	£91,388	£94,998	£98,602	£102,212
Head of Service	£70,942	£73,357	£75,737	£78,154

Review of Salary levels

The Council has an agreement that senior officer pay scales will be reviewed every three years in line with current median level pay. A review of senior officer salaries was undertaken in 2019 and the outcome of the review was that the current pay levels for the posts of Chief Executive, Director and Heads of Service would remain unchanged at that time but a further review of the Chief Executive pay level would take place in 2020 following recruitment to the post of Chief Executive.

As the recruitment process for the post of Chief Executive concluded in December 2020 this review will now take place in late 2021. The 2022 scheduled three-year review of senior officer pay will be brought forward into 2021 to coincide with this review.

Pay points within these grades are however still subject to any nationally agreed pay awards with effect from 1 April 2021 and would increase in line with any nationally agreed percentage.

Pay Awards

Pay awards are nationally determined in accordance with the Joint Negotiating Committee (JNC) for Chief Executives and the Joint Negotiating Committee (JNC) for Chief Officers.

In 2020 one-year national pay awards were agreed for Chief Executive's and Chief Officers (relating to Strategic Directors and Heads of Service), covering the period 1 April 2020 to 31 March 2021. Both awards were for 2.75%. At the time of drafting this pay policy there have been no pay awards with effect from April 2021.

Terms and Conditions of Employment

The terms and conditions of employment for the chief executive, strategic directors and heads of service within the scope of this pay policy statement are determined in accordance with collective agreements, negotiated from time to time, by the JNC for Chief Executives and the JNC for Chief Officers, as set out in the Scheme of Conditions of Service. These are supplemented by local collective agreements reached with trade unions recognised by the Council and by the rules of the Council.

Remuneration on Recruitment

Recruitment to the posts of chief executive and strategic director is undertaken by a committee of Councillors appointed by Council. In the case of the chief executive, the appointment is made by Full Council, following a recommendation from the Employment (Senior Officer) Committee. Recruitment to posts of strategic director is subject to notification to Executive Councillors before a job offer can be made. The salary on recruitment will be within the current salary range for these posts at that time.

Recruitment to posts of head of service is undertaken by the chief executive or a strategic director. The salary on recruitment will be within the current salary range for these posts at that time.

There are occasions when the salary determined by the grading for a post results in an inability to successfully recruit to or retain staff in particular posts or specific occupational areas due to fluctuations in the labour market supply. These recruitment and retention problems can affect ability to deliver services. In such cases it may be appropriate to pay a market supplement in addition to the salary where there is evidence to justify that market factors are the "material reason" for the post attracting a higher rate of pay than other posts graded similarly. Any additional market supplement will be made in accordance with the Market Pay Policy.

There may be occasions when due to recruitment and retention difficulties within a specific service area or role, it may be more appropriate to use a recruitment and retention package approach than a market supplement. Such an approach offers a fixed lump sum payment for new appointments or to the staff in identified roles at a given date. The

payment is tied to a defined retention period (two years) and must be repaid in full if the person leaves the employment of the Council within the designated period. The aim of this approach is to recruit new staff and retain existing staff where there is evidence of both types of difficulty and a market supplement approach is assessed as less effective.

Rules governing the recruitment of the chief executive, strategic directors and heads of service are set out in the council's constitution in section; Part 4i, Officer Employment Procedure Rules.

Bonuses

There are no bonus arrangements payable to the chief executive, strategic directors or heads of service.

Performance Related Pay

Performance and progression through the pay band is assessed annually in line with the Council's performance review schemes. For the chief executive and strategic directors, performance is assessed by a panel of Councillors, the Chief Officer Performance Review Working Party. For heads of service, performance is assessed by their strategic director.

There is no performance related pay scheme outside of the performance review scheme, which determines the salary point of an officer, within the salary scale set out above.

Salaries over £100,000

The posts of chief executive and strategic director have salary ranges which include pay points of over £100,000.

Publication of salary data

Salary data for the chief executive, strategic directors and heads of service is published on the council's website, in Open Data, Transparency in local government, senior salaries.

This pay policy statement once approved by Full Council will be published on the Council's website.

Expenses

The expenses which may be payable to the chief executive, a strategic director or head of service include:

- car/bicycle/motorcycle allowances at HMRC rates
- re-imbursement of travel and subsistence
- one professional subscription per annum
- payments under the eye-sight tests scheme
- relocation assistance in accordance with the Relocation Scheme

Severance Payments

Severance payments are made in accordance with the council's employment policies and are the same for all staff.

Employees with more than two years' service will be entitled to redundancy pay in line with local government guidelines and statutory provisions. Redundant employees may receive the following elements in their final pay:

- Normal pay up to the agreed leaving date
- Where applicable, payment in lieu of outstanding notice
- Severance payment (where entitled).

Under the council's redundancy scheme a weeks pay will be calculated on the basis of actual weekly pay. Cambridge City Council will not apply the statutory weeks pay definition.

Once an employee is in receipt of early payment of pension benefits, if their total pay and pension benefits together (if reemployed by another employer covered by the Local Government Modification order) exceeds their salary as at the leaving date, the difference may be claimed back from pension payments.

An employee will lose their entitlement to redundancy pay if they take up a post with another body covered by the Redundancy Payments (Local Government) (Modification) (Amendment) Orders within 4 weeks of the date of the redundancy and the offer of the new job has been made before the end of the original contract.

Following the introduction in November 2020 of regulations to implement the £95k Exit Cap provisions in local government and consultation on proposed changes to the Local Government Pension Scheme (LGPS), there is currently an interim position in relation to pension and severance arrangements. As the outcome of the consultation on proposed changes to the LGPS is not known at this time and provisions within the Exit Cap are scheduled for Judicial Review in Spring 2021 this Pay Policy Statement does not include at this time further detailed information on severance payments.

Any proposals with a salary or severance package with a total value over £100k will be reported by the Employment (Senior Officer) Committee to Full Council for decision. Any proposal to apply for a waiver of the current £95k Exit Cap provisions will be considered by and reported by the Employment (Senior Officer) Committee to Full Council for decision.

The chief executive, monitoring officer and chief finance officer can only be dismissed by the Full Council. All other directors and heads of service can only be dismissed in accordance with the Councils constitution, Part 4i, Officer Employment Procedure Rules.

Pension and Pension Enhancements

The employees within the scope of this pay policy are entitled to and receive pension contributions under the Local Government Pension Scheme (LGPS). This is a contributory scheme and they currently contribute between 9.9% and 11.4% of their pensionable pay to the scheme.

The employer contribution rate is currently 17.4% i.e. the council contributes 17.4% of pensionable pay to the pension of a member of staff within the pension scheme. The rate of 17.4% is the same for all staff. The rate is reviewed every 3 years following a valuation of the fund by the appointed actuaries. Review has been undertaken in 2019, with the outcome effective for 2020/21.

The Council's discretions on enhancement of pension are set out in the Pensions Discretion Statement 2019. This policy was approved by the Civic Affairs Committee on the 30 January 2019. The policy is reviewed every 3 years and/or in line with changes to the Local Government Pension Scheme (LGPS) as advised by the Local Government Pensions Committee (LGPC) and the Administering Authority (Cambridgeshire County Council). As there have been recent consultations on proposed changes to the LGPS the pension discretions will be reviewed in 2021 following any implemented changes to the LGPS.

Pay Ratios, Real Living Wage, Cambridge Weighting and Apprenticeships

Set out below are the Council's pay arrangements with regard to the Real Living Wage, the Cambridge Weighting, apprenticeships, and the highest paid council staff.

The table below shows a number of pay ratios.

The Council does not have a policy on maintaining or reaching a specific pay ratio between the lowest and highest paid staff.

- **Apprentices**

The Council has engaged a number of apprentices in apprenticeship roles where these roles provide development opportunities and do not replace existing posts. They are outside of the Real Living Wage and Cambridge Weighting policies and where we pay apprentices in line with the National Living Wage/Minimum Wage Rates in their first year of apprenticeship.

The current lowest rate for apprenticeships is £8.20 and this pay rate has been used in the ratios.

The Council also offer apprenticeships to current employees who are paid in accordance with their existing pay arrangements during the apprenticeship.

- **Lowest paid staff**

The lowest paid staff within the Council's pay structure are on Band 1. We have chosen staff employed on Band 1 as our definition of the 'lowest paid' for the purposes of this policy. The current lowest pay point is £18,198.

Cambridge City Council is an accredited Real Living Wage employer and also pays a Cambridge Weighting supplement. This means that the minimum pay level for staff is £10.00 per hour, equivalent to £19,294.

The terms and conditions of employment for Band 1 staff are in accordance with collective agreements, negotiated from time to time, by the National Joint Council for

Local Government Services, as set out in the Scheme of Conditions of Service (commonly known as the Green Book). These are supplemented by local collective agreements reached with trade unions recognised by the Council and by the rules of the Council.

Pay policies which apply to Band 1 employees include:

- car/bicycle/motorcycle mileage at HMRC rates
- re-imbursement for travel and subsistence
- overtime/enhanced rates
- standby and callout arrangements
- one professional subscription per annum
- payments under the eye-sight tests scheme
- Travel scheme (where applicable)

- **Median average of employees**

The current median average salary is £29,577.

- **Real Living Wage**

The Council has adopted a Real Living Wage policy for staff, agency workers and contractors engaged through the Council's Procurement processes.

There are currently two implementation dates for the Real Living Wage; November (for staff engaged on city council terms and conditions of employment) and April (for staff engaged on Cambridge Live terms and conditions of employment).

With effect from November 2020 the Real Living Wage has increased from £9.30 per hour to £9.50 per hour.

The Council will pay the Real Living Wage rate for staff engaged on city council pay rates by way of a supplement to pay rates.

The Council will pay the minimum of the relevant Real Living Wage rate to agency workers after 4 weeks of their engagement with the City Council.

The Council will require contractors engaged through the Council's procurement processes to pay at least the Real Living Wage to all their staff who work on the Council's premises (or land maintained by the Council) for two or more hours on any day of the week for eight or more consecutive weeks. The only contracts that will be excluded from the requirement to pay the Real Living Wage are:

- contracts where it would be unlawful to require the payment of the Real Living Wage
- contracts where, following evaluation, it is considered inappropriate to impose the requirement.

- **Cambridge Weighting**

The Council implemented a Cambridge Weighting with effect from 1 April 2018, paid to employees on city council terms and conditions of employment and related agency workers earning less than £10 per hour. From April 2020 this rate has also applied to employees on Cambridge Live terms and conditions of employment and related agency

workers. The weighting is paid in addition to salary, the Real Living Wage supplement, to bring the hourly rate to an equivalent of £10 per hour (£19,294). For agency workers the weighting applies in addition to current hourly rates and the Real Living Wage arrangements. The weighting is variable, depending upon the current hourly rate and the Real Living Wage supplement payable at that time.

- **Chief Executive**

The highest paid officer of the council is the chief executive. The highest pay point on this scale is £133,588. Since 1 October 2020, the post of chief executive has been undertaken by an interim chief executive. A permanent appointment will commence in April 2021, therefore only highest pay point has been used in these ratios in this Pay Policy Statement.

- **Pay Ratios**

	Annual Salary	Ratio to Chief Executive salary/Highest pay point	Explanation
Apprentice rate of £8.20	£15,819	1:8.44	Chief Executive pay scale highest pay point and lowest apprenticeship rate
Real Living Wage Rate of £9.50	£18,327	1:7.29	Chief Executive pay scale highest pay point and real Living Wage rate of £9.50
Lowest council pay scale point (£9.43)	£18,198	1:7.34	Chief Executive pay scale highest pay point and lowest council pay scale point
Real Living Wage Rate of £9.30	£17,943	1:7.45	Chief Executive pay scale highest pay point and real Living Wage rate of £9.30
Cambridge Weighting – minimum £10.00	£19,294	1:6.92	Chief Executive pay scale highest pay point and £10 hour Cambridge Weighting
Median Average salary	£29,577	1:4.52	Chief Executive pay scale highest pay point and current median salary
Chief Executive Highest pay point	£133,588	-	Chief Executive's highest pay point

Election Fees

The Returning Officer is the person who has the overall responsibility for the conduct of elections. The Returning Officer is an officer of the Council who is appointed under the Representation of the People Act 1983. Although appointed by the Council the role of the Returning Officer is one of a personal nature and distinct and separate from their duties

as an employee of the Council. Elections fees are paid for these additional duties and they are paid separately to salary.

The role of Chief Executive is expected to be the council's Returning Officer.

The fees for Parliamentary, Police & Crime Commissioner, Euro Elections and national referenda are set by the Government. The fees for County Council elections are set by the County Council. The fees for the Combined Authority Mayoral election are set by the Combined Authority. The fees for Parliamentary and European Elections are pensionable.

Fees for district elections are set locally and current fees were agreed by the Civic Affairs Committee in April 2010 as £373 per contested ward and £55 per uncontested ward. Fees for district elections are pensionable.

Other officers, including senior officers within the scope of this policy, may receive additional payment for specific election duties.

Tax Avoidance and IR35

The Council takes tax avoidance seriously and will seek to appoint individuals to vacant positions using the recruitment procedures on the basis of contracts of employment and apply direct tax and National Insurance deductions from pay through the operation of PAYE.

Where consultants are recruited the Council will seek to avoid contractual arrangements which could be perceived as being primarily designed to reduce significantly the rate of tax paid by that person, such as paying the individual through a company effectively, controlled by him or her.

These principles will be embedded in contract clauses and guidance for managers when employing consultants.

In addition workers employed directly by the Council will be assessed to establish whether they fall within scope of the IR35 legislation using the HMRC employment status tool. Workers that fall within scope will have Income Tax and National Insurance contributions deducted and paid over to HMRC.

The Council will continue to advice employment agencies for each role, whether the role has been assessed to be within scope of IR35, or not.

Re-engagement of ex City Council staff within the scope of this policy

All permanent or fixed term posts are advertised in accordance with the council's recruitment policies and appointment is made on merit.

Interim management appointments are made in accordance with the council's procurement policies and the provisions for contract for services.

The council will not engage an ex city council member of staff within the scope of this policy outside of these arrangements.

CIVIC AFFAIRS

27 January 2021

5.30 - 6.15 pm

Present: Councillors Sargeant (Chair), Davey (Vice-Chair), Chadwick, Dalzell, O'Reilly and Thornburrow

FOR ADOPTION BY THE COUNCIL

20/6/Civ Member allowances – review by the Independent Remuneration Panel

The Committee received a report from the Democratic Services Manager. The 2020/21 scheme had been updated in line with the National Living Wage and the Panel was required to review it, as it had been four consecutive years linked to an index after which the (Members Allowance) Regulations (2003) require a review.

The Committee noted that the Panel would be undertaking a full review in autumn 2021. In answer to questions, Jane Phillips a member of the Panel, stated that evidence from the wider Membership of the Council would be sought at that time.

The Chair commented on the Panel's term of reference ix) which was to create a scheme which covers the equality and diversity implications so that a diverse range of councillors can be attracted. It was noted that an allowance scheme alone could not guarantee such a diversity.

Resolved (unanimous) to recommend to Council:

- i. the 2020/21 allowance scheme (attached) and that it is not index linked for 2021/22 (ie. kept at the rate for 2020/21).

The Committee also unanimously agreed:

- ii. To note a further review will take place in autumn 2021 for implementation in May 2022.

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Item

Member allowances-review by the Independent Remuneration Panel



To:

Civic Affairs Committee 27/01/2021

Report by:

Gary Clift, Democratic Services Manager

Tel: 01223 - 457011 Email: gary.clift@cambridge.gov.uk

Wards affected:

All

1. Introduction

The Independent Remuneration Panel has reviewed the Allowance Scheme. Regulations require a review after four years if a Scheme uses an Index for annual increases. The Index applying to the current scheme, the National Living Wage, has been in place since May 2016.

2. Recommendations

Committee is asked to:

- (i) Consider the Panel's report and recommend a scheme for 2020-21 and 2021-22 to the Council.
- (ii) Note a further review will take place in autumn 2021 for implementation in May 2022.

3. Background

The recommendations of the Panel are for the current and next Municipal Year. If changes are to be made by the Committee to the Panel's recommendation, these would apply from May 2020.

4. Implications

(a) Financial Implications

Since 2017, annual increases linked to the National Living Wage and small changes to Special Responsibility Allowances have been covered by underspends in department budgets. Any more significant uplift (as was the case in 2016) would require a budget bid.

(b) Staffing Implications

(c) Equality and Poverty Implications

(d) Environmental Implications

(e) Procurement Implications

(f) Community Safety Implications

Nothing specific for the above.

If you have a query on the report please contact Gary Clift, Democratic Services Manager, tel: 01223 - 457011, email: gary.clift@cambridge.gov.uk.

Cambridge City Council
Members' Allowances-review by the Independent Remuneration Panel
December 2020

Background

1.1 The payment of Member Allowances is regulated by the Local Authorities (Members' Allowances) (England) Regulations 2003 and overseen by an Independent Remuneration Panel (the Panel). Allowances are split into two categories, basic allowance which is available to every member of the Council and special responsibility allowance which apply to specified positions identified in the Regulations and any additional positions of special responsibility that may be identified by the Panel.

1.2 The current Members' Allowances Scheme was introduced in July 2016 for the 2016/17 Municipal Year and is linked to the Government's National Living Wage (allowances up to that point had remained static since 2008). The Regulations require Panels to review an allowances scheme if it is linked to an index when that index has been applied for four years. Although the Panel reported in July 2017 and October 2018 on special responsibility allowances, when a check on how the scheme was working was done, it is the link to the index from 2016 which necessitates the review now.

1.3 The Panel noted that since it last met in 2018, arrangements for shared council services with both South Cambridgeshire DC and Huntingdonshire DC continue and have now been in place for the last four years.

1.4 Partnership working with the Cambridgeshire and Peterborough Combined Authority has also been in place for nearly its first four years, with the election of the Mayor scheduled for May 2021. In addition the arrangements with the Greater Cambridge Partnership continues. Previous expressions by the Panel for greater consistency of special responsibility allowances for roles on these partnership bodies have not materialised as these allowances continue to be agreed by each authority, which other than South Cambridgeshire DC, is not in sync and has taken into account local circumstances and preferences.

Comparison to most relevant near neighbour districts and family group councils

Council	2020/21 Basic allowance	Combined Authority (Board Member)	Greater Cambridge Partnership (Board Member)	Index used
Cambridge	5210	5210* (current recipient takes 50%)	2605	National Living Wage
South Cambs*	5010	5010	2505	Staff pay
Huntingdonshire**	4636	Leader's one SRA of 16,000 incorporates this role	n/a	Inflation
Oxford	5142			Staff pay
Lincoln	4905			Can't establish from web information
Exeter	6100			Resident to Cllr ratio
Crawley	6440			Chief Officer pay
Welwyn Hatfield	5152			Staff pay
Cheltenham	5698			Staff pay

*Cambridge and SCDC have a shared services agreement in Waste Collection and recycling, Internal Audit, Planning Services, Building Control, Legal, ICT and CCTV

**Cambridge and Huntingdonshire have a shared services agreement in Legal, ICT, Building Control and CCTV

Conclusion and recommendation

2.1 This review has been purposefully light touch and interim, acknowledging that although required by the Regulations, the timing is not ideal. The coronavirus pandemic made 2020 an untypical year to say the least and Members are rightly focusing on the unprecedented situation. In addition, any impact of the delayed all-out city council elections due now in May 2021

are also of interest to the Panel as will be any impact of new ways of working during and coming out of the pandemic. The Panel also notes that after ten years the Council's Chief Executive left in September and an interim Chief Executive is currently in place until the post is permanently filled.

2.2 We do believe that the methodology used since 2016 is still relevant. Aligning with the National Living Wage ensures increases are understood and logical and reflects what the Government see as a responsible annual increase.

2.3 That said however, taking into account the announcement in the Spending Review by the Chancellor in November that the majority of public sector pay would be frozen in 2021/22, the Panel recommends that the Allowances Scheme remain at 2020/21 rates for 2021/22.

2.4 It is our intention to do a full review of the scheme in autumn 2021 when it is hoped that the current uncertainties are made clearer.

Jane Phillips, Rob Bennett, Graham Jagger
December 2020

Terms of Reference for the Panel

To recommend a scheme or schemes to the Council which

- i. recognises that councillors undertake council work for the sake of public service and not private gain
- ii. recognises in both basic and special responsibility allowances the varying demands placed upon councillors, dependent upon their roles and responsibilities
- iii. fairly and equitably compensates councillors, so far as the Panel thinks appropriate, for the time and effort they can reasonably be expected to devote to their work as a councillor
- iv. is economic, efficient to administer and effective
- v. is easy to understand and explain
- vi. recognises the level of out of pocket expenses councillors incur
- vii. has flexibility to reflect changes of responsibilities of councillors during the course of the year
- viii. ensures that a benchmarking exercise is undertaken with other comparable Councils.
- ix. ensures that equality and diversity implications are considered so that a diverse range of Councillors can be attracted.

Members of the Panel are:

Jane Phillips

Jane has worked as a teacher and a business psychologist. She has also been a school governor for over thirty years, working with five different schools in Hertfordshire and Cambridgeshire. During this time, she has been the Chair of Governors and the Chair of Personnel and has drawn up policies on governor expenses and a code of conduct for the governing body. From 1992-1995 she was the Chair of Hertfordshire Governors' Association and from 2000-2003 she was the Chair of the National Association of School Governors. She is now the Chair of Birdwood Area Residents' Association in Cambridge. In her spare time she has completed an MA in Crime Writing and is writing the third book in a crime trilogy. She lives in Cambridge.

Graham Jagger

Graham is a Cambridge graduate and professional HR manager and consultant with wide public and private sector experience. During the last 20 years he has worked in the NHS at Trust, regional and national levels including as Director of Corporate Development at Papworth Hospital NHS

Foundation Trust and as Agenda for Change Director for Papworth, Addenbrookes and the East of England. He was appointed to the independent NHS Pay Review Body by the Secretary of State for Health in 2009, responsible for reviewing and making recommendations to government on changes to the pay and conditions of NHS staff. From 2012 he was Lead Governor, Papworth Hospital NHSFT and Director of Healthwatch Cambridgeshire and Peterborough. Currently he chairs the East of England Advisory Committee on Consultant Clinical Excellence Awards and is a Member of the NHS Reconfiguration Panel which advises the Secretary of State on contested service change proposals. He has six years' experience of reviewing a members' allowance scheme as member and then chair of the Independent Remuneration Panel at South Cambridgeshire District Council. He lives in Cambridge.

Rob Bennett

Rob is the independent person for Cambridge City Council dealing with complaints against councillors. He worked as a partner with PricewaterhouseCoopers (PwC) until 2010 and led the public sector audit business in the South and East of England. He is a non-executive director and audit and risk committee chair for Flagship Housing Group, the largest housing association in the East of England with over 30,000 properties. He is a non-executive member of Norfolk & Waveney Clinical Commissioning Group's Governing Body and chair the audit committee and the conflicts of interest committee. Rob is the independent chair of the audit committee for the Norfolk Police and Crime Commissioner, the independent hospital manager for Norfolk & Suffolk NHS Foundation Trust dealing with the detention of patients under Mental Health legislation. He is also the chair for a local charity which manages a country park on the outskirts of Norwich and a volunteer at the Norwich Foodbank.

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LICENSING COMMITTEE

25 January 2021

10.00 - 11.30 am

Present: Councillors Bird (Chair), Gehring, Johnson, Massey, McPherson, McQueen, Moore, Page-Croft and Summerbell

FOR ADOPTION BY THE COUNCIL

21/18/Lic Review of Statement of Licensing Policy

Resolved (by 8 votes to 0) to:

- i. Consider the results of the public consultation exercise as summarised in Appendix B of the Officer's report.
- ii. Approve the amended Statement of Licensing Policy attached to the Officer's report as Appendix D. Appendix C included tracked changes showing the amendments that have been made.

Councillor Gehring did not take part in the discussion or decision making on this item.

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Item

Review of Statement of Licensing Policy



To:

Licensing Committee

Report by:

Yvonne O'Donnell, Environmental Health Manager

Tel: 01223 457951 Email: Yvonne.ODonnell@cambridge.gov.uk

Wards affected:

All

1. Executive Summary

- 1.1 Section 5 of the Licensing Act 2003 requires a licensing authority to prepare and publish a statement of its licensing policy at least every five years. During the five-year period, the policy must be kept under review and the licensing authority may make any revisions to it as it considers appropriate. The existing Statement of Licensing Policy for Cambridge City Council became effective on 19th October 2017.
- 1.2 The Statement of Licensing Policy has been reviewed within the 5 year period as on 6th April 2018, The Policing and Crime Act 2017 amended the Licensing Act 2003 to place Cumulative Impact Assessments on a statutory footing.
- 1.3 The Statement of Licensing Policy contains a section on the cumulative impact of a concentration of licensed premises.
- 1.4 The proposed Statement of Licensing Policy has seen this section amended and also produced as a stand-alone document, The Cumulative Impact Assessment.

- 1.5 The process to start the review of the Statement of Licensing Policy began in August 2020 and a twelve-week public consultation took place between 31st August 2020 and 22nd November 2020.
- 1.6 The current Statement of Licensing Policy expires on 18th October 2022 and a new Statement of Licensing Policy must be in place by this date otherwise under the legislation, Cambridge City Council will not be able to process any applications covered by the Licensing Act 2003 until the policy is in place.
- 1.7 The section on Cumulative Impact had to be reviewed before April 2021 and this is why the Statement of Licensing Policy is being reviewed within the five year period.

2. Recommendations

- 2.1 Members are recommended to:
 - Consider the results of the public consultation exercise as summarised in Appendix B of this report;
 - Approve the amended Statement of Licensing Policy attached to this report as Appendix D. Appendix C includes tracked changes showing the amendments that have been made.

3. Background

Page: 2

- 3.1. **Review.** Under the Licensing Act 2003, each Council is required to produce, adopt and publish a Statement of Licensing Policy stating how it will exercise its functions under the Act. The statement must be kept under review and remains in existence for up to five years. This period ends on 18th October 2022
- 3.2 Under the legislation, the Council is not able to process any applications unless a statement of licensing policy is in place.
- 3.3 The issues raised in individual responses to the consultation affecting the review are detailed in Appendix B. 1 response was received as a result of the consultation exercise. All comments were addressed and no amendments were required to be made to the policy.
- 3.4 The Policy must comply with the Licensing Act and Statutory Guidance. For this reason, it has not always been possible to adopt suggestions put

forward. Appendix B indicates the consideration given to each comment received and provides reasons for the decision taken.

- 3.5 **Cumulative Impact.** The Council currently has a Cumulative Impact Policy within the Statement of Licensing Policy. The areas covered by the Cumulative Impact Policy are stated in paragraph 5.8 of the Licensing Policy.
- 3.6 The Policing and Crime Act 2017 amended the Licensing Act 2003 to place Cumulative Impact Assessments on a statutory footing.
- 3.7 As Cumulative Impact Policies (CIPs) were not part of the 2003 Act, there are no transitional provisions that apply to CIPs that were in place before 6th April 2018.
- 3.8 It was recommended that any existing CIPs should be reviewed within three years of the commencement of the legislation on Cumulative Impact Assessments or when the licensing policy statement is next due for review, whichever is sooner.
- 3.9 We have taken the opportunity to create a stand-alone Cumulative Impact Assessment before 6th April 2021 and review the Statement of Licensing Policy at the same time.

4. Implications

(a) Financial Implications

Provision has been made in the Council's budget to review the statement of licensing policy and the council will meet the cost of consultation.

(b) Staffing Implications

There are no additional staffing implications. Budget provision has been made for the review of the policy.

(c) Equality and Poverty Implications

An Equality Impact Assessment (EqIA) has been completed alongside the review of this policy.

(d) Environmental Implications

The Act requires the Licensing Authority to carry out its function with a view to promoting the four licensing objectives, one of which is the prevention of public nuisance, to protect the local environment and community.

(e) Procurement Implications

Nil

(f) Community Safety Implications

Cambridge City Council must fulfil its obligations under section 17 of the Crime and Disorder Act 1998 to do all that it reasonably can to prevent crime and disorder in Cambridge. The policy promotes that fact and states that any decision by the Licensing Authority will be with a view to promoting the licensing objectives.

5. Consultation and communication considerations

- 5.1 In accordance with Government Code of Practice on consultation, the draft Statement of Licensing Policy was submitted for public consultation over a 12-week period between 31st August 2020 and 22nd November 2020. Legislation requires that we undertake consultation with bodies prescribed in the Act for the review.
- 5.2 Consultation was undertaken as widely as possible, with approximately 600 letters and emails being sent out, including the Chief Officer of Police and all other parties as required by legislation, including persons/bodies representing holders of premises licences and club premises certificates, businesses and residents associations. The consultation was also available to view on Cambridge City Council website and appeared in the Cambridge News on Monday 31st August 2020.
- 5.3 All comments received are listed in the attached Appendix B, which relates to specific written comments received in response to the draft policy. Consideration to all comments has been given in drawing up the Policy. The schedule shows the nature of the comment, the evaluation of the comment and the action taken.

6. Background papers

Background papers used in the preparation of this report:

- (a) Licensing Act 2003
- (b) Guidance published under section 182 of the Licensing Act 2003
- (c) Policing and Crime Act 2017
- (d) Cambridge City Council's Existing Statement of Licensing Policy

7. Appendices

Appendix A – Current Statement of Licensing Policy

Appendix B – Comments and Responses from Consultation

Appendix C – Draft Statement of Licensing Policy with changes made in red.

Appendix D – Proposed Statement of Licensing Policy

Appendix E – Equality Impact Assessment

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Luke Catchpole, Technical Officer, tel: 01223 457818, email: luke.catchpole@cambridge.gov.uk.

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CAMBRIDGE CITY COUNCIL STATEMENT OF LICENSING POLICY

	Page
The City of Cambridge	2
Introduction	3
Objectives	3
Consultation	4
Fundamental Principles	5
The cumulative impact of a concentration of licensed premises	5
Licensing Hours	8
Children and Licensed Premises	9
Licence Conditions	11
Integrating strategies and the avoidance of duplication	12
Licence Reviews	13
Enforcement	14
Administration, exercise and delegation of functions	14
Effective date and review	15
Contact details, advice and guidance	15
Responsible Authorities	16
Appendices – Cumulative Impact	18



CAMBRIDGE CITY COUNCIL STATEMENT OF LICENSING POLICY

Cambridge is a unique blend of market town, sub-regional centre, national and international tourist attraction and centre of excellence for education and research. It is a city of great beauty and is renowned for the qualities of its streets, spaces and buildings.

Cambridge City Council (the Licensing Authority), in association with local partnerships, wants Cambridge to be vibrant, socially mixed, safe, convenient and enjoyable, where all residents feel integrated into the life of the City and a part of its success.

Cambridge City Council has a clear vision for the future of the City, a vision shared with Cambridge citizens and partner organisations. Our vision includes:

- An international city which celebrates its diversity and actively tackles discrimination on gender, race, nationality, ethnic background, religion, age, disability, gender identity, and sexual orientation.
- A city in which all citizens feel that they are listened to and have the opportunity to influence public decision making, and which values, supports and responds to individual and community initiatives.
- A city where all citizens and organisations appreciate their duties as well as their rights, where people are free to enjoy themselves but also show consideration for others, and where the community works together to reduce harm and nuisance including by education and, where needed, robust enforcement of the law.

The overarching objectives of Cambridge City Council in licensing premises are to:

- Promote the Authority's visions and values
- Protect the rights and health and safety of the general public, workers, residents, businesses, minority and vulnerable groups
- Ensure the principles of consistency, transparency, accountability and the promotion of good standards in licensing
- Demonstrate compliance with statutory responsibilities in relation to procedures and enforcement
- Ensure consistent and transparent decision making

It is recognised that licensed entertainment provides a valuable contribution towards the economy of Cambridge and we seek to balance the needs of local business holders and licensees, whilst protecting those of local residents.

1. Introduction

- 1.1 This Licensing Policy Statement has been produced in accordance with the requirements of the Licensing Act 2003 ('the Act') and is in line with guidance issued under Section 182 of the Act.
- 1.2 The policy relates to all those licensing activities identified as falling within the provisions of the Act, namely: -
 - Retail sale of alcohol
 - Supply of alcohol by or on behalf of a club, or to the order to a member of the club
 - The provision of regulated entertainment
 - The provision of late night refreshment
- 1.3 The policy relates to all types of premises covered by the Act.
- 1.4 The Licensing Authority will take the policy into account where its discretion is engaged (i.e. at a hearing following representations).
- 1.5 Nothing in this policy will undermine the right of any individual to apply under the terms of the Act for a variety of permissions and to have any such application considered on its individual merits.
- 1.6 The Licensing Authority may depart from this policy if the individual circumstances of any case merit such a decision in the interest of the promotion of the licensing objectives. Full reasons will be given for departing from the policy.

2. Objectives

- 2.1 The Licensing Authority has a duty under the Act to carry out its licensing functions by promoting the licensing objectives, which are: -
 - The prevention of crime and disorder
 - Public safety
 - The prevention of public nuisance, and
 - The protection of children from harm.

Each objective has equal importance.

- 2.2 In carrying out its licensing functions, the Licensing Authority must also have regard to the licensing objectives, its Policy Statement and any statutory guidance under the Act and is bound by The Human Rights Act 1998. The Council must also fulfill its obligations under section 17 of the Crime and Disorder Act 1998 to do all that it reasonably can to prevent crime and disorder in Cambridge. The Statement of Licensing Policy recognises the

Equality Act 2010 places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimization; to advance equality of opportunity; and to foster good relations, between persons with different protected characteristics.

- 2.3 It is recognised that the licensing function is only one means of securing the delivery of the above objectives and should not be seen as a means for solving all problems within the community. However, the licensing function is an important means of achieving the objectives. The Licensing Authority will continue to work in partnership with its neighbouring authorities, the police, other agencies, local liaison groups, businesses and individuals towards the achievement of the licensing objectives through good practice.
- 2.4 The Licensing Authority will expect individual applicants to address the licensing objectives in their operating schedule having regard to the type of premises, the licensable activities to be provided, the operational procedures, the nature of the location and the needs of the local community. Applicants should include in their operating schedule the steps, which they consider necessary to promote the licensing objectives. If the steps are insufficient, or if the information given in the operating schedule does not enable a responsible authority or any other person to assess whether the steps proposed are satisfactory, it is more likely that relevant representations will be received, usually leading to a hearing.
- 2.5 All responsible authorities (listed in section 15) will have the chance to comment on all applications received and will provide evidence from their own areas of expertise if they believe an application would impact on one or more of the licensing objectives. All evidence provided will be taken into account by the Licensing Authority at any subsequent hearing.

3. Consultation

- 3.1 In preparing this policy statement the Licensing Authority has consulted with the following:
- the Chief Officer of Police for Cambridgeshire
 - the Chief Officer of the Cambridgeshire Fire and Rescue Service
 - persons/bodies representative of the Local Authority with the function of public health
 - persons/bodies representative of local holders of premises licences
 - persons/bodies representative of local holders of club premises certificates
 - persons/bodies representative of local holders of personal licences
 - persons/bodies representative of businesses and residents in the City of Cambridge
 - persons/bodies representative of Child Protection Services at Cambridgeshire County Council
 - other organisations as appear to the Licensing Authority to be affected by licensing matters, including local community, cultural, educational and

entertainment organisations.

- 3.2 We have considered the views of all those consulted prior to determining this policy.

4. Fundamental Principles

- 4.1 Licensing is about regulating licensable activities on premises, such as qualifying clubs, pubs and temporary events which fall within the terms of the Act. Any conditions imposed will focus on matters that individual licensees and others in possession of relevant authorisations are able to control.
- 4.2 In addressing these matters, the Licensing Authority will primarily focus on the direct impact the activities taking place at the licensed premises will have on those living, working or engaged in normal activity in the area concerned.
- 4.3 Licensing law is not the primary mechanism for the general control of nuisance and anti-social behaviour by individuals once they are away from the licensed premises and, therefore, beyond the direct control of the individual, club or business holding the licence, certificate or permission concerned. Nonetheless, it is a key aspect of such control and licensing law will always be part of a holistic approach to the management of the evening and night-time economy in Cambridge.

5. The cumulative impact of a concentration of licensed premises

- 5.1 Cumulative impact is the potential impact on the promotion of the licensing objectives of a significant number of licensed premises concentrated in one area e.g. the potential impact on crime and disorder or public nuisance.
- 5.2 The cumulative impact of licensed premises on the promotion of the licensing objectives is a matter that the Licensing Authority can take into account. This should not, however, be confused with 'need' which concerns the commercial demand for a particular type of premises e.g., a pub, restaurant or hotel. The issue of 'need' is therefore primarily a matter for the market to decide and does not form part of this licensing policy statement.
- 5.3 The Licensing Authority can only adopt a special policy on cumulative impact if there is evidence that a significant number of licensed premises concentrated in one area is causing a cumulative impact on one or more of the licensing objectives. The Licensing Authority will keep the situation as to whether an area is nearing this point under review.
- 5.4 The absence of a special policy does not prevent any responsible authority or other person making representations on a new application for the grant or variation of a licence on the grounds that the premises will give rise to a detrimental cumulative impact on one or more of the licensing objectives in a

particular area.

- 5.5 Following previous consultations and representations received by Cambridge Constabulary, the Licensing Authority has adopted a special policy on cumulative effect that remains in place.
- 5.6 In response to these representations the Licensing Authority has undertaken the following steps in considering whether to adopt a special policy on cumulative effect within this statement of licensing policy:
- Identified concern about crime and disorder or public nuisance
 - Considered whether there is good evidence that crime and disorder are happening and are caused by customers of licensed premises and that the risk of cumulative impact is imminent
 - Identified the boundaries of the areas where problems are occurring
 - Consulted with those specified in section 5(3) of the Licensing Act 2003, on the proposal for a special policy in relation to new applications and variations to existing premises licences and club premises certificates and considered the outcome of the consultation
- 5.7 Having considered the available evidence and undertaken consultation, the Licensing Authority considers that it is appropriate and necessary to control cumulative impact. The Licensing Authority has adopted a special policy relating to cumulative impact to the areas set out in paragraph 5.8 below.

Special Policy on Cumulative Effect

- 5.8 The Licensing Authority has adopted a special policy relating to cumulative impact in relation to the areas of the City:
- Within the city centre marked on the map at Appendix 1
 - At the Cambridge Leisure Park marked on the map at Appendix 2. This area also includes the section of Cherry Hinton Road opposite the leisure park running from Hills Road to Clifton Road (both sides of the road).
 - The entire length of Mill Road Cambridge (excluding Brookfields)
 - The section of Hills Road running from the city to Purbeck Road (both sides of the road).
- 5.9 The evidence for this special policy has been supplied by Cambridge Constabulary on the grounds of Crime and Disorder and is set out in Appendix 3.
- 5.10 This special policy creates a rebuttable presumption that applications within the areas set out in paragraph 5.8 for new premises licences or club premises certificates or variations that are likely to add to the existing cumulative impact will normally be refused, if relevant representations are received about the cumulative impact on the licensing objectives, unless the applicant can demonstrate why the operation of the premises involved will not add to the cumulative impact already being experienced.

- 5.11 Applicants will need to address the special policy issues in their operating schedules in order to rebut such a presumption.
- 5.12 Despite the presumption against grant, responsible authorities and/or other persons will still need to make a relevant representation before the Licensing Authority may lawfully consider giving effect to its special policy i.e. if no representation is received, the application must be granted (subject to such conditions as are consistent with the operating schedule and any mandatory conditions required by the Licensing Act 2003). Responsible authorities and other persons can make a written representation referring to information, which had been before the Licensing Authority when it developed its statement of licensing policy.
- 5.13 The Licensing Authority recognises that a special policy should never be absolute. The circumstances of each application will be considered properly and applications for licences and certificates that are unlikely to add to the cumulative impact on the licensing objectives may be granted. After receiving representations in relation to a new application or for a variation of a licence or certificate, the licensing authority will consider whether it would be justified in departing from its special policy in the light of the individual circumstances of the case. The impact can be expected to be different for premises with different styles and characteristics. If the Licensing Authority decides that an application should be refused, it will still need to show that the grant of the application would undermine the promotion of the licensing objectives and that necessary conditions would be ineffective in preventing the problems involved.
- 5.14 This special policy will not be used:
- as a ground for revoking an existing licence or certificate when representations are received about problems with those premises
 - to justify rejecting applications to vary an existing licence or certificate except where those modifications are directly relevant to the policy (as would be the case with an application to vary a licence with a view to increasing the capacity limits of the premises) and are strictly necessary for the promotion of the licensing objectives
 - to include any provisions for a terminal hour in any particular area which might impose a fixed closing time akin to that under the 'permitted hours' provisions of the Licensing Act 1964
 - to impose quotas - based on either the number of premises or the capacity of those premises - that restrict the consideration of any application on its individual merits or which seek to impose limitations on trading hours in particular areas. Quotas have no regard to individual characteristics of the premises concerned. Proper regard will be given to those differences and the differing impact they will have on the promotion of the licensing objectives
- 5.15 This special policy will be reviewed regularly to assess whether it is still needed or should be expanded

Other mechanisms for controlling cumulative impact

5.16 Once away from the licensed premises, a minority of consumers will behave badly and unlawfully. However, there are other mechanisms, both within and outside the licensing regime, that are available for addressing such issues. For example:

- planning controls
- positive measures to create a safe and clean environment in partnership with local businesses, transport operators and others
- the provision of CCTV, ample taxi ranks, Cambridge BID and CAMBAC (Cambridge Business Against Crime).
- powers to designate parts of the city as places where alcohol may not be consumed publicly. There are currently 3 Public Spaces Protection Order's in place. These are Donkey Common, Mill Road Cemetery and Ditchburn Place.
- confiscation of alcohol from adults and children in designated areas
- police enforcement of the law with regard to disorder and anti-social behaviour, including the issuing of fixed penalty notices
- police powers to close some premises for up to 24 hours on the grounds of disorder, the likelihood of disorder or excessive noise
- the power of police, local businesses or residents to seek a review of the licence or certificate
- enforcement action against those selling alcohol to people who are drunk.

5.17 The above can be supplemented by other local initiatives that similarly address these problems, for example, through the Cambridge Community Safety Partnership in line with the strategic objectives for crime and disorder reduction within the City.

6. Licensing Hours

6.1 Flexible licensing hours for the sale of alcohol can help to ensure that concentrations of customers leaving premises simultaneously are avoided. This can help to reduce the potential for disorder and disturbance. Licensing hours should not inhibit the development of a thriving and safe evening and night-time economy. This is important for investment, local employment, tourism and local services associated with the night-time economy. Providing customers with greater choice and flexibility is an important consideration, but should always be balanced carefully against the duty to promote the four licensing objectives and the rights of local residents to peace and quiet.

6.2 Subject to the policies regarding cumulative impact in the areas of the City specified in paragraph 5.8, shops, stores and supermarkets will generally be permitted to provide sales of alcohol for consumption off the premises at any times when the retail outlet is open for shopping, unless representations raise good reasons based on the licensing objectives, for restricting those

hours, for example, a limitation may be appropriate following police representations in the case of shops known to be a focus of disorder and disturbance.

- 6.3 The Licensing Authority will deal with the issue of licensing hours on the individual merits of each application. When issuing a licence, following receipt of relevant representations, stricter conditions on noise control are likely to be imposed in the case of premises that are situated in predominantly residential areas. However, this should not limit opening hours without regard to the individual merits of any application.

7. Children and Licensed Premises

- 7.1 Cambridge City Council will consider its Safeguarding for Children and Vulnerable Adults Policy when determining licensing applications. We are committed to safeguarding and promoting the welfare of children, young people and vulnerable adults.

- 7.2 It is an offence under the 2003 Licensing Act to:

- Permit children under the age of 16 who are not accompanied by an adult to be present on premises being used exclusively or primarily for supply of alcohol for consumption on those premises under the authorisation of a premises licence, club premises certificate or where that activity is carried on under the authority of a TEN; and
- To permit the presence of children under 16 who are not accompanied by an adult between midnight and 5am at other premises supplying alcohol for consumption on the premises under the authority of any premises licence, club premises certificate or TEN.

- 7.3 There are a great variety of premises for which licences may be sought including theatres, cinemas, restaurants, pubs, nightclubs, cafes, take away, community halls and schools. Access by children to any premises will not be limited unless it is considered necessary for the prevention of physical, moral or psychological harm to them.

- 7.4 Conditions requiring the admission of children to any premises cannot be attached to licences or certificates. Where no licensing restriction is necessary, this should remain a matter for the discretion of the individual licensee or club or person who has been given a temporary event notice.

- 7.5 When deciding whether to limit access to children, the Licensing Authority will consider each application on its merits. Particular areas that will give rise to concern in respect of children, would include premises –

- where entertainment or services of an adult or sexual nature are commonly provided

- where there is a strong element of gambling on the premises
- with a known association with drug taking or dealing
- where there have been convictions of members of the current staff at the premises for serving alcohol to minors or with a reputation for underage drinking
- where the supply of alcohol for consumption on the premises is the exclusive or primary purpose of the services provided at the premises.
- where there is a known association with the provision of illicit tobacco and alcohol
- where the supply of alcohol is in close proximity to services where young vulnerable people may frequent

7.6 The range of alternatives which may be considered for limiting access to children where that is necessary for the prevention of harm to children are:

- limitations on the hours when children may be present
- age limitations (below 18)
- limitations on the exclusion of the presence of children under certain ages when particular specified activities are taking place
- requirements for accompanying adults
- full exclusion of those people under 18 from the premises when any licensable activities are taking place
- limitations on the parts of premises to which children might be given access.

7.7 In the case of premises which are used for film exhibitions Cambridge City Council will expect licence holders or clubs to include in their operating schedules arrangements for restricting children from viewing age-restricted films classified according to the recommendations of the British Board of Film Classification or, in specific cases, a certificate given to the film by the Council itself.

7.8 The Licensing Authority recognises the Child Protection Services of Cambridgeshire County Council as being competent to advise on matters relating to the protection of children from harm.

7.9 The Licensing Authority commends the Portman Group Code of Practice on the Naming, Packaging and Promotion of Alcoholic Drinks. The Code seeks to ensure that drinks are packaged and promoted in a socially responsible manner and only to those who are 18 years old or older.

8. Licence Conditions

8.1 A key concept of the Act is for conditions to be attached to licences and certificates, which are tailored to the individual style and characteristics of the

premises and events concerned. This is essential to avoid the imposition of disproportionate and overly burdensome conditions on premises where there is no need for such conditions.

- 8.2 The Licensing Authority cannot attach conditions to premises licences and club premises certificates unless they are considered appropriate for the promotion of the licensing objectives. The Licensing Authority may only attach conditions (except for statutory mandatory conditions and conditions drawn from the operating schedule) if relevant representations have been received. Conditions will generally be considered unnecessary if they are already adequately covered by other legislation. Blanket standard conditions will not be imposed without regard to the merits of the individual case.
- 8.3 Conditions attached to premises licences and club premises certificates under prevention of crime and disorder will, so far as possible, reflect local crime prevention strategies.
- 8.4 In deciding what conditions should be attached to licences and certificates to promote the licensing objectives, the Licensing Authority will be aware of the need to avoid measures which might deter live music, dancing or theatre by imposing indirect costs of a substantial nature. Only appropriate conditions will be imposed on such events. Where there is any indication that such events are being deterred by licensing requirements, the policy will be revisited with a view to investigating how the situation might be reversed.
- 8.5 Applicants should consider the measures which they propose to control noise nuisance from the premises or from departing customers. Depending on the individual circumstances, this may include:
- Sound limitation devices
 - Acoustic lobbies
 - Acoustic double glazing
 - Noise insulation
 - Specifying non amplified or acoustic music only
 - Notices requesting customers to leave quietly
 - A dedicated taxi service
 - Use of door supervisors at exit points
 - A winding down period during which music is turned down and lights up, alcohol service ceases and sales of food and hot and cold soft drinks continues and requests are made for customers to leave quietly.

9. Integrating Strategies and the avoidance of duplication

- 9.1 By consultation and liaison, the Licensing Authority will secure the proper integration of this licensing policy with local crime prevention, Cambridgeshire Health & Wellbeing Strategy, planning, transport, tourism, equality schemes, cultural strategies and any other plans introduced for the

management of the city and the night-time economy. Many of these strategies directly impact upon the four licensing objectives.

- 9.2 Where any protocols to be agreed with the police identify a particular need to disperse people from the city swiftly and safely to avoid concentrations which could lead to disorder and disturbance, the Licensing Authority will aim to inform those responsible for providing local transportation so that arrangements can be made to reduce the potential for problems to occur.
- 9.3 The Council's Licensing Committee will receive, when appropriate, reports on:
- the needs of the local tourist economy for the area to ensure that these are reflected in their considerations
 - the employment situation in the area and the need for new investment and employment where appropriate.
- 9.4 Planning, building control and the licensing regimes will be separated to avoid duplication and inefficiency. Licensing applications will not be a re-run of the planning application and will not cut across decisions taken by the planning committee or following appeals against decisions taken by that committee. When a terminal hour has been set as a condition of planning permission that is different from the licensing hours, the applicant must observe the earlier of the two closing times.
- 9.5 So far as is possible, the policy is not intended to duplicate existing legislation and regulatory regimes that already place obligations on employers and operators.
- 9.6 The Licensing Authority will monitor the impact of licensing on the provision of regulated entertainment, and particularly live music and dancing. As part of implementing cultural strategies, proper account will be taken of the need to encourage and promote a broad range of entertainment, particularly live music, dancing, circus activity, street art and theatre, including the performance of a wide range of traditional and historic plays for the wider cultural benefit of the community which also balances the evening economy. The Licensing Authority will balance the prevention of disturbance in neighbourhoods with these wider cultural benefits, particularly cultural benefits for children. Only appropriate conditions will be imposed on such events.
- 9.7 The absence of cultural provision in any area can lead to young people being diverted into anti-social activities that damage local communities and the young people involved themselves.
- 9.8 Cambridge City Council has an important role in coordinating events in the City and to ensure that cultural diversity thrives. The Council currently has five licensed open spaces. These are: Parkers Piece; Jesus Green; Midsummer Common; Coldhams Common and the grounds of Cherry Hinton Hall.

- 9.9 The Equality Act 2010 places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimization; to advance equality of opportunity; and to foster good relations, between persons with different protected characteristics.
- 9.10 Applicants will be encouraged to make themselves aware of any relevant planning and transportation policies, tourism and cultural strategies or local crime prevention strategies and to have taken these into account, where appropriate, when formulating their operating schedule.
- 9.11 The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of race, gender, transgender, religion, sexual orientation, disability or age, or display discriminatory signs.

10. Licence Reviews

- 10.1 The process set out in the Licensing Act 2003 for reviewing premises licences represents a key protection for the community where problems associated with the licensing objectives are occurring after the grant or variation of a premises licence.
- 10.2 Responsible authorities (including the Licensing Authority) and other parties can apply for the review of a licence.
- 10.3 The Licensing Authority will work in partnership with other responsible authorities to achieve the promotion of the licensing objectives and will give Licence or Certificate holders early warning of any concerns identified at a premises. The Licensing Authority will also encourage other responsible authorities to do the same.
- 10.4 When a review has been requested the role of the Licensing Authority will be to administer the process and determine its outcome at a hearing. Where the Licensing Authority has applied to review an authorisation, there will be a clear separation of responsibilities to ensure procedural fairness and eliminate conflicts of interest. (See paragraph 12.3).
- 10.5 The Licensing Authority may decide that no action is necessary if it finds that the review does not require it to take any appropriate steps to promote the licensing objectives. In appropriate cases the Authority may issue an informal warning to the licence holder and/or recommend improvement within a particular period of time. Any warnings or recommendations will be issued in writing.
- 10.6 Where the Licensing Authority considers that action under its statutory powers

is appropriate it may take any of the following steps:

- to modify the conditions of the premises licence (which includes adding new conditions or any alteration or omission of an existing condition);
- to exclude a licensable activity from the scope of the licence;
- to remove the designated premises supervisor;
- to suspend the licence for a period not exceeding three months;
- to revoke the licence.

10.7 In cases where the crime prevention objective is being undermined the Licensing Authority will give serious consideration to revoking the licence even in the first instance.

11. Enforcement

11.1 The Licensing Authority intends to establish protocols with the police and any other relevant enforcement body on enforcement issues. These protocols will provide for the targeting of agreed problem and high-risk premises, which require greater attention, while providing a lighter touch approach in respect of low risk premises which are well run.

11.2 In general, action will only be taken in accordance with the Council's enforcement policy, as adopted at the time, which reflects the Council's obligations relating to enforcement and is consistent with the Regulators Compliance Code. To this end, the key principles of consistency, openness, proportionality, clear standards and practices, courtesy and helpfulness and training will be maintained.

Cambridge City Council's enforcement policy is available on our website www.cambridge.gov.uk/content/enforcement-policy

12. Administration, exercise and delegation of functions

12.1 The functions of the Licensing Authority under the Act may be carried out by the Licensing Committee, by a Sub-Committee or by one or more officers acting under delegated authority.

12.2 Many of the decisions and functions will be largely administrative in nature. In the interests of speed, efficiency and cost-effectiveness these will, for the most part, be delegated to officers as set out in the Cambridge City Council Constitution

12.3 In determining applications where the Licensing Authority has acted as a responsible authority, there will be a clear separation of responsibilities to ensure procedural fairness and eliminate conflicts of interest. This will be achieved by allocating distinct functions to different Officers within the authority, so the Officer presenting the report to the Sub-Committee and advising the Members will be a different individual to the Officer who is

acting as the responsible authority. The Officer acting as the responsible authority will not be involved in the decision making process.

13. Effective Date and Review

- 13.1 This policy statement will take effect from October 2017.
- 13.2 The policy statement will be kept under review and will remain in existence for a period of up to 5 years. It will be subject to review and further consultation before October 2022, or as required by law.

14. Contact details, advice and guidance

- 14.1 Applicants can obtain further details about the licensing and application processes, including application forms and fees from:

website: www.cambridge.gov.uk

e-mail: licensing@cambridge.gov.uk

telephone: 01223 457879

fax: 01223 457909

post: Licensing, Environmental Services, Cambridge City Council, PO Box 700,
Cambridge, CB1 0JH

in person: Customer Service Centre, Mandela House, 4, Regent Street, Cambridge, CB2 1BY (Monday to Friday 09:00-17:15)

- 14.2 The Licensing Authority has also published further documents to accompany this policy containing additional details about each type of application and the review process. These can be viewed at <https://www.cambridge.gov.uk/guidance-for-applicants>
- 14.3 This policy can be made available in large print on request and similarly translations can be made available in a variety of languages. Please contact us for further help or assistance.
- 14.4 The Council, Police and Fire Authorities will be willing to give advice and guidance to applicants.
- 14.5 Informal discussion is encouraged prior to the application process in order to resolve any potential problems and avoid unnecessary hearings and appeals.

15. Responsible Authorities are:

The Licensing Authority

Licensing, Environmental Services, Cambridge City Council, PO Box 700, Cambridge, CB1 0JH

Tel: 01223 457879 Fax: 01223 457909 e-

mail: licensing@cambridge.gov.uk

The Chief Officer of Police

The Chief Officer, Cambridgeshire Constabulary, Southern Division, Police Station, Parkside, Cambridge, CB1 1JG

Telephone: 01223 823397 Fax: 01223 823232

The Fire Authority

Fire Protection, Cambridge Fire Station, Parkside, Cambridge, CB1 1JF

Email: danny.hans@cambsfire.gov.uk

Planning

Environment & Planning, Cambridge City Council, The Guildhall, Cambridge, CB2 3QJ

Telephone: 01223 457100

e-mail: planning@cambridge.gov.uk

Environmental Health

The Environmental Health Manager, Environmental Services, Cambridge City Council, PO Box 700, Cambridge, CB1 0JH

Telephone: 01223 457890 Fax: 01223 457909 e-

mail: env.services@cambridge.gov.uk

Child Protection

Child Protection Services, Licensing Applications, OCYPS, PO Box 144, St Ives, Cambs, PE27 9AU

Telephone: 03450455203

Referralcentre2.children@cambridgeshire.gov.uk

Trading Standards

Cambridgeshire County Council, PO Box 450, Great Cambourne, Cambridge, CB23 6ZR

e-mail: trading.standards@cambridgeshire.gov.uk

Public Health

The Director of Public Health, C/O Head of Public Health Programmes, Cambridgeshire County Council, Scott House Box No, SC0 2213, 5 George Street, Huntingdon, PE29 3AD

Home Office – Immigration Enforcement

Alcohol Licensing Team, Lunar House, 40 Wellesley Road, Croydon, CR9 2BY

In addition, for vessels:

Environment Agency

The Team Leader, Great Ouse & Stour Waterways, The Environment Agency, Kingfisher House, Goldhay Way, Orton Goldhay, Peterborough, PE2 5ZR.

Telephone: 01733 464072

e-mail: enquiries@environment-agency.gov.uk, quoting Great Ouse & Stour Waterways

Conservators of the River Cam

The River Manager

Conservators of the River Cam

Baits Bite Lock, Fen Road, Milton, Cambridge, CB24 6AF

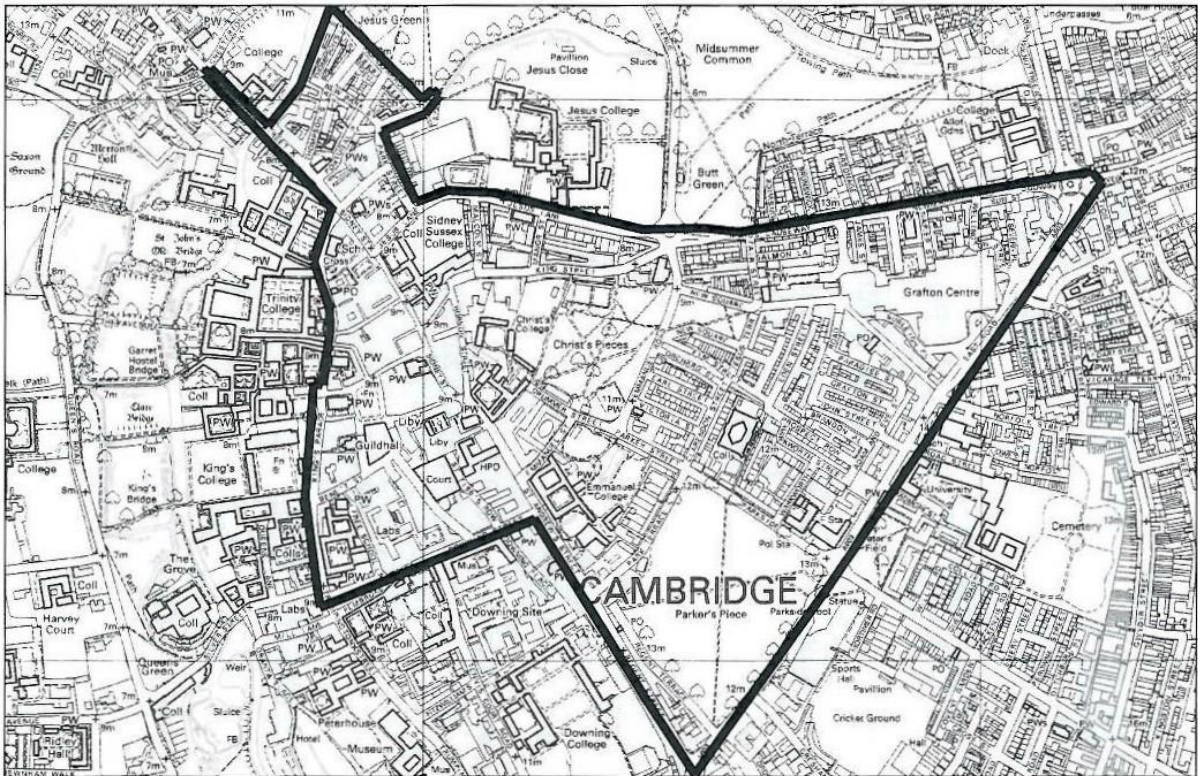
Telephone/Fax 01223 863785

e-mail river.manager@camconservators.org.uk

Maritime & Coastguard Agency

Surveyor in Charge, Harwich Marine Office, Maritime & Coastguard Agency, East Terrace, Walton-on-Naze, Essex, CO14 8PY

Appendix 1 – Cumulative Impact Area City Centre

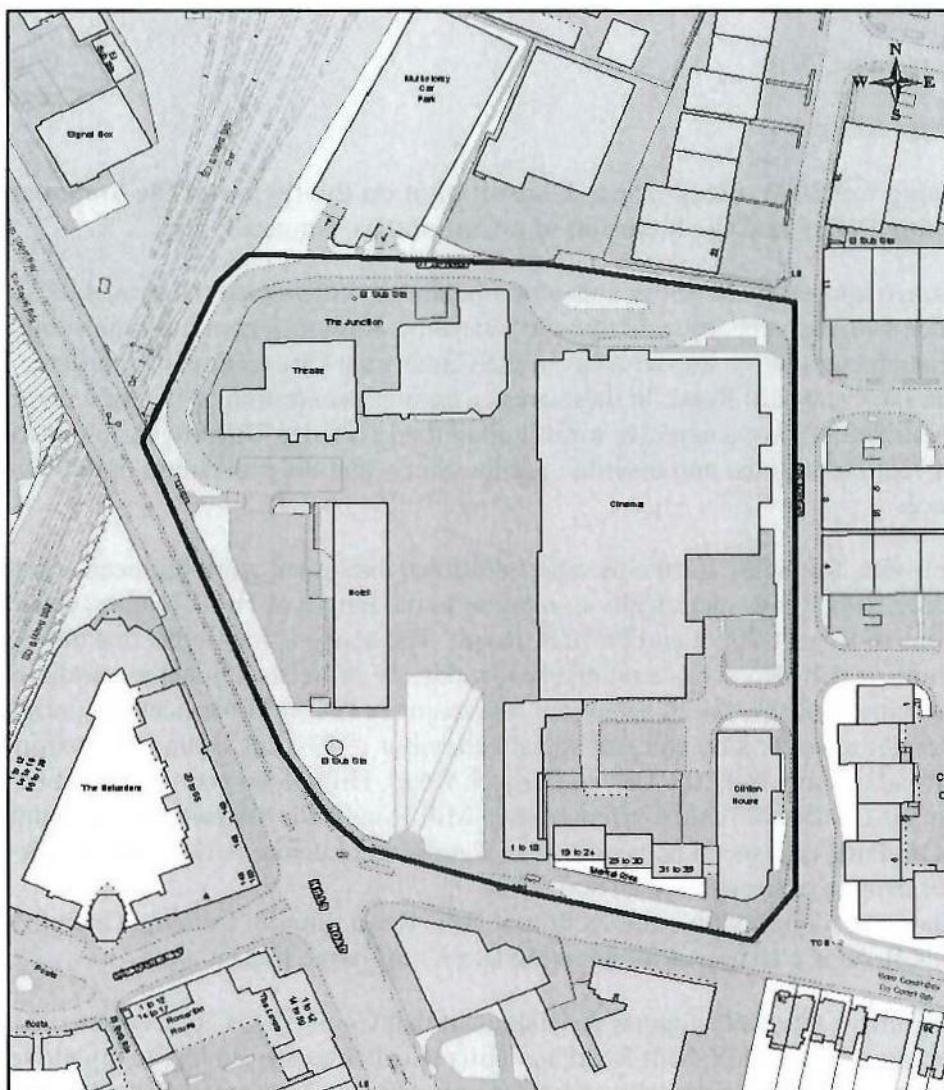


Streets in Cumulative Impact Area Market Ward			
Adam and Eve Street	Eden Street	Malcolm Street	Quayside

APPENDIX A – Current Statement of Licensing Policy

All Saints Passage	Elm Street	Manor Street	Regent Street
Beaufort Place	Emmanuel Street	Market Hill	Regent Terrace
Belmont Place	Fair Street	Market Passage	Round Church Street
Benet Street	Fitzroy Lane	Market Street	Salmon Lane
Brandon Place	Fitzroy Street	Melbourne Place	Severn Place
Burleigh Place	Free School Lane	Napier Street	Short Street
Burleigh Street	Gonville Place	New Park Street	Sidney Street
Clarendon Street	Grafton Street	New Square	St Andrews Street
Camden Court	Green Street	Newmarket Road	St Johns Road
Causeway Passage	Guildhall Place	Orchard Street	St Marys Street
Christ Church Street	Hobson Street	Paradise Street	St Tibbs Row
Christs Lane	Hobsons Passage	Park Parade	Sun Street
City Road	James Street	Park Street	Sussex Street
Corn Exchange Street	Jesus Lane	Park Terrace	Thompson's Lane
Crispin Place	John Street	Parkside	Trinity Street
Dover Street	King Street	Parsons Court	Warkworth Street
Downing Street	Kings Parade	Peas Hill	Warkworth Terrace
Drummer Street	Lower Park Street	Petty Cury	Wellington Street
Earl Street	Magdalene Street	Portugal Place	Willow Place
East Road	Maids Causeway	Prospect Row	Willow Walk

APPENDIX 2 – CUMULATIVE IMPACT AREA: CAMBRIDGE LEISURE PARK



APPENDIX 3 - CAMBRIDGE CITY CUMULATIVE IMPACT POLICY REVIEW 2017

Three years data has been analysed, though it should be noted that we are dependent

upon crimes and incidents having an alcohol marker which is not reliably the case.

From the information that is recorded, it can be seen that there is a correlation between the number of licenced premises and the number of alcohol related crime and incidents per ward in Cambridge City.

Ward	Licenced Premises
MA	206
PE	72
TR	48
CO	37
NE	35
CA	32
AR	26
AB	23
RO	22
KH	21
WC	20
CH	18
EC	14
QE	12
TOTAL	586

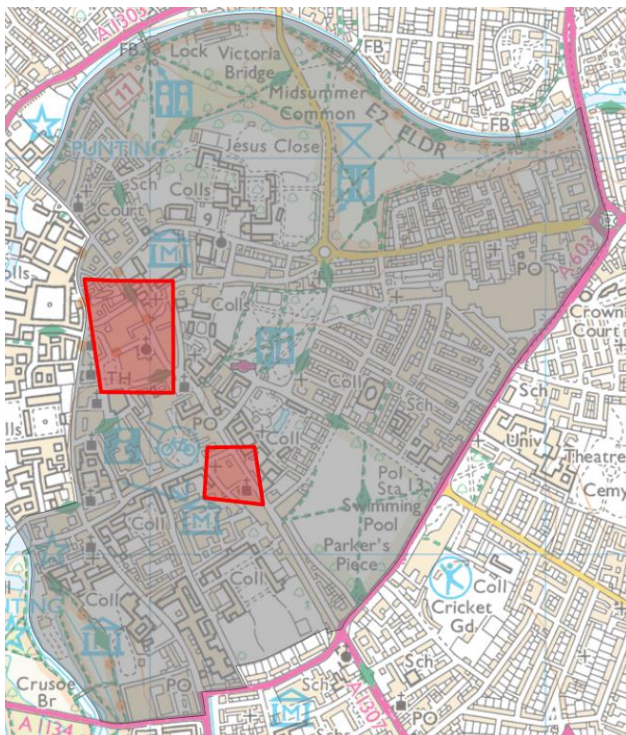
Alcohol Related Crime and Incidents				
Ward	2014/15	2015/16	2016/17	TOTAL
MA	984	625	570	2179
PE	349	223	138	710
AB	365	120	98	583
KH	369	106	85	560
AR	350	106	94	550
TR	337	88	99	524
CO	281	80	62	423
EC	263	62	65	390
WC	213	88	87	388
CH	244	52	52	348
RO	184	72	61	317
QE	168	52	32	252
CA	94	31	36	161
NE	67	34	26	127
TOTAL	4268	1739	1505	7512

There has been a decrease in the number of alcohol related crimes and incidents recorded when compared year on year, the most significant of which occurred in 2015/2016. This reduction in alcohol related crime and incidents has not been seen in other Districts suggesting that work undertaken in Cambridge City has been effective.

MARKET WARD

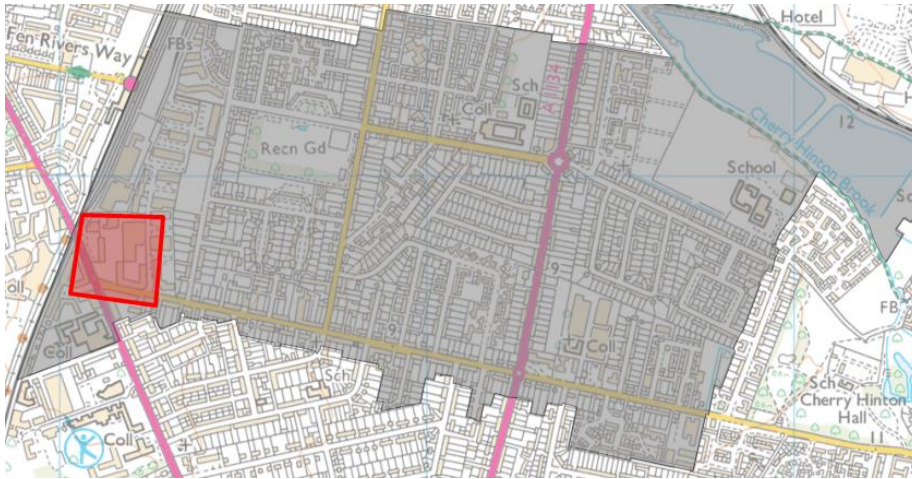
There are two main hot spots for crime and incidents in Market Ward, both situated within the current Cumulative Impact Area:

- St Andrew's Street features heavily in crime and incident data, 12% of all alcohol related crime and incidents in Market Ward occur on St Andrews Street; and
- Sidney Street where there is a mixture of violent crime occurring in the vicinity of night clubs. During the daytime, crime and incidents relate to street drinking and aggressive begging. 26% of all alcohol related crime and ASB in Market Ward occurs within this hotspot.



COLERIDGE

There continues to be a Hotspot for alcohol related crime and incidents around the Cambridge Leisure Park with the predominant theme being violent crime and theft from person. 30% of all alcohol related violent crime and violent related ASB recorded in Coleridge happens at the Cambridge Leisure Park.

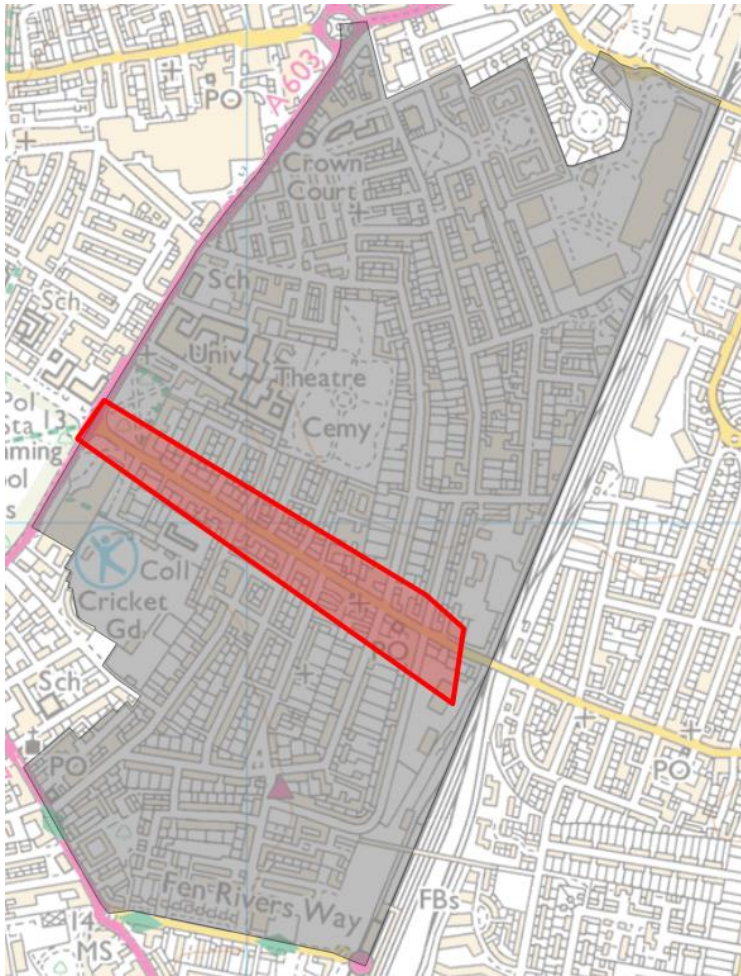


PETERSFIELD

There are two hotspots in Petersfield.

Mill Road:

- Crime relates to aggressive drunks stealing alcohol from shops, being evicted from pubs and around the vicinity of fast food shops.
- 42% of all recorded violent alcohol related crime and alcohol related ASB in Petersfield occurs on Mill Road.
- 42% of all licensed premises in Petersfield are on Mill Road.
- Mill Road has a total of 30 licensed premises, these comprise of two public houses, six convenience stores, 15 restaurants/café/take-away and a Wine Merchant.



PETERSFIELD AND TRUMPINGTON

Hills Road:

- Crime relates to aggressive drunks attempting to steal alcohol from shops on Hills Road, staff who attempt to intervene have been assaulted;
- High level of reporting from convenience stores who are met with violent reactions when they refuse to sell alcohol to those who are heavily intoxicated. In addition, aggressive beggars congregate outside convenience stores that have cash machines immediately outside the store, begging so that they can then purchase alcohol;
- Several schools have reported that people are sleeping rough within their grounds, when approached, they have become aggressive and there have been incidents of indecent exposure; and
- There has been a high level of reports regarding members of the street life community being drunk and vocally aggressive in Hills Road.



Conclusion

It is evident from the decrease in crime and incidents that current initiatives are effective and are having a positive impact. However, the previously identified hotspots for alcohol related crime and incidents continue to be hotspots in Cambridge City and therefore it is recommended that the current Community Impact Areas remain in place.

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APPENDIX B – Summary of Responses to Licensing Policy

Area of Policy	Ref	Respondent	Summary of Comments	Consideration/appraisal	Response
General	N/A	Individual Respondent	Wants to see more done to regulate street trading within the wider city limits and incorporated within the policy. Feels residents are powerless to object to businesses trading in certain areas and has seen a particular growth in kebab vans.	Comment considered.	Street Trading is not covered by Licensing Act 2003 nor covered in the Statement of Licensing Policy. Street Trading has it's own Street Trading Policy and therefore these comments are relevant to that policy. In terms of residents being powerless, if a business such as a mobile food van wishes to sell hot food after 11pm (or sell alcohol at any time), a premises licence would be required and members of the public have the right to make representations against the grant of any premises licence.

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CAMBRIDGE CITY COUNCIL STATEMENT OF LICENSING - DRAFT POLICY

	Page
The City of Cambridge	2
Introduction	3
Objectives	3
Consultation	4
Fundamental Principles	5
The cumulative impact of a concentration of licensed premises	5
Licensing Hours	8
Children and Licensed Premises	9
Licence Conditions	11
Integrating strategies and the avoidance of duplication	12
Licence Reviews	13
Enforcement	14
Administration, exercise and delegation of functions	14
Effective date and review	15
Contact details, advice and guidance	15
Responsible Authorities	16



CAMBRIDGE CITY COUNCIL STATEMENT OF LICENSING POLICY

Cambridge is a unique blend of market town, sub-regional centre, national and international tourist attraction and centre of excellence for education and research. It is a city of great beauty and is renowned for the qualities of its streets, spaces and buildings.

Cambridge City Council (the Licensing Authority), in association with local partnerships, wants Cambridge to be vibrant, socially mixed, safe, convenient and enjoyable, where all residents feel integrated into the life of the City and a part of its success.

Cambridge City Council has a clear vision to lead a united city, 'One Cambridge – Fair for All', in which economic dynamism and prosperity are combined with social justice and equality. This is a vision shared with Cambridge citizens and partner organisations. Our vision includes:

- An international city which celebrates its diversity and actively tackles discrimination on gender, race, nationality, ethnic background, religion, age, disability, gender identity, and sexual orientation.
- A city in which all citizens feel that they are listened to and have the opportunity to influence public decision making, and which values, supports and responds to individual and community initiatives.
- A city where all citizens and organisations appreciate their duties as well as their rights, where people are free to enjoy themselves but also show consideration for others, and where the community works together to reduce harm and nuisance including by education and, where needed, robust enforcement of the law.

The overarching objectives of Cambridge City Council in licensing premises are to:

- Promote the Authority's visions and values
- Protect the rights and health and safety of the general public, workers, residents, businesses, minority and vulnerable groups
- Ensure the principles of consistency, transparency, accountability and the promotion of good standards in licensing
- Demonstrate compliance with statutory responsibilities in relation to procedures and enforcement
- Ensure consistent and transparent decision making

It is recognised that licensed entertainment provides a valuable contribution towards the economy of Cambridge and we seek to balance the needs of local business holders and licensees, whilst protecting those of local residents. The City of Cambridge was awarded purple flag status in September 2019. A Purple Flag helps members of the public to identify town

and city centres offering an entertaining, diverse, safe and enjoyable night out.

1. Introduction

- 1.1 This Licensing Policy Statement has been produced in accordance with the requirements of the Licensing Act 2003 ('the Act') and is in line with guidance issued under Section 182 of the Act.
- 1.2 The policy relates to all those licensing activities identified as falling within the provisions of the Act, namely: -
 - Retail sale of alcohol
 - Supply of alcohol by or on behalf of a club, or to the order to a member of the club
 - The provision of regulated entertainment
 - The provision of late night refreshment
- 1.3 The policy relates to all types of premises covered by the Act.
- 1.4 The Licensing Authority will take the policy into account where its discretion is engaged (i.e. at a hearing following representations).
- 1.5 Nothing in this policy will undermine the right of any individual to apply under the terms of the Act for a variety of permissions and to have any such application considered on its individual merits.
- 1.6 The Licensing Authority may depart from this policy if the individual circumstances of any case merit such a decision in the interest of the promotion of the licensing objectives. Full reasons will be given for departing from the policy.

2. Objectives

- 2.1 The Licensing Authority has a duty under the Act to carry out its licensing functions by promoting the licensing objectives, which are: -
 - The prevention of crime and disorder
 - Public safety
 - The prevention of public nuisance, and
 - The protection of children from harm.

Each objective has equal importance.

- 2.2 In carrying out its licensing functions, the Licensing Authority must also have regard to the licensing objectives, its Policy Statement and any statutory guidance under the Act and is bound by The Human Rights Act 1998. The Council must also fulfill its obligations under section 17 of the Crime and Disorder Act 1998 to do all that it reasonably can to prevent crime and disorder in Cambridge. The Statement of Licensing Policy recognises the Equality Act 2010 places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimization; to advance equality of opportunity; and to foster good relations, between persons with different protected characteristics.
- 2.3 It is recognised that the licensing function is only one means of securing the delivery of the above objectives and should not be seen as a means for solving all problems within the community. However, the licensing function is an important means of achieving the objectives. The Licensing Authority will continue to work in partnership with its neighbouring authorities, the police, other agencies, local liaison groups, businesses and individuals towards the achievement of the licensing objectives through good practice.
- 2.4 The Licensing Authority will expect individual applicants to address the licensing objectives in their operating schedule having regard to the type of premises, the licensable activities to be provided, the operational procedures, the nature of the location and the needs of the local community. Applicants should include in their operating schedule the steps, which they consider necessary to promote the licensing objectives. If the steps are insufficient, or if the information given in the operating schedule does not enable a responsible authority or any other person to assess whether the steps proposed are satisfactory, it is more likely that relevant representations will be received, usually leading to a hearing.
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3. Consultation

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- the Chief Officer of Police for Cambridgeshire
 - the Chief Officer of the Cambridgeshire Fire and Rescue Service
 - persons/bodies representative of the Local Authority with the function of public health
 - persons/bodies representative of local holders of premises licences
 - persons/bodies representative of local holders of club premises certificates
 - persons/bodies representative of local holders of personal licences

- persons/bodies representative of businesses and residents in the City of Cambridge
- persons/bodies representative of Child Protection Services at Cambridgeshire County Council
- other organisations as appear to the Licensing Authority to be affected by licensing matters, including local community, cultural, educational and entertainment organisations.

3.2 We have considered the views of all those consulted prior to determining this policy.

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- 4.2 In addressing these matters, the Licensing Authority will primarily focus on the direct impact the activities taking place at the licensed premises will have on those living, working or engaged in normal activity in the area concerned.
- 4.3 Licensing law is not the primary mechanism for the general control of nuisance and anti-social behaviour by individuals once they are away from the licensed premises and, therefore, beyond the direct control of the individual, club or business holding the licence, certificate or permission concerned. Nonetheless, it is a key aspect of such control and licensing law will always be part of a holistic approach to the management of the evening and night-time economy in Cambridge.

5. The cumulative impact of a concentration of licensed premises

- 5.1 Cumulative impact is the potential impact on the promotion of the licensing objectives of a significant number of licensed premises concentrated in one area e.g. the potential impact on crime and disorder or public nuisance.
- 5.2 The cumulative impact of licensed premises on the promotion of the licensing objectives is a matter that the Licensing Authority can take into account. This should not, however, be confused with 'need' which concerns the commercial demand for a particular type of premises e.g., a pub, restaurant or hotel. The issue of 'need' is therefore primarily a matter for the market to decide and does not form part of this licensing policy statement.
- 5.3 The Licensing Authority can only publish a Cumulative Impact Assessment if there is evidence that a significant number of licensed premises concentrated in one area is causing a cumulative impact on one or more of the licensing objectives. The Licensing Authority will keep the situation as to whether an

area is nearing this point under review.

- 5.4 The absence of a Cumulative Impact Assessment does not prevent any responsible authority or other person making representations on a new application for the grant or variation of a licence on the grounds that the premises will give rise to a detrimental cumulative impact on one or more of the licensing objectives in a particular area.
- 5.5 Following previous consultations and representations received by Cambridge Constabulary, the Licensing Authority has adopted a special policy on cumulative effect that remains in place and is now the Cumulative Impact Assessment.
- 5.7 Having considered the available evidence and undertaken consultation, the Licensing Authority considers that it is appropriate and necessary to control cumulative impact. The Licensing Authority has adopted a Cumulative Impact Assessment, which is separate to this Statement of Licensing Policy. Further information on the Cumulative Impact Assessment and the areas which it covers can be found in the Cumulative Impact Assessment document.

6. Licensing Hours

- 6.1 Flexible licensing hours for the sale of alcohol can help to ensure that concentrations of customers leaving premises simultaneously are avoided. This can help to reduce the potential for disorder and disturbance. Licensing hours should not inhibit the development of a thriving and safe evening and night-time economy. This is important for investment, local employment, tourism and local services associated with the night-time economy. Providing customers with greater choice and flexibility is an important consideration, but should always be balanced carefully against the duty to promote the four licensing objectives and the rights of local residents to peace and quiet.
- 6.2 Subject to the policies regarding cumulative impact in the areas of the City specified in paragraph 5.8, shops, stores and supermarkets will generally be permitted to provide sales of alcohol for consumption off the premises at any times when the retail outlet is open for shopping, unless representations raise good reasons based on the licensing objectives, for restricting those hours, for example, a limitation may be appropriate following police representations in the case of shops known to be a focus of disorder and disturbance.
- 6.3 The Licensing Authority will deal with the issue of licensing hours on the individual merits of each application. When issuing a licence, following receipt of relevant representations, stricter conditions on noise control are likely to be imposed in the case of premises that are situated in predominantly residential areas. However, this should not limit opening

hours without regard to the individual merits of any application.

7. Children and Licensed Premises

7.1 Cambridge City Council will consider its Safeguarding for Children and Vulnerable Adults Policy when determining licensing applications. We are committed to safeguarding and promoting the welfare of children, young people and vulnerable adults.

7.2 It is an offence under the 2003 Licensing Act to:

- Permit children under the age of 16 who are not accompanied by an adult to be present on premises being used exclusively or primarily for supply of alcohol for consumption on those premises under the authorisation of a premises licence, club premises certificate or where that activity is carried on under the authority of a TEN; and
- To permit the presence of children under 16 who are not accompanied by an adult between midnight and 5am at other premises supplying alcohol for consumption on the premises under the authority of any premises licence, club premises certificate or TEN.

7.3 There are a great variety of premises for which licences may be sought including theatres, cinemas, restaurants, pubs, nightclubs, cafes, take away, community halls and schools. Access by children to any premises will not be limited unless it is considered necessary for the prevention of physical, moral or psychological harm to them.

7.4 Conditions requiring the admission of children to any premises cannot be attached to licences or certificates. Where no licensing restriction is necessary, this should remain a matter for the discretion of the individual licensee or club or person who has been given a temporary event notice.

7.5 When deciding whether to limit access to children, the Licensing Authority will consider each application on its merits. Particular areas that will give rise to concern in respect of children, would include premises –

- where entertainment or services of an adult or sexual nature are commonly provided
- where there is a strong element of gambling on the premises
- with a known association with drug taking or dealing
- where there have been convictions of members of the current staff at the premises for serving alcohol to minors or with a reputation for underage drinking
- where the supply of alcohol for consumption on the premises is the exclusive or primary purpose of the services provided at the premises.
- where there is a known association with the provision of illicit tobacco and alcohol

- where the supply of alcohol is in close proximity to services where young vulnerable people may frequent
- 7.6 The range of alternatives which may be considered for limiting access to children where that is necessary for the prevention of harm to children are:
- restrictions on the hours when children may be present
 - age restrictions (below 18)
 - restrictions or exclusions on the presence of children under certain ages when particular specified activities are taking place
 - restrictions or exclusions when certain activities are taking place
 - requirements for accompanying adults
 - full exclusion of those people under 18 from the premises when any licensable activities are taking place
 - restrictions on the parts of premises to which children may have access.
- 7.7 In the case of premises which are used for film exhibitions Cambridge City Council will expect licence holders or clubs to include in their operating schedules arrangements for restricting children from viewing age-restricted films classified according to the recommendations of the British Board of Film Classification or, in specific cases, a certificate given to the film by the Council itself.
- 7.8 The Licensing Authority recognises the Child Protection Services of Cambridgeshire County Council as being competent to advise on matters relating to the protection of children from harm.
- 7.9 The Licensing Authority commends the Portman Group Code of Practice on the Naming, Packaging and Promotion of Alcoholic Drinks. The Code seeks to ensure that drinks are packaged and promoted in a socially responsible manner and only to those who are 18 years old or older.

8. Licence Conditions

- 8.1 A key concept of the Act is for conditions to be attached to licences and certificates, which are tailored to the individual style and characteristics of the premises and events concerned. This is essential to avoid the imposition of disproportionate and overly burdensome conditions on premises where there is no need for such conditions.
- 8.2 The Licensing Authority cannot attach conditions to premises licences and club premises certificates unless they are considered appropriate for the promotion of the licensing objectives. The Licensing Authority may only attach conditions (except for statutory mandatory conditions and conditions drawn from the operating schedule) if relevant representations have been

received. Conditions will generally be considered unnecessary if they are already adequately covered by other legislation. Blanket standard conditions will not be imposed without regard to the merits of the individual case.

- 8.3 Conditions attached to premises licences and club premises certificates under prevention of crime and disorder will, so far as possible, reflect local crime prevention strategies.
- 8.4 In deciding what conditions should be attached to licences and certificates to promote the licensing objectives, the Licensing Authority will be aware of the need to avoid measures which might deter live music, dancing or theatre by imposing indirect costs of a substantial nature. Only appropriate conditions will be imposed on such events. Where there is any indication that such events are being deterred by licensing requirements, the policy will be revisited with a view to investigating how the situation might be reversed.
- 8.5 Applicants should consider the measures which they propose to control noise nuisance from the premises or from departing customers. Depending on the individual circumstances, this may include:
- Sound limitation devices
 - Acoustic lobbies
 - Acoustic double glazing
 - Noise insulation
 - Specifying non amplified or acoustic music only
 - Notices requesting customers to leave quietly
 - A dedicated taxi service
 - Use of door supervisors at exit points
 - A winding down period during which music is turned down and lights up, alcohol service ceases and sales of food and hot and cold soft drinks continues and requests are made for customers to leave quietly.

9. Integrating Strategies and the avoidance of duplication

- 9.1 By consultation and liaison, the Licensing Authority will secure the proper integration of this licensing policy with local crime prevention, Cambridgeshire Health & Wellbeing Strategy, planning, transport, tourism, equality schemes, cultural strategies and any other plans introduced for the management of the city and the night-time economy. Many of these strategies are not directly related to the promotion of the licensing objectives, but, indirectly impact upon them.
- 9.2 Where any protocols to be agreed with the police identify a particular need to disperse people from the city swiftly and safely to avoid concentrations which could lead to disorder and disturbance, the Licensing Authority will aim to inform those responsible for providing local transportation so that arrangements can be made to reduce the potential for problems to occur.

9.3 The Council's Licensing Committee will receive, when appropriate, reports on:

- the needs of the local tourist economy for the area to ensure that these are reflected in their considerations
- the employment situation in the area and the need for new investment and employment where appropriate.

9.4 Planning, building control and the licensing regimes will be separated to avoid duplication and inefficiency. Licensing applications will not be a re-run of the planning application and will not cut across decisions taken by the planning committee or following appeals against decisions taken by that committee. When a terminal hour has been set as a condition of planning permission that is different from the licensing hours, the applicant must observe the earlier of the two closing times.

9.5 So far as is possible, the policy is not intended to duplicate existing legislation and regulatory regimes that already place obligations on employers and operators.

9.6 The Licensing Authority will monitor the impact of licensing on the provision of regulated entertainment, and particularly live music and dancing. As part of implementing cultural strategies, proper account will be taken of the need to encourage and promote a broad range of entertainment, particularly live music, dancing, circus activity, street art and theatre, including the performance of a wide range of traditional and historic plays for the wider cultural benefit of the community which also balances the evening economy. The Licensing Authority will balance the prevention of disturbance in neighbourhoods with these wider cultural benefits, particularly cultural benefits for children. Only appropriate conditions will be imposed on such events.

9.7 The absence of cultural provision in any area can lead to young people being diverted into anti-social activities that damage local communities and the young people involved themselves.

9.8 Cambridge City Council has an important role in coordinating events in the City and to ensure that cultural diversity thrives. The Council currently has five licensed open spaces. These are: Parkers Piece; Jesus Green; Midsummer Common; Coldhams Common and the grounds of Cherry Hinton Hall.

9.9 The Equality Act 2010 places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimization; to advance equality of opportunity; and to foster good relations, between persons with different protected characteristics.

9.10 Applicants will be encouraged to make themselves aware of any relevant

planning and transportation policies, tourism and cultural strategies or local crime prevention strategies and to have taken these into account, where appropriate, when formulating their operating schedule.

- 9.11 The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation or display discriminatory signs.

10. Licence Reviews

- 10.1 The process set out in the Licensing Act 2003 for reviewing premises licences represents a key protection for the community where problems associated with the licensing objectives are occurring after the grant or variation of a premises licence.
- 10.2 Responsible authorities (including the Licensing Authority) and other parties can apply for the review of a licence.
- 10.3 The Licensing Authority will work in partnership with other responsible authorities to achieve the promotion of the licensing objectives and will give Licence or Certificate holders early warning of any concerns identified at a premises. The Licensing Authority will also encourage other responsible authorities to do the same.
- 10.4 When a review has been requested the role of the Licensing Authority will be to administer the process and determine its outcome at a hearing. Where the Licensing Authority has applied to review an authorisation, there will be a clear separation of responsibilities to ensure procedural fairness and eliminate conflicts of interest. (See paragraph 12.3).
- 10.5 The Licensing Authority may decide that no action is necessary if it finds that the review does not require it to take any appropriate steps to promote the licensing objectives. In appropriate cases the Authority may issue an informal warning to the licence holder and/or recommend improvement within a particular period of time. Any warnings or recommendations will be issued in writing.
- 10.6 Where the Licensing Authority considers that action under its statutory powers is appropriate it may take any of the following steps:
- to modify the conditions of the premises licence (which includes adding new conditions or any alteration or omission of an existing condition);
 - to exclude a licensable activity from the scope of the licence;
 - to remove the designated premises supervisor;
 - to suspend the licence for a period not exceeding three months;

- to revoke the licence.

10.7 In cases where the crime prevention objective is being undermined the Licensing Authority will give serious consideration to revoking the licence even in the first instance.

11. Enforcement

11.1 The Licensing Authority intends to establish protocols with the police and any other relevant enforcement body on enforcement issues. These protocols will provide for the targeting of agreed problem and high-risk premises, which require greater attention, while providing a lighter touch approach in respect of low risk premises which are well run.

11.2 In general, action will only be taken in accordance with the Council's enforcement policy, as adopted at the time, which reflects the Council's obligations relating to enforcement and is consistent with the Regulators Compliance Code. To this end, the key principles of consistency, openness, proportionality, clear standards and practices, courtesy and helpfulness and training will be maintained.

Cambridge City Council's enforcement policy is available on our website www.cambridge.gov.uk/content/enforcement-policy

12. Administration, exercise and delegation of functions

12.1 The functions of the Licensing Authority under the Act may be carried out by the Licensing Committee, by a Sub-Committee or by one or more officers acting under delegated authority.

12.2 Many of the decisions and functions will be largely administrative in nature. In the interests of speed, efficiency and cost-effectiveness these will, for the most part, be delegated to officers as set out in the Cambridge City Council Constitution

12.3 In determining applications where the Licensing Authority has acted as a responsible authority, there will be a clear separation of responsibilities to ensure procedural fairness and eliminate conflicts of interest. This will be achieved by allocating distinct functions to different Officers within the authority, so the Officer presenting the report to the Sub-Committee and advising the Members will be a different individual to the Officer who is acting as the responsible authority. The Officer acting as the responsible authority will not be involved in the decision making process.

13. Effective Date and Review

- 13.1 This policy statement will take effect from February 2021.
- 13.2 The policy statement will be kept under review and will remain in existence for a period of up to 5 years. It will be subject to review and further consultation before February 2026, or as required by law.

14. Contact details, advice and guidance

- 14.1 Applicants can obtain further details about the licensing and application processes, including application forms and fees from:

website: www.cambridge.gov.uk

e-mail: commercial@cambridge.gov.uk

telephone: 01223 457879

fax: 01223 457909

post: Commercial & Licensing, Environmental Services,
Cambridge City Council, PO Box 700,
Cambridge, CB1 0JH

in person: Customer Service Centre, Mandela House, 4, Regent
Street, Cambridge, CB2 1BY (Monday to Friday 09:00-
17:15)

- 14.2 The Licensing Authority has also published further documents to accompany this policy containing additional details about each type of application and the review process. These can be viewed at <https://www.cambridge.gov.uk/guidance-for-applicants>
- 14.3 This policy can be made available in large print on request and similarly translations can be made available in a variety of languages. Please contact us for further help or assistance.
- 14.4 The Council, Police and Fire Authorities will be willing to give advice and guidance to applicants.
- 14.5 Informal discussion is encouraged prior to the application process in order to resolve any potential problems and avoid unnecessary hearings and appeals.

15. Responsible Authorities are:

The Licensing Authority

Commercial & Licensing, Environmental Services, Cambridge City Council,
PO Box 700, Cambridge, CB1 0JH
Tel: 01223 457879 Fax: 01223 457909 e-
mail: commercial@cambridge.gov.uk

The Chief Officer of Police

The Chief Officer, Cambridgeshire Constabulary, Southern Division,
Police Station, Parkside, Cambridge, CB1 1JG
Telephone: 01223 823397 Fax: 01223 823232

The Fire Authority

Fire Protection, Cambridge Fire Station, Parkside, Cambridge, CB1 1JF
Email: danny.hans@cambsfire.gov.uk

Planning

Environment & Planning, Cambridge City Council, The Guildhall,
Cambridge, CB2 3QJ
Telephone: 01223 457100
e-mail: planning@cambridge.gov.uk

Environmental Health

The Environmental Health Manager, Environmental Services, Cambridge
City Council, PO Box 700, Cambridge, CB1 0JH
Telephone: 01223 457890 Fax: 01223 457909 e-
mail: commercial@cambridge.gov.uk

Child Protection

Child Protection Services, Licensing Applications, OCYPS, PO Box 144, St
Ives, Cambs, PE27 9AU
Telephone: 03450455203
Referralcentre2.children@cambridgeshire.gov.uk

Trading Standards

Cambridgeshire County Council, PO Box 450, Great Cambourne,
Cambridge, CB23 6ZR
e-mail: trading.standards@cambridgeshire.gov.uk

Public Health

The Director of Public Health, C/O Head of Public
Health Programmes, Cambridgeshire County Council,
Scott House Box No, SC0 2213, 5 George Street,
Huntingdon, PE29 3AD

Home Office – Immigration Enforcement

Alcohol Licensing Team, Lunar House, 40 Wellesley
Road, Croydon, CR9 2BY

In addition, for vessels:

Environment Agency

The Team Leader, Great Ouse & Stour Waterways, The Environment Agency, Kingfisher House, Goldhay Way, Orton Goldhay, Peterborough, PE2 5ZR.

Telephone: 01733 464072

e-mail: enquiries@environment-agency.gov.uk, quoting Great Ouse & Stour Waterways

Conservators of the River Cam

The River Manager

Conservators of the River Cam

Baits Bite Lock, Fen Road, Milton, Cambridge, CB24 6AF

Telephone/Fax 01223 863785

e-mail river.manager@camconservators.org.uk

Maritime & Coastguard Agency

Surveyor in Charge, Harwich Marine Office, Maritime & Coastguard Agency, East Terrace, Walton-on-Naze, Essex, CO14 8PY

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CAMBRIDGE CITY COUNCIL STATEMENT OF LICENSING - DRAFT POLICY

	Page
The City of Cambridge	2
Introduction	3
Objectives	3
Consultation	4
Fundamental Principles	5
The cumulative impact of a concentration of licensed premises	5
Licensing Hours	6
Children and Licensed Premises	7
Licence Conditions	8
Integrating strategies and the avoidance of duplication	9
Licence Reviews	11
Enforcement	12
Administration, exercise and delegation of functions	12
Effective date and review	13
Contact details, advice and guidance	13
Responsible Authorities	14

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CAMBRIDGE CITY COUNCIL STATEMENT OF LICENSING POLICY

Cambridge is a unique blend of market town, sub-regional centre, national and international tourist attraction and centre of excellence for education and research. It is a city of great beauty and is renowned for the qualities of its streets, spaces and buildings.

Cambridge City Council (the Licensing Authority), in association with local partnerships, wants Cambridge to be vibrant, socially mixed, safe, convenient and enjoyable, where all residents feel integrated into the life of the City and a part of its success.

Cambridge City Council has a clear vision to lead a united city, 'One Cambridge – Fair for All', in which economic dynamism and prosperity are combined with social justice and equality. This is a vision shared with Cambridge citizens and partner organisations. Our vision includes:

- An international city which celebrates its diversity and actively tackles discrimination on gender, race, nationality, ethnic background, religion, age, disability, gender identity, and sexual orientation.
- A city in which all citizens feel that they are listened to and have the opportunity to influence public decision making, and which values, supports and responds to individual and community initiatives.
- A city where all citizens and organisations appreciate their duties as well as their rights, where people are free to enjoy themselves but also show consideration for others, and where the community works together to reduce harm and nuisance including by education and, where needed, robust enforcement of the law.

The overarching objectives of Cambridge City Council in licensing premises are to:

- Promote the Authority's visions and values
- Protect the rights and health and safety of the general public, workers, residents, businesses, minority and vulnerable groups
- Ensure the principles of consistency, transparency, accountability and the promotion of good standards in licensing
- Demonstrate compliance with statutory responsibilities in relation to procedures and enforcement
- Ensure consistent and transparent decision making

It is recognised that licensed entertainment provides a valuable contribution towards the economy of Cambridge and we seek to balance the needs of local business holders and licensees, whilst protecting those of local residents. The City of Cambridge was awarded purple flag status in September 2019. A Purple Flag helps members of the public to identify town

and city centres offering an entertaining, diverse, safe and enjoyable night out.

1. Introduction

- 1.1 This Licensing Policy Statement has been produced in accordance with the requirements of the Licensing Act 2003 ('the Act') and is in line with guidance issued under Section 182 of the Act.
- 1.2 The policy relates to all those licensing activities identified as falling within the provisions of the Act, namely: -
 - Retail sale of alcohol
 - Supply of alcohol by or on behalf of a club, or to the order to a member of the club
 - The provision of regulated entertainment
 - The provision of late night refreshment
- 1.3 The policy relates to all types of premises covered by the Act.
- 1.4 The Licensing Authority will take the policy into account where its discretion is engaged (i.e. at a hearing following representations).
- 1.5 Nothing in this policy will undermine the right of any individual to apply under the terms of the Act for a variety of permissions and to have any such application considered on its individual merits.
- 1.6 The Licensing Authority may depart from this policy if the individual circumstances of any case merit such a decision in the interest of the promotion of the licensing objectives. Full reasons will be given for departing from the policy.

2. Objectives

- 2.1 The Licensing Authority has a duty under the Act to carry out its licensing functions by promoting the licensing objectives, which are: -
 - The prevention of crime and disorder
 - Public safety
 - The prevention of public nuisance, and
 - The protection of children from harm.

Each objective has equal importance.

- 2.2 In carrying out its licensing functions, the Licensing Authority must also have regard to the licensing objectives, its Policy Statement and any statutory guidance under the Act and is bound by The Human Rights Act 1998. The Council must also fulfill its obligations under section 17 of the Crime and Disorder Act 1998 to do all that it reasonably can to prevent crime and disorder in Cambridge. The Statement of Licensing Policy recognises the Equality Act 2010 places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimization; to advance equality of opportunity; and to foster good relations, between persons with different protected characteristics.
- 2.3 It is recognised that the licensing function is only one means of securing the delivery of the above objectives and should not be seen as a means for solving all problems within the community. However, the licensing function is an important means of achieving the objectives. The Licensing Authority will continue to work in partnership with its neighbouring authorities, the police, other agencies, local liaison groups, businesses and individuals towards the achievement of the licensing objectives through good practice.
- 2.4 The Licensing Authority will expect individual applicants to address the licensing objectives in their operating schedule having regard to the type of premises, the licensable activities to be provided, the operational procedures, the nature of the location and the needs of the local community. Applicants should include in their operating schedule the steps, which they consider necessary to promote the licensing objectives. If the steps are insufficient, or if the information given in the operating schedule does not enable a responsible authority or any other person to assess whether the steps proposed are satisfactory, it is more likely that relevant representations will be received, usually leading to a hearing.
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- 3.1 In preparing this policy statement the Licensing Authority has consulted with the following:
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 - persons/bodies representative of the Local Authority with the function of public health
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 - persons/bodies representative of local holders of personal licences

- persons/bodies representative of businesses and residents in the City of Cambridge
- persons/bodies representative of Child Protection Services at Cambridgeshire County Council
- other organisations as appear to the Licensing Authority to be affected by licensing matters, including local community, cultural, educational and entertainment organisations.

3.2 We have considered the views of all those consulted prior to determining this policy.

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- 4.1 Licensing is about regulating licensable activities on premises, such as qualifying clubs, pubs and temporary events which fall within the terms of the Act. Any conditions imposed will focus on matters that individual licensees and others in possession of relevant authorisations are able to control.
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5. The cumulative impact of a concentration of licensed premises

- 5.1 Cumulative impact is the potential impact on the promotion of the licensing objectives of a significant number of licensed premises concentrated in one area e.g. the potential impact on crime and disorder or public nuisance.
- 5.2 The cumulative impact of licensed premises on the promotion of the licensing objectives is a matter that the Licensing Authority can take into account. This should not, however, be confused with 'need' which concerns the commercial demand for a particular type of premises e.g., a pub, restaurant or hotel. The issue of 'need' is therefore primarily a matter for the market to decide and does not form part of this licensing policy statement.
- 5.3 The Licensing Authority can only publish a Cumulative Impact Assessment if there is evidence that a significant number of licensed premises concentrated in one area is causing a cumulative impact on one or more of the licensing objectives. The Licensing Authority will keep the situation as to whether an

area is nearing this point under review.

- 5.4 The absence of a Cumulative Impact Assessment does not prevent any responsible authority or other person making representations on a new application for the grant or variation of a licence on the grounds that the premises will give rise to a detrimental cumulative impact on one or more of the licensing objectives in a particular area.
- 5.5 Following previous consultations and representations received by Cambridge Constabulary, the Licensing Authority has adopted a special policy on cumulative effect that remains in place and is now the Cumulative Impact Assessment.
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- 6.1 Flexible licensing hours for the sale of alcohol can help to ensure that concentrations of customers leaving premises simultaneously are avoided. This can help to reduce the potential for disorder and disturbance. Licensing hours should not inhibit the development of a thriving and safe evening and night-time economy. This is important for investment, local employment, tourism and local services associated with the night-time economy. Providing customers with greater choice and flexibility is an important consideration but should always be balanced carefully against the duty to promote the four licensing objectives and the rights of local residents to peace and quiet.
- 6.2 Subject to the policies regarding cumulative impact in the areas of the City specified in paragraph 5.8, shops, stores and supermarkets will generally be permitted to provide sales of alcohol for consumption off the premises at any times when the retail outlet is open for shopping, unless representations raise good reasons based on the licensing objectives, for restricting those hours, for example, a limitation may be appropriate following police representations in the case of shops known to be a focus of disorder and disturbance.
- 6.3 The Licensing Authority will deal with the issue of licensing hours on the individual merits of each application. When issuing a licence, following receipt of relevant representations, stricter conditions on noise control are likely to be imposed in the case of premises that are situated in predominantly residential areas. However, this should not limit opening hours without

regard to the individual merits of any application.

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7.2 It is an offence under the 2003 Licensing Act to:

- Permit children under the age of 16 who are not accompanied by an adult to be present on premises being used exclusively or primarily for supply of alcohol for consumption on those premises under the authorisation of a premises licence, club premises certificate or where that activity is carried on under the authority of a TEN; and
- To permit the presence of children under 16 who are not accompanied by an adult between midnight and 5am at other premises supplying alcohol for consumption on the premises under the authority of any premises licence, club premises certificate or TEN.

7.3 There are a great variety of premises for which licences may be sought including theatres, cinemas, restaurants, pubs, nightclubs, cafes, take away, community halls and schools. Access by children to any premises will not be limited unless it is considered necessary for the prevention of physical, moral or psychological harm to them.

7.4 Conditions requiring the admission of children to any premises cannot be attached to licences or certificates. Where no licensing restriction is necessary, this should remain a matter for the discretion of the individual licensee or club or person who has been given a temporary event notice.

7.5 When deciding whether to limit access to children, the Licensing Authority will consider each application on its merits. Particular areas that will give rise to concern in respect of children, would include premises –

- where entertainment or services of an adult or sexual nature are commonly provided
- where there is a strong element of gambling on the premises
- with a known association with drug taking or dealing
- where there have been convictions of members of the current staff at the premises for serving alcohol to minors or with a reputation for underage drinking
- where the supply of alcohol for consumption on the premises is the exclusive or primary purpose of the services provided at the premises.
- where there is a known association with the provision of illicit tobacco and alcohol

- where the supply of alcohol is in close proximity to services where young vulnerable people may frequent

7.6 The range of alternatives which may be considered for limiting access to children where that is necessary for the prevention of harm to children are:

- restrictions on the hours when children may be present
- age restrictions (below 18)
- restrictions or exclusions on the presence of children under certain ages when particular specified activities are taking place
- restrictions or exclusions when certain activities are taking place
- requirements for accompanying adults
- full exclusion of those people under 18 from the premises when any licensable activities are taking place
- restrictions on the parts of premises to which children may have access.

7.7 In the case of premises which are used for film exhibitions Cambridge City Council will expect licence holders or clubs to include in their operating schedules arrangements for restricting children from viewing age-restricted films classified according to the recommendations of the British Board of Film Classification or, in specific cases, a certificate given to the film by the Council itself.

7.8 The Licensing Authority recognises the Child Protection Services of Cambridgeshire County Council as being competent to advise on matters relating to the protection of children from harm.

7.9 The Licensing Authority commends the Portman Group Code of Practice on the Naming, Packaging and Promotion of Alcoholic Drinks. The Code seeks to ensure that drinks are packaged and promoted in a socially responsible manner and only to those who are 18 years old or older.

8. Licence Conditions

8.1 A key concept of the Act is for conditions to be attached to licences and certificates, which are tailored to the individual style and characteristics of the premises and events concerned. This is essential to avoid the imposition of disproportionate and overly burdensome conditions on premises where there is no need for such conditions.

8.2 The Licensing Authority cannot attach conditions to premises licences and club premises certificates unless they are considered appropriate for the promotion of the licensing objectives. The Licensing Authority may only attach conditions (except for statutory mandatory conditions and conditions drawn from the operating schedule) if relevant representations have been received. Conditions will generally be considered unnecessary if they are

already adequately covered by other legislation. Blanket standard conditions will not be imposed without regard to the merits of the individual case.

- 8.3 Conditions attached to premises licences and club premises certificates under prevention of crime and disorder will, so far as possible, reflect local crime prevention strategies.
- 8.4 In deciding what conditions should be attached to licences and certificates to promote the licensing objectives, the Licensing Authority will be aware of the need to avoid measures which might deter live music, dancing or theatre by imposing indirect costs of a substantial nature. Only appropriate conditions will be imposed on such events. Where there is any indication that such events are being deterred by licensing requirements, the policy will be revisited with a view to investigating how the situation might be reversed.
- 8.5 Applicants should consider the measures which they propose to control noise nuisance from the premises or from departing customers. Depending on the individual circumstances, this may include:
- Sound limitation devices
 - Acoustic lobbies
 - Acoustic double glazing
 - Noise insulation
 - Specifying non amplified or acoustic music only
 - Notices requesting customers to leave quietly
 - A dedicated taxi service
 - Use of door supervisors at exit points
 - A winding down period during which music is turned down and lights up, alcohol service ceases and sales of food and hot and cold soft drinks continues, and requests are made for customers to leave quietly.

9. Integrating Strategies and the avoidance of duplication

- 9.1 By consultation and liaison, the Licensing Authority will secure the proper integration of this licensing policy with local crime prevention, Cambridgeshire Health & Wellbeing Strategy, planning, transport, tourism, equality schemes, cultural strategies and any other plans introduced for the management of the city and the night-time economy. Many of these strategies are not directly related to the promotion of the licensing objectives, but indirectly impact upon them.
- 9.2 Where any protocols to be agreed with the police identify a particular need to disperse people from the city swiftly and safely to avoid concentrations which could lead to disorder and disturbance, the Licensing Authority will aim to inform those responsible for providing local transportation so that arrangements can be made to reduce the potential for problems to occur.

9.3 The Council's Licensing Committee will receive, when appropriate, reports on:

- the needs of the local tourist economy for the area to ensure that these are reflected in their considerations
- the employment situation in the area and the need for new investment and employment where appropriate.

9.4 Planning, building control and the licensing regimes will be separated to avoid duplication and inefficiency. Licensing applications will not be a re-run of the planning application and will not cut across decisions taken by the planning committee or following appeals against decisions taken by that committee. When a terminal hour has been set as a condition of planning permission that is different from the licensing hours, the applicant must observe the earlier of the two closing times.

9.5 So far as is possible, the policy is not intended to duplicate existing legislation and regulatory regimes that already place obligations on employers and operators.

9.6 The Licensing Authority will monitor the impact of licensing on the provision of regulated entertainment, and particularly live music and dancing. As part of implementing cultural strategies, proper account will be taken of the need to encourage and promote a broad range of entertainment, particularly live music, dancing, circus activity, street art and theatre, including the performance of a wide range of traditional and historic plays for the wider cultural benefit of the community which also balances the evening economy. The Licensing Authority will balance the prevention of disturbance in neighbourhoods with these wider cultural benefits, particularly cultural benefits for children. Only appropriate conditions will be imposed on such events.

9.7 The absence of cultural provision in any area can lead to young people being diverted into anti-social activities that damage local communities and the young people involved themselves.

9.8 Cambridge City Council has an important role in coordinating events in the City and to ensure that cultural diversity thrives. The Council currently has five licensed open spaces. These are: Parkers Piece; Jesus Green; Midsummer Common; Coldhams Common and the grounds of Cherry Hinton Hall.

9.9 The Equality Act 2010 places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimization; to advance equality of opportunity; and to foster good relations, between persons with different protected characteristics.

9.10 Applicants will be encouraged to make themselves aware of any relevant planning and transportation policies, tourism and cultural strategies

or local crime prevention strategies and to have taken these into account, where appropriate, when formulating their operating schedule.

- 9.11 The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation or display discriminatory signs.

10. Licence Reviews

- 10.1 The process set out in the Licensing Act 2003 for reviewing premises licences represents a key protection for the community where problems associated with the licensing objectives are occurring after the grant or variation of a premises licence.
- 10.2 Responsible authorities (including the Licensing Authority) and other parties can apply for the review of a licence.
- 10.3 The Licensing Authority will work in partnership with other responsible authorities to achieve the promotion of the licensing objectives and will give Licence or Certificate holders early warning of any concerns identified at a premises. The Licensing Authority will also encourage other responsible authorities to do the same.
- 10.4 When a review has been requested the role of the Licensing Authority will be to administer the process and determine its outcome at a hearing. Where the Licensing Authority has applied to review an authorisation, there will be a clear separation of responsibilities to ensure procedural fairness and eliminate conflicts of interest. (See paragraph 12.3).
- 10.5 The Licensing Authority may decide that no action is necessary if it finds that the review does not require it to take any appropriate steps to promote the licensing objectives. In appropriate cases the Authority may issue an informal warning to the licence holder and/or recommend improvement within a particular period of time. Any warnings or recommendations will be issued in writing.
- 10.6 Where the Licensing Authority considers that action under its statutory powers is appropriate it may take any of the following steps:
- to modify the conditions of the premises licence (which includes adding new conditions or any alteration or omission of an existing condition);
 - to exclude a licensable activity from the scope of the licence;
 - to remove the designated premises supervisor;
 - to suspend the licence for a period not exceeding three months;
 - to revoke the licence.

- 10.7 In cases where the crime prevention objective is being undermined the Licensing Authority will give serious consideration to revoking the licence even in the first instance.

11. Enforcement

- 11.1 The Licensing Authority intends to establish protocols with the police and any other relevant enforcement body on enforcement issues. These protocols will provide for the targeting of agreed problem and high-risk premises, which require greater attention, while providing a lighter touch approach in respect of low risk premises which are well run.
- 11.2 In general, action will only be taken in accordance with the Council's enforcement policy, as adopted at the time, which reflects the Council's obligations relating to enforcement and is consistent with the Regulators Compliance Code. To this end, the key principles of consistency, openness, proportionality, clear standards and practices, courtesy and helpfulness and training will be maintained.
- Cambridge City Council's enforcement policy is available on our website www.cambridge.gov.uk/content/enforcement-policy

12. Administration, exercise and delegation of functions

- 12.1 The functions of the Licensing Authority under the Act may be carried out by the Licensing Committee, by a Sub-Committee or by one or more officers acting under delegated authority.
- 12.2 Many of the decisions and functions will be largely administrative in nature. In the interests of speed, efficiency and cost-effectiveness these will, for the most part, be delegated to officers as set out in the Cambridge City Council Constitution
- 12.3 In determining applications where the Licensing Authority has acted as a responsible authority, there will be a clear separation of responsibilities to ensure procedural fairness and eliminate conflicts of interest. This will be achieved by allocating distinct functions to different Officers within the authority, so the Officer presenting the report to the Sub-Committee and advising the Members will be a different individual to the Officer who is acting as the responsible authority. The Officer acting as the responsible authority will not be involved in the decision-making process.

13. Effective Date and Review

- 13.1 This policy statement will take effect from February 2021.
- 13.2 The policy statement will be kept under review and will remain in existence for a period of up to 5 years. It will be subject to review and further consultation before February 2026, or as required by law.

14. Contact details, advice and guidance

- 14.1 Applicants can obtain further details about the licensing and application processes, including application forms and fees from:

website: www.cambridge.gov.uk

e-mail: commercial@cambridge.gov.uk

telephone: 01223 457879

fax: 01223 457909

post: Commercial & Licensing, Environmental Services,
Cambridge City Council, PO Box 700,
Cambridge, CB1 0JH

in person: Customer Service Centre, Mandela House, 4, Regent
Street, Cambridge, CB2 1BY (Monday to Friday 09:00-
17:15)

- 14.2 The Licensing Authority has also published further documents to accompany this policy containing additional details about each type of application and the review process. These can be viewed at <https://www.cambridge.gov.uk/guidance-for-applicants>
- 14.3 This policy can be made available in large print on request and similarly translations can be made available in a variety of languages. Please contact us for further help or assistance.
- 14.4 The Council, Police and Fire Authorities will be willing to give advice and guidance to applicants.
- 14.5 Informal discussion is encouraged prior to the application process in order to resolve any potential problems and avoid unnecessary hearings and appeals.

15. Responsible Authorities are:

The Licensing Authority

Commercial & Licensing, Environmental Services, Cambridge City Council,
PO Box 700, Cambridge, CB1 0JH
Tel: 01223 457879 Fax: 01223 457909 e-
mail: commercial@cambridge.gov.uk

The Chief Officer of Police

The Chief Officer, Cambridgeshire Constabulary, Southern Division,
Police Station, Parkside, Cambridge, CB1 1JG
Telephone: 01223 823397 Fax: 01223 823232

The Fire Authority

Fire Protection, Cambridge Fire Station, Parkside, Cambridge, CB1 1JF
Email: danny.hans@cambsfire.gov.uk

Planning

Environment & Planning, Cambridge City Council, The Guildhall,
Cambridge, CB2 3QJ
Telephone: 01223 457100
e-mail: planning@cambridge.gov.uk

Environmental Health

The Environmental Health Manager, Environmental Services, Cambridge
City Council, PO Box 700, Cambridge, CB1 0JH
Telephone: 01223 457890 Fax: 01223 457909 e-
mail: commercial@cambridge.gov.uk

Child Protection

Child Protection Services, Licensing Applications, OCYPS, PO Box 144, St
Ives, Cambs, PE27 9AU
Telephone: 03450455203
Referralcentre2.children@cambridgeshire.gov.uk

Trading Standards

Cambridgeshire County Council, PO Box 450, Great Cambourne,
Cambridge, CB23 6ZR
e-mail: trading_standards@cambridgeshire.gov.uk

Public Health

The Director of Public Health, C/O Head of Public
Health Programmes, Cambridgeshire County Council,
Scott House Box No, SC0 2213, 5 George Street,
Huntingdon, PE29 3AD

Home Office – Immigration Enforcement

Alcohol Licensing Team, Lunar House, 40 Wellesley
Road, Croydon, CR9 2BY

In addition, for vessels:

Environment Agency

The Team Leader, Great Ouse & Stour Waterways, The Environment Agency, Kingfisher House, Goldhay Way, Orton Goldhay, Peterborough, PE2 5ZR.

Telephone: 01733 464072

e-mail: enquiries@environment-agency.gov.uk, quoting Great Ouse & Stour Waterways

Conservators of the River Cam

The River Manager

Conservators of the River Cam

Baits Bite Lock, Fen Road, Milton, Cambridge, CB24 6AF

Telephone/Fax 01223 863785

e-mail river.manager@camconservators.org.uk

Maritime & Coastguard Agency

Surveyor in Charge, Harwich Marine Office, Maritime & Coastguard Agency, East Terrace, Walton-on-Naze, Essex, CO14 8PY

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Cambridge City Council Equality Impact Assessment (EqIA)

This tool helps the Council ensure that we fulfil legal obligations of the [Public Sector Equality Duty](#) to have due regard to the need to –

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther, Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk or phone 01223 457046.

Once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking. For advice on consulting on equality impacts, please contact Graham Saint, Strategy Officer, (graham.saint@cambridge.gov.uk or 01223 457044).

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

2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)
https://www.cambridge.gov.uk/content/licensing-overview

3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?
To enable the council to exercise its functions under Section 5 of the Licensing Act 2003.
The Council is required to produce, adopt and publish a Statement of Licensing Policy. The statement must be reviewed every 5 years.

4. Responsible service
Environmental Services

5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick all that apply)	<input checked="" type="checkbox"/> Residents <input checked="" type="checkbox"/> Visitors <input checked="" type="checkbox"/> Staff
--	--

Please state any specific client group or groups (e.g. City Council tenants, tourists, people who work in the city but do not live here):

[Click here to enter text.](#)

6. What type of strategy, policy, plan, project, contract or major change to your service is this?	<input type="checkbox"/> New <input type="checkbox"/> Major change <input checked="" type="checkbox"/> Minor change
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7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
--	--

If 'Yes' please provide details below:

Responsible authorities play a part in delivering the policy, these include the Police, Environmental Health, Planning, Child Protection Services and Trading Standards.

The review of the policy has been sent to responsible authorities, those directly affected by the policy and has been open to a public consultation. All responses received have been considered when reviewing the policy.

8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?

Is going to Licensing Committee on 25th January 2021

9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?
--

The policy has been subject to a 12 week public consultation. The policy recognises the Equality Act 2010 which places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; to advance

equality of opportunity; and to foster good relations, between persons with different protected characteristics.

10. Potential impacts

For each category below, please explain if the strategy, policy, plan, project, contract or major change to your service could have a positive/ negative impact or no impact. Where an impact has been identified, please explain what it is. Consider impacts on service users, visitors and staff members separately.

(a) Age - Please also consider any safeguarding issues for children and adults at risk

One of the licensing objectives is the protection of children from harm. The policy helps support this objective and a section of the policy deals with children and licensed premises. The Child Protection Services of Cambridgeshire County Council is a responsible authority and is recognised as being competent to advise on matters relating to the protection of children from harm.

During the review of the policy, they were consulted as a responsible authority and no response was received.

The safeguarding for children and vulnerable adults policy of Cambridge City Council will also be considered when determining licensing applications.

(b) Disability

We do not believe that the policy will impact negatively on this target group. The policy has been open to a public consultation and no responses have been received in regards to the policy impacting on those with a disability.

The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of disability.

(c) Gender reassignment

We do not believe that the policy will have an impact on this target group. The policy has been open to a public consultation and no responses have been received in regards to the policy impacting on gender.

The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of gender.

(d) Marriage and civil partnership

We do not believe that the policy will impact negatively on this target group. The policy has been open to a public consultation and no responses have been received in regards to the policy impacting on marriage or civil partnership.

(e) Pregnancy and maternity

We do not believe that the policy will impact negatively on this target group. The policy has been open to a public consultation and no responses have been received in regards to the policy impacting on pregnancy or maternity.

(f) Race – Note that the protected characteristic ‘race’ refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

We do not believe that the policy will impact negatively on this target group. The policy has been open to a public consultation and no responses have been received in regards to the policy impacting on race.

The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of race

(g) Religion or belief

We do not believe that the policy will impact negatively on this target group. The policy has been open to a public consultation and no responses have been received in regards to the policy impacting on religion.

The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of religion.

(h) Sex

We do not believe that the policy will impact negatively on this target group. The policy has been open to a public consultation and no responses have been received in regards to the policy impacting on gender.

The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of gender.

(i) Sexual orientation

We do not believe that the policy will impact negatively on this target group. The policy has been open to a public consultation and no responses have been received in regards to the policy impacting on sexual orientation.

The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of sexual orientation.

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

The policy will have no impact on any other factors that may lead to inequality.

11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqIA accordingly.)

The policy statement will be kept under review and will remain in existence for a period of up to 5 years. It will be subject to review and further consultation before February 2026 or as required by changes in law or other policies.

12. Do you have any additional comments?

None

13. Sign off

Name and job title of lead officer for this equality impact assessment: Luke Catchpole, Senior Technical Officer

Names and job titles of other assessment team members and people consulted: Gemma Tilley, Team Manager (Commercial & Licensing)

Date of EqlA sign off: 30th November 2020

Date of next review of the equalities impact assessment: February 2020

Date to be published on Cambridge City Council website: January 2021

All EqlAs need to be sent to Helen Crowther, Equality and Anti-Poverty Officer. Ctrl + click on the button below to send this (you will need to attach the form to the email):

Send form

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LICENSING COMMITTEE

25 January 2021

10.00 - 11.30 am

Present: Councillors Bird (Chair), Gehring, Johnson, Massey, McPherson, McQueen, Moore, Page-Croft and Summerbell

FOR ADOPTION BY THE COUCNIL

21/19/Lic Cumulative Impact Assessment

Resolved (by 8 votes to 0) to:

- i. Consider the results of the public consultation exercise as summarised in Appendix B of the Officer's report and the information provided by Cambridge Constabulary and Public Health before the public consultation as attached to the Officer's report as Appendix C.
- ii. Approve the proposed Cumulative Impact Assessment attached to the Officer's report as Appendix D. Appendix E is the current section in the Statement of Licensing Policy on the cumulative impact of a concentration of licensed premises.

Councillor Moore took part in the discussion on this item but was unable to vote due to technical reasons. She expressed support for the recommendation before and after the vote.

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Item

Cumulative Impact Assessment



To:

Licensing Committee

Report by:

Yvonne O'Donnell, Environmental Health Manager

Tel: 01223 457951 Email: Yvonne.ODonnell@cambridge.gov.uk

Wards affected:

All

1. Executive Summary

- 1.1 Section 5 of the Licensing Act 2003 requires a licensing authority to prepare and publish a statement of its licensing policy at least every five years. During the five-year period, the policy must be kept under review and the licensing authority may make any revisions to it as it considers appropriate. The existing Statement of Licensing Policy for Cambridge City Council became effective on 19th October 2017.
- 1.2 The Statement of Licensing Policy has been reviewed within the 5 year period as on 6th April 2018, The Policing and Crime Act 2017 amended the Licensing Act 2003 to place Cumulative Impact Assessments on a statutory footing.
- 1.3 The Statement of Licensing Policy contains a section on the cumulative impact of a concentration of licensed premises.
- 1.4 The proposed Statement of Licensing Policy has seen this section amended and also produced as a stand-alone document, The Cumulative Impact Assessment.

- 1.5 Whilst drafting the Cumulative Impact Assessment, evidence was provided by Cambridge Constabulary supporting the current areas covered by the special policy on cumulative impact.
- 1.6 The evidence also proposed a further area of Cambridge be added to the Cumulative Impact Assessment. The map at Appendix 3 of the Cumulative Impact Assessment highlights the area of Chesterton Road, Milton Road and Mitcham's Corner. The area runs along Chesterton Road from Croft Holme Lane to Ferry Path; Victoria Avenue from the River Cam to Chesterton Road; and Milton Road around Mitcham's Corner and up to Springfield Terrace.
- 1.7 The process to start publishing a Cumulative Impact Assessment began in August 2020 and a twelve-week public consultation took place between 31st August 2020 and 22nd November 2020.

2. Recommendations

2.1 Members are recommended to:

- Consider the results of the public consultation exercise as summarised in Appendix B of this report and the information provided by Cambridge Constabulary and Public Health before the public consultation as attached to this report as Appendix C;
- Approve the proposed Cumulative Impact Assessment attached to this report as Appendix D. Appendix E is the current section in the Statement of Licensing Policy on the cumulative impact of a concentration of licensed premises; or
- Approve the proposed Cumulative Impact Assessment attached to the report as Appendix D without the added area of Chesterton Road from Croft Holme Lane to Ferry Path; Victoria Avenue from the River Cam to Chesterton Road; and Milton Road around Mitcham's Corner and up to Springfield Terrace.

3. Background

Page: 2

- 3.1. The Council currently has a Cumulative Impact Policy within the Statement of Licensing Policy. The areas covered by the Cumulative Impact Policy are stated in paragraph 5.8 of the Licensing Policy.
- 3.2 The Policing and Crime Act 2017 amended the Licensing Act 2003 to place Cumulative Impact Assessments on a statutory footing.

- 3.3 As Cumulative Impact Policies (CIPs) were not part of the 2003 Act, there are no transitional provisions that apply to CIPs that were in place before 6th April 2018.
- 3.4 It was recommended that any existing CIPs should be reviewed within three years of the commencement of the legislation on Cumulative Impact Assessments or when the licensing policy statement is next due for review, whichever is sooner.
- 3.5 We have taken the opportunity to create a stand-alone Cumulative Impact Assessment before 6th April 2021 and review the Statement of Licensing Policy at the same time.
- 3.6 The term 'Cumulative impact' is defined in paragraph 14.20 of the Guidance issued under Section 182 of the Licensing Act 2003 as "the potential impact on the promotion of the licensing objectives of a significant number of licensed premises concentrated in one area".
- 3.7 The guidance further states that a cumulative impact assessment may be published by a licensing authority to help it to limit the number or types of licence applications granted in areas where there is evidence to show that the number or density of licensed premises in the area is having a cumulative impact and leading to problems which are undermining the licensing objectives.
- 3.8 In considering whether to publish a Cumulative Impact Assessment, the authority needs to consider the following:
- Identify concern about crime and disorder; public safety; public nuisance or protection of children from harm in a particular location.
 - Consider whether there is good evidence that crime and disorder or nuisance are occurring, or whether there are activities which pose a threat to public safety or the protection of children from harm.
 - If there is evidence that such problems are occurring, identify whether these problems are being caused by the customers of licensed premises, or that cumulative impact is imminent.
 - Identify the boundaries of the area where problems are occurring (this can involve mapping where the problems occur and identifying specific streets or localities where such problems arise).
 - Consult those specified in section 5(3) of the 2003 Act. As with consultations in respect of the licensing policy statement as a whole, it is for each licensing authority to determine the extent

of the consultation it should undertake in respect of a CIA (subject to the statutory requirements).

- Subject to the consultation, include and publish details of the special policy in the licensing policy statement.

- 3.9 Ahead of the public consultation, Cambridgeshire Constabulary provided data covering the previous 3 years showing the Alcohol Related Crime and Incidents broke down by wards within Cambridge City.
- 3.10 Part of the data provided shows that over the last 3 years, Chesterton Road (mainly in West Chesterton) has become a hotspot for alcohol related crimes and incidents. Cambridge Constabulary requested that consideration should be given to extending the Cumulative Impact Area to include the area of Chesterton Road, Milton Road and Mitcham's Corner. The area runs along Chesterton Road from Croft Holme Lane to Ferry Path; Victoria Avenue from the River Cam to Chesterton Road; and Milton Road around Mitcham's Corner and up to Springfield Terrace.
- 3.11 The above area was added to the proposed Cumulative Impact Assessment and was subject to a 12-week public consultation between 31st August 2020 and 22nd November 2020. This was undertaken by directly contacting the relevant responsible authorities and residents' associations and publishing the consultation on our website and in the Cambridge News on Monday 31st August 2020. Additionally, all those holding a premises licence or club premises certificate were directly consulted, as were all businesses in the areas proposed in West Chesterton.
- 3.12 The issues raised in individual responses to the consultation affecting the review are detailed in Appendix B. 1 response was received as a result of the consultation exercise. All comments were addressed and no amendments were required to be made to the policy.

4. Implications

(a) Financial Implications

Provision has been made in the Council's budget to review the statement of licensing policy and to publish a Cumulative Impact Assessment, the council will meet the cost of consultation.

(b) Staffing Implications

There are no additional staffing implications. Budget provision has been made for the publishing of the assessment.

(c) Equality and Poverty Implications

An Equality Impact Assessment (EqIA) has been completed alongside the publishing of this assessment.

(d) Environmental Implications

The Act requires the Licensing Authority to carry out its function with a view to promoting the four licensing objectives, one of which is the prevention of public nuisance, to protect the local environment and community.

(e) Procurement Implications

Nil

(f) Community Safety Implications

Cambridge City Council must fulfil its obligations under section 17 of the Crime and Disorder Act 1998 to do all that it reasonably can to prevent crime and disorder in Cambridge. The assessment promotes that fact and states that any decision by the Licensing Authority will be with a view to promoting the licensing objectives.

5. Consultation and communication considerations

- 5.1 In accordance with Government Code of Practice on consultation, the proposed Cumulative Impact Assessment was submitted for public consultation over a 12-week period between 31st August 2020 and 22nd November 2020. Legislation requires that we undertake consultation with bodies prescribed in the Act for the review.
- 5.2 Consultation was undertaken as widely as possible, with approximately 600 letters and emails being sent out, including the Chief Officer of Police and all other parties as required by legislation, including persons/bodies representing holders of premises licences and club premises certificates, businesses and residents associations. The consultation was also available to view on Cambridge City Council website and appeared in the Cambridge News on Monday 31st August 2020.
- 5.3 All comments received are listed in the attached Appendix B, which relates to specific written comments received in response to the proposed assessment. Consideration to all comments has been given in

drawing up the assessment. The schedule shows the nature of the comment, the evaluation of the comment and the action taken.

6. Background papers

Background papers used in the preparation of this report:

- (a) Licensing Act 2003
- (b) Guidance published under section 182 of the Licensing Act 2003
- (c) Policing and Crime Act 2017
- (d) Cambridge City Council's Existing Statement of Licensing Policy

7. Appendices

Appendix A – Current Statement of Licensing Policy

Appendix B – Comments and Responses from Consultation

Appendix C – Response and information provided by Cambridge Constabulary and Public Health ahead of the consultation.

Appendix D – Proposed Cumulative Impact Assessment

Appendix E – Section on Cumulative Impact taken from Current Statement of Licensing Policy.

Appendix F – Equality Impact Assessment

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Luke Catchpole, Technical Officer, tel: 01223 457818, email: luke.catchpole@cambridge.gov.uk.



CAMBRIDGE CITY COUNCIL STATEMENT OF LICENSING POLICY

	Page
The City of Cambridge	2
Introduction	3
Objectives	3
Consultation	4
Fundamental Principles	5
The cumulative impact of a concentration of licensed premises	5
Licensing Hours	8
Children and Licensed Premises	9
Licence Conditions	11
Integrating strategies and the avoidance of duplication	12
Licence Reviews	13
Enforcement	14
Administration, exercise and delegation of functions	14
Effective date and review	15
Contact details, advice and guidance	15
Responsible Authorities	16
Appendices – Cumulative Impact	18



CAMBRIDGE CITY COUNCIL STATEMENT OF LICENSING POLICY

Cambridge is a unique blend of market town, sub-regional centre, national and international tourist attraction and centre of excellence for education and research. It is a city of great beauty and is renowned for the qualities of its streets, spaces and buildings.

Cambridge City Council (the Licensing Authority), in association with local partnerships, wants Cambridge to be vibrant, socially mixed, safe, convenient and enjoyable, where all residents feel integrated into the life of the City and a part of its success.

Cambridge City Council has a clear vision for the future of the City, a vision shared with Cambridge citizens and partner organisations. Our vision includes:

- An international city which celebrates its diversity and actively tackles discrimination on gender, race, nationality, ethnic background, religion, age, disability, gender identity, and sexual orientation.
- A city in which all citizens feel that they are listened to and have the opportunity to influence public decision making, and which values, supports and responds to individual and community initiatives.
- A city where all citizens and organisations appreciate their duties as well as their rights, where people are free to enjoy themselves but also show consideration for others, and where the community works together to reduce harm and nuisance including by education and, where needed, robust enforcement of the law.

The overarching objectives of Cambridge City Council in licensing premises are to:

- Promote the Authority's visions and values
- Protect the rights and health and safety of the general public, workers, residents, businesses, minority and vulnerable groups
- Ensure the principles of consistency, transparency, accountability and the promotion of good standards in licensing
- Demonstrate compliance with statutory responsibilities in relation to procedures and enforcement
- Ensure consistent and transparent decision making

It is recognised that licensed entertainment provides a valuable contribution towards the economy of Cambridge and we seek to balance the needs of local business holders and licensees, whilst protecting those of local residents.

1. Introduction

- 1.1 This Licensing Policy Statement has been produced in accordance with the requirements of the Licensing Act 2003 ('the Act') and is in line with guidance issued under Section 182 of the Act.
- 1.2 The policy relates to all those licensing activities identified as falling within the provisions of the Act, namely: -
 - Retail sale of alcohol
 - Supply of alcohol by or on behalf of a club, or to the order to a member of the club
 - The provision of regulated entertainment
 - The provision of late night refreshment
- 1.3 The policy relates to all types of premises covered by the Act.
- 1.4 The Licensing Authority will take the policy into account where its discretion is engaged (i.e. at a hearing following representations).
- 1.5 Nothing in this policy will undermine the right of any individual to apply under the terms of the Act for a variety of permissions and to have any such application considered on its individual merits.
- 1.6 The Licensing Authority may depart from this policy if the individual circumstances of any case merit such a decision in the interest of the promotion of the licensing objectives. Full reasons will be given for departing from the policy.

2. Objectives

- 2.1 The Licensing Authority has a duty under the Act to carry out its licensing functions by promoting the licensing objectives, which are: -
 - The prevention of crime and disorder
 - Public safety
 - The prevention of public nuisance, and
 - The protection of children from harm.

Each objective has equal importance.

- 2.2 In carrying out its licensing functions, the Licensing Authority must also have regard to the licensing objectives, its Policy Statement and any statutory guidance under the Act and is bound by The Human Rights Act 1998. The Council must also fulfill its obligations under section 17 of the Crime and Disorder Act 1998 to do all that it reasonably can to prevent crime and disorder in Cambridge. The Statement of Licensing Policy recognises the

Equality Act 2010 places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimization; to advance equality of opportunity; and to foster good relations, between persons with different protected characteristics.

- 2.3 It is recognised that the licensing function is only one means of securing the delivery of the above objectives and should not be seen as a means for solving all problems within the community. However, the licensing function is an important means of achieving the objectives. The Licensing Authority will continue to work in partnership with its neighbouring authorities, the police, other agencies, local liaison groups, businesses and individuals towards the achievement of the licensing objectives through good practice.
- 2.4 The Licensing Authority will expect individual applicants to address the licensing objectives in their operating schedule having regard to the type of premises, the licensable activities to be provided, the operational procedures, the nature of the location and the needs of the local community. Applicants should include in their operating schedule the steps, which they consider necessary to promote the licensing objectives. If the steps are insufficient, or if the information given in the operating schedule does not enable a responsible authority or any other person to assess whether the steps proposed are satisfactory, it is more likely that relevant representations will be received, usually leading to a hearing.
- 2.5 All responsible authorities (listed in section 15) will have the chance to comment on all applications received and will provide evidence from their own areas of expertise if they believe an application would impact on one or more of the licensing objectives. All evidence provided will be taken into account by the Licensing Authority at any subsequent hearing.

3. Consultation

- 3.1 In preparing this policy statement the Licensing Authority has consulted with the following:
- the Chief Officer of Police for Cambridgeshire
 - the Chief Officer of the Cambridgeshire Fire and Rescue Service
 - persons/bodies representative of the Local Authority with the function of public health
 - persons/bodies representative of local holders of premises licences
 - persons/bodies representative of local holders of club premises certificates
 - persons/bodies representative of local holders of personal licences
 - persons/bodies representative of businesses and residents in the City of Cambridge
 - persons/bodies representative of Child Protection Services at Cambridgeshire County Council

- other organisations as appear to the Licensing Authority to be affected by licensing matters, including local community, cultural, educational and entertainment organisations.

3.2 We have considered the views of all those consulted prior to determining this policy.

4. Fundamental Principles

4.1 Licensing is about regulating licensable activities on premises, such as qualifying clubs, pubs and temporary events which fall within the terms of the Act. Any conditions imposed will focus on matters that individual licensees and others in possession of relevant authorisations are able to control.

4.2 In addressing these matters, the Licensing Authority will primarily focus on the direct impact the activities taking place at the licensed premises will have on those living, working or engaged in normal activity in the area concerned.

4.3 Licensing law is not the primary mechanism for the general control of nuisance and anti-social behaviour by individuals once they are away from the licensed premises and, therefore, beyond the direct control of the individual, club or business holding the licence, certificate or permission concerned. Nonetheless, it is a key aspect of such control and licensing law will always be part of a holistic approach to the management of the evening and night-time economy in Cambridge.

5. The cumulative impact of a concentration of licensed premises

5.1 Cumulative impact is the potential impact on the promotion of the licensing objectives of a significant number of licensed premises concentrated in one area e.g. the potential impact on crime and disorder or public nuisance.

5.2 The cumulative impact of licensed premises on the promotion of the licensing objectives is a matter that the Licensing Authority can take into account. This should not, however, be confused with 'need' which concerns the commercial demand for a particular type of premises e.g., a pub, restaurant or hotel. The issue of 'need' is therefore primarily a matter for the market to decide and does not form part of this licensing policy statement.

5.3 The Licensing Authority can only adopt a special policy on cumulative impact if there is evidence that a significant number of licensed premises concentrated in one area is causing a cumulative impact on one or more of the licensing objectives. The Licensing Authority will keep the situation as to whether an area is nearing this point under review.

- 5.4 The absence of a special policy does not prevent any responsible authority or other person making representations on a new application for the grant or variation of a licence on the grounds that the premises will give rise to a detrimental cumulative impact on one or more of the licensing objectives in a particular area.
- 5.5 Following previous consultations and representations received by Cambridge Constabulary, the Licensing Authority has adopted a special policy on cumulative effect that remains in place.
- 5.6 In response to these representations the Licensing Authority has undertaken the following steps in considering whether to adopt a special policy on cumulative effect within this statement of licensing policy:
- Identified concern about crime and disorder or public nuisance
 - Considered whether there is good evidence that crime and disorder are happening and are caused by customers of licensed premises and that the risk of cumulative impact is imminent
 - Identified the boundaries of the areas where problems are occurring
 - Consulted with those specified in section 5(3) of the Licensing Act 2003, on the proposal for a special policy in relation to new applications and variations to existing premises licences and club premises certificates and considered the outcome of the consultation
- 5.7 Having considered the available evidence and undertaken consultation, the Licensing Authority considers that it is appropriate and necessary to control cumulative impact. The Licensing Authority has adopted a special policy relating to cumulative impact to the areas set out in paragraph 5.8 below.

Special Policy on Cumulative Effect

- 5.8 The Licensing Authority has adopted a special policy relating to cumulative impact in relation to the areas of the City:
- Within the city centre marked on the map at Appendix 1
 - At the Cambridge Leisure Park marked on the map at Appendix 2. This area also includes the section of Cherry Hinton Road opposite the leisure park running from Hills Road to Clifton Road (both sides of the road).
 - The entire length of Mill Road Cambridge (excluding Brookfields)
 - The section of Hills Road running from the city to Purbeck Road (both sides of the road).
- 5.9 The evidence for this special policy has been supplied by Cambridge Constabulary on the grounds of Crime and Disorder and is set out in Appendix 3.
- 5.10 This special policy creates a rebuttable presumption that applications within the areas set out in paragraph 5.8 for new premises licences or club premises certificates or variations that are likely to add to the existing cumulative impact will normally be refused, if relevant representations are

received about the cumulative impact on the licensing objectives, unless the applicant can demonstrate why the operation of the premises involved will not add to the cumulative impact already being experienced.

- 5.11 Applicants will need to address the special policy issues in their operating schedules in order to rebut such a presumption.
- 5.12 Despite the presumption against grant, responsible authorities and/or other persons will still need to make a relevant representation before the Licensing Authority may lawfully consider giving effect to its special policy i.e. if no representation is received, the application must be granted (subject to such conditions as are consistent with the operating schedule and any mandatory conditions required by the Licensing Act 2003). Responsible authorities and other persons can make a written representation referring to information, which had been before the Licensing Authority when it developed its statement of licensing policy.
- 5.13 The Licensing Authority recognises that a special policy should never be absolute. The circumstances of each application will be considered properly and applications for licences and certificates that are unlikely to add to the cumulative impact on the licensing objectives may be granted. After receiving representations in relation to a new application or for a variation of a licence or certificate, the licensing authority will consider whether it would be justified in departing from its special policy in the light of the individual circumstances of the case. The impact can be expected to be different for premises with different styles and characteristics. If the Licensing Authority decides that an application should be refused, it will still need to show that the grant of the application would undermine the promotion of the licensing objectives and that necessary conditions would be ineffective in preventing the problems involved.
- 5.14 This special policy will not be used:
- as a ground for revoking an existing licence or certificate when representations are received about problems with those premises
 - to justify rejecting applications to vary an existing licence or certificate except where those modifications are directly relevant to the policy (as would be the case with an application to vary a licence with a view to increasing the capacity limits of the premises) and are strictly necessary for the promotion of the licensing objectives
 - to include any provisions for a terminal hour in any particular area which might impose a fixed closing time akin to that under the 'permitted hours' provisions of the Licensing Act 1964
 - to impose quotas - based on either the number of premises or the capacity of those premises - that restrict the consideration of any application on its individual merits or which seek to impose limitations on trading hours in particular areas. Quotas have no regard to individual characteristics of the premises concerned. Proper regard will be given to those differences and the differing impact they will have on the promotion of the licensing objectives

- 5.15 This special policy will be reviewed regularly to assess whether it is still needed or should be expanded

Other mechanisms for controlling cumulative impact

- 5.16 Once away from the licensed premises, a minority of consumers will behave badly and unlawfully. However, there are other mechanisms, both within and outside the licensing regime, that are available for addressing such issues. For example:

- planning controls
- positive measures to create a safe and clean environment in partnership with local businesses, transport operators and others
- the provision of CCTV, ample taxi ranks, Cambridge BID and CAMBAC (Cambridge Business Against Crime).
- powers to designate parts of the city as places where alcohol may not be consumed publicly. There are currently 3 Public Spaces Protection Order's in place. These are Donkey Common, Mill Road Cemetery and Ditchburn Place.
- confiscation of alcohol from adults and children in designated areas
- police enforcement of the law with regard to disorder and anti-social behaviour, including the issuing of fixed penalty notices
- police powers to close some premises for up to 24 hours on the grounds of disorder, the likelihood of disorder or excessive noise
- the power of police, local businesses or residents to seek a review of the licence or certificate
- enforcement action against those selling alcohol to people who are drunk.

- 5.17 The above can be supplemented by other local initiatives that similarly address these problems, for example, through the Cambridge Community Safety Partnership in line with the strategic objectives for crime and disorder reduction within the City.

6. Licensing Hours

- 6.1 Flexible licensing hours for the sale of alcohol can help to ensure that concentrations of customers leaving premises simultaneously are avoided. This can help to reduce the potential for disorder and disturbance. Licensing hours should not inhibit the development of a thriving and safe evening and night-time economy. This is important for investment, local employment, tourism and local services associated with the night-time economy. Providing customers with greater choice and flexibility is an important consideration, but should always be balanced carefully against the duty to promote the four licensing objectives and the rights of local residents to peace and quiet.

- 6.2 Subject to the policies regarding cumulative impact in the areas of the City

specified in paragraph 5.8, shops, stores and supermarkets will generally be permitted to provide sales of alcohol for consumption off the premises at any times when the retail outlet is open for shopping, unless representations raise good reasons based on the licensing objectives, for restricting those hours, for example, a limitation may be appropriate following police representations in the case of shops known to be a focus of disorder and disturbance.

- 6.3 The Licensing Authority will deal with the issue of licensing hours on the individual merits of each application. When issuing a licence, following receipt of relevant representations, stricter conditions on noise control are likely to be imposed in the case of premises that are situated in predominantly residential areas. However, this should not limit opening hours without regard to the individual merits of any application.

7. Children and Licensed Premises

- 7.1 Cambridge City Council will consider its Safeguarding for Children and Vulnerable Adults Policy when determining licensing applications. We are committed to safeguarding and promoting the welfare of children, young people and vulnerable adults.
- 7.2 It is an offence under the 2003 Licensing Act to:
- Permit children under the age of 16 who are not accompanied by an adult to be present on premises being used exclusively or primarily for supply of alcohol for consumption on those premises under the authorisation of a premises licence, club premises certificate or where that activity is carried on under the authority of a TEN; and
 - To permit the presence of children under 16 who are not accompanied by an adult between midnight and 5am at other premises supplying alcohol for consumption on the premises under the authority of any premises licence, club premises certificate or TEN.
- 7.3 There are a great variety of premises for which licences may be sought including theatres, cinemas, restaurants, pubs, nightclubs, cafes, take away, community halls and schools. Access by children to any premises will not be limited unless it is considered necessary for the prevention of physical, moral or psychological harm to them.
- 7.4 Conditions requiring the admission of children to any premises cannot be attached to licences or certificates. Where no licensing restriction is necessary, this should remain a matter for the discretion of the individual licensee or club or person who has been given a temporary event notice.
- 7.5 When deciding whether to limit access to children, the Licensing Authority will consider each application on its merits. Particular areas that will give rise to

concern in respect of children, would include premises –

- where entertainment or services of an adult or sexual nature are commonly provided
- where there is a strong element of gambling on the premises
- with a known association with drug taking or dealing
- where there have been convictions of members of the current staff at the premises for serving alcohol to minors or with a reputation for underage drinking
- where the supply of alcohol for consumption on the premises is the exclusive or primary purpose of the services provided at the premises.
- where there is a known association with the provision of illicit tobacco and alcohol
- where the supply of alcohol is in close proximity to services where young vulnerable people may frequent

7.6 The range of alternatives which may be considered for limiting access to children where that is necessary for the prevention of harm to children are:

- limitations on the hours when children may be present
- age limitations (below 18)
- limitations on the exclusion of the presence of children under certain ages when particular specified activities are taking place
- requirements for accompanying adults
- full exclusion of those people under 18 from the premises when any licensable activities are taking place
- limitations on the parts of premises to which children might be given access.

7.7 In the case of premises which are used for film exhibitions Cambridge City Council will expect licence holders or clubs to include in their operating schedules arrangements for restricting children from viewing age-restricted films classified according to the recommendations of the British Board of Film Classification or, in specific cases, a certificate given to the film by the Council itself.

7.8 The Licensing Authority recognises the Child Protection Services of Cambridgeshire County Council as being competent to advise on matters relating to the protection of children from harm.

7.9 The Licensing Authority commends the Portman Group Code of Practice on the Naming, Packaging and Promotion of Alcoholic Drinks. The Code seeks to ensure that drinks are packaged and promoted in a socially responsible manner and only to those who are 18 years old or older.

8. Licence Conditions

- 8.1 A key concept of the Act is for conditions to be attached to licences and certificates, which are tailored to the individual style and characteristics of the premises and events concerned. This is essential to avoid the imposition of disproportionate and overly burdensome conditions on premises where there is no need for such conditions.
- 8.2 The Licensing Authority cannot attach conditions to premises licences and club premises certificates unless they are considered appropriate for the promotion of the licensing objectives. The Licensing Authority may only attach conditions (except for statutory mandatory conditions and conditions drawn from the operating schedule) if relevant representations have been received. Conditions will generally be considered unnecessary if they are already adequately covered by other legislation. Blanket standard conditions will not be imposed without regard to the merits of the individual case.
- 8.3 Conditions attached to premises licences and club premises certificates under prevention of crime and disorder will, so far as possible, reflect local crime prevention strategies.
- 8.4 In deciding what conditions should be attached to licences and certificates to promote the licensing objectives, the Licensing Authority will be aware of the need to avoid measures which might deter live music, dancing or theatre by imposing indirect costs of a substantial nature. Only appropriate conditions will be imposed on such events. Where there is any indication that such events are being deterred by licensing requirements, the policy will be revisited with a view to investigating how the situation might be reversed.
- 8.5 Applicants should consider the measures which they propose to control noise nuisance from the premises or from departing customers. Depending on the individual circumstances, this may include:
- Sound limitation devices
 - Acoustic lobbies
 - Acoustic double glazing
 - Noise insulation
 - Specifying non amplified or acoustic music only
 - Notices requesting customers to leave quietly
 - A dedicated taxi service
 - Use of door supervisors at exit points
 - A winding down period during which music is turned down and lights up, alcohol service ceases and sales of food and hot and cold soft drinks continues and requests are made for customers to leave quietly.

9. Integrating Strategies and the avoidance of duplication

- 9.1 By consultation and liaison, the Licensing Authority will secure the proper integration of this licensing policy with local crime prevention, Cambridgeshire Health & Wellbeing Strategy, planning, transport, tourism, equality schemes, cultural strategies and any other plans introduced for the management of the city and the night-time economy. Many of these strategies directly impact upon the four licensing objectives.
- 9.2 Where any protocols to be agreed with the police identify a particular need to disperse people from the city swiftly and safely to avoid concentrations which could lead to disorder and disturbance, the Licensing Authority will aim to inform those responsible for providing local transportation so that arrangements can be made to reduce the potential for problems to occur.
- 9.3 The Council's Licensing Committee will receive, when appropriate, reports on:
- the needs of the local tourist economy for the area to ensure that these are reflected in their considerations
 - the employment situation in the area and the need for new investment and employment where appropriate.
- 9.4 Planning, building control and the licensing regimes will be separated to avoid duplication and inefficiency. Licensing applications will not be a re-run of the planning application and will not cut across decisions taken by the planning committee or following appeals against decisions taken by that committee. When a terminal hour has been set as a condition of planning permission that is different from the licensing hours, the applicant must observe the earlier of the two closing times.
- 9.5 So far as is possible, the policy is not intended to duplicate existing legislation and regulatory regimes that already place obligations on employers and operators.
- 9.6 The Licensing Authority will monitor the impact of licensing on the provision of regulated entertainment, and particularly live music and dancing. As part of implementing cultural strategies, proper account will be taken of the need to encourage and promote a broad range of entertainment, particularly live music, dancing, circus activity, street art and theatre, including the performance of a wide range of traditional and historic plays for the wider cultural benefit of the community which also balances the evening economy. The Licensing Authority will balance the prevention of disturbance in neighbourhoods with these wider cultural benefits, particularly cultural benefits for children. Only appropriate conditions will be imposed on such events.
- 9.7 The absence of cultural provision in any area can lead to young people

being diverted into anti-social activities that damage local communities and the young people involved themselves.

- 9.8 Cambridge City Council has an important role in coordinating events in the City and to ensure that cultural diversity thrives. The Council currently has five licensed open spaces. These are: Parkers Piece; Jesus Green; Midsummer Common; Coldhams Common and the grounds of Cherry Hinton Hall.
- 9.9 The Equality Act 2010 places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimization; to advance equality of opportunity; and to foster good relations, between persons with different protected characteristics.
- 9.10 Applicants will be encouraged to make themselves aware of any relevant planning and transportation policies, tourism and cultural strategies or local crime prevention strategies and to have taken these into account, where appropriate, when formulating their operating schedule.
- 9.11 The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of race, gender, transgender, religion, sexual orientation, disability or age, or display discriminatory signs.

10. Licence Reviews

- 10.1 The process set out in the Licensing Act 2003 for reviewing premises licences represents a key protection for the community where problems associated with the licensing objectives are occurring after the grant or variation of a premises licence.
- 10.2 Responsible authorities (including the Licensing Authority) and other parties can apply for the review of a licence.
- 10.3 The Licensing Authority will work in partnership with other responsible authorities to achieve the promotion of the licensing objectives and will give Licence or Certificate holders early warning of any concerns identified at a premises. The Licensing Authority will also encourage other responsible authorities to do the same.
- 10.4 When a review has been requested the role of the Licensing Authority will be to administer the process and determine its outcome at a hearing. Where the Licensing Authority has applied to review an authorisation, there will be a clear separation of responsibilities to ensure procedural fairness and eliminate conflicts of interest. (See paragraph 12.3).

- 10.5 The Licensing Authority may decide that no action is necessary if it finds that the review does not require it to take any appropriate steps to promote the licensing objectives. In appropriate cases the Authority may issue an informal warning to the licence holder and/or recommend improvement within a particular period of time. Any warnings or recommendations will be issued in writing.
- 10.6 Where the Licensing Authority considers that action under its statutory powers is appropriate it may take any of the following steps:
- to modify the conditions of the premises licence (which includes adding new conditions or any alteration or omission of an existing condition);
 - to exclude a licensable activity from the scope of the licence;
 - to remove the designated premises supervisor;
 - to suspend the licence for a period not exceeding three months;
 - to revoke the licence.
- 10.7 In cases where the crime prevention objective is being undermined the Licensing Authority will give serious consideration to revoking the licence even in the first instance.

11. Enforcement

- 11.1 The Licensing Authority intends to establish protocols with the police and any other relevant enforcement body on enforcement issues. These protocols will provide for the targeting of agreed problem and high-risk premises, which require greater attention, while providing a lighter touch approach in respect of low risk premises which are well run.
- 11.2 In general, action will only be taken in accordance with the Council's enforcement policy, as adopted at the time, which reflects the Council's obligations relating to enforcement and is consistent with the Regulators Compliance Code. To this end, the key principles of consistency, openness, proportionality, clear standards and practices, courtesy and helpfulness and training will be maintained.
- Cambridge City Council's enforcement policy is available on our website www.cambridge.gov.uk/content/enforcement-policy

12. Administration, exercise and delegation of functions

- 12.1 The functions of the Licensing Authority under the Act may be carried out by the Licensing Committee, by a Sub-Committee or by one or more officers acting under delegated authority.
- 12.2 Many of the decisions and functions will be largely administrative in nature. In the interests of speed, efficiency and cost-effectiveness these

will, for the most part, be delegated to officers as set out in the Cambridge City Council Constitution

- 12.3 In determining applications where the Licensing Authority has acted as a responsible authority, there will be a clear separation of responsibilities to ensure procedural fairness and eliminate conflicts of interest. This will be achieved by allocating distinct functions to different Officers within the authority, so the Officer presenting the report to the Sub-Committee and advising the Members will be a different individual to the Officer who is acting as the responsible authority. The Officer acting as the responsible authority will not be involved in the decision making process.

13. Effective Date and Review

- 13.1 This policy statement will take effect from October 2017.
- 13.2 The policy statement will be kept under review and will remain in existence for a period of up to 5 years. It will be subject to review and further consultation before October 2022, or as required by law.

14. Contact details, advice and guidance

- 14.1 Applicants can obtain further details about the licensing and application processes, including application forms and fees from:

website: www.cambridge.gov.uk

e-mail: licensing@cambridge.gov.uk

telephone: 01223 457879

fax: 01223 457909

post: Licensing, Environmental Services, Cambridge City Council, PO Box 700,
Cambridge, CB1 0JH

in person: Customer Service Centre, Mandela House, 4,
Regent Street, Cambridge, CB2 1BY (Monday to
Friday 09:00- 17:15)

- 14.2 The Licensing Authority has also published further documents to accompany this policy containing additional details about each type of application and the review process. These can be viewed at <https://www.cambridge.gov.uk/guidance-for-applicants>

- 14.3 This policy can be made available in large print on request and similarly translations can be made available in a variety of languages. Please

contact us for further help or assistance.

- 14.4 The Council, Police and Fire Authorities will be willing to give advice and guidance to applicants.
- 14.5 Informal discussion is encouraged prior to the application process in order to resolve any potential problems and avoid unnecessary hearings and appeals.

15. **Responsible Authorities are:**

The Licensing Authority

Licensing, Environmental Services, Cambridge City Council, PO Box 700, Cambridge, CB1 0JH
Tel: 01223 457879 Fax: 01223 457909 e-mail: licensing@cambridge.gov.uk

The Chief Officer of Police

The Chief Officer, Cambridgeshire Constabulary, Southern Division, Police Station, Parkside, Cambridge, CB1 1JG
Telephone: 01223 823397 Fax: 01223 823232

The Fire Authority

Fire Protection, Cambridge Fire Station, Parkside, Cambridge, CB1 1JF
Email: danny.hans@cambsfire.gov.uk

Planning

Environment & Planning, Cambridge City Council, The Guildhall, Cambridge, CB2 3QJ
Telephone: 01223 457100
e-mail: planning@cambridge.gov.uk

Environmental Health

The Environmental Health Manager, Environmental Services, Cambridge City Council, PO Box 700, Cambridge, CB1 0JH
Telephone: 01223 457890 Fax: 01223 457909 e-mail: env.services@cambridge.gov.uk

Child Protection

Child Protection Services, Licensing Applications, OCYPS, PO Box 144, St Ives, Cambs, PE27 9AU
Telephone: 03450455203
Referralcentre2.children@cambridgeshire.gov.uk

Trading Standards

Cambridgeshire County Council, PO Box 450, Great Cambourne, Cambridge, CB23 6ZR

e-mail: trading.standards@cambridgeshire.gov.uk

Public Health

The Director of Public Health, C/O Head of Public Health Programmes, Cambridgeshire County Council, Scott House Box No, SC0 2213, 5 George Street, Huntingdon, PE29 3AD

Home Office – Immigration Enforcement

Alcohol Licensing Team, Lunar House, 40 Wellesley Road, Croydon, CR9 2BY

In addition, for vessels:

Environment Agency

The Team Leader, Great Ouse & Stour Waterways, The Environment Agency, Kingfisher House, Goldhay Way, Orton Goldhay, Peterborough, PE2 5ZR.

Telephone: 01733 464072

e-mail: enquiries@environment-agency.gov.uk, quoting Great Ouse & Stour Waterways

Conservators of the River Cam

The River Manager

Conservators of the River Cam

Baits Bite Lock, Fen Road, Milton, Cambridge, CB24 6AF

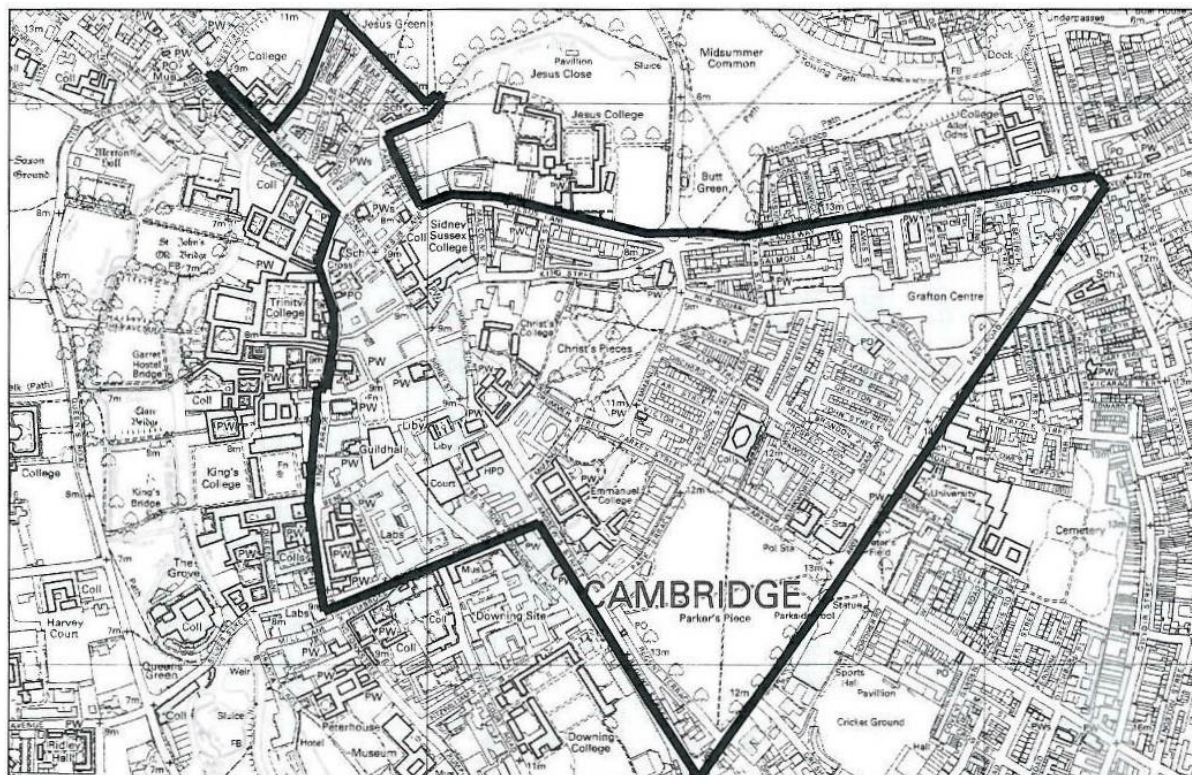
Telephone/Fax 01223 863785

e-mail river.manager@camconservators.org.uk

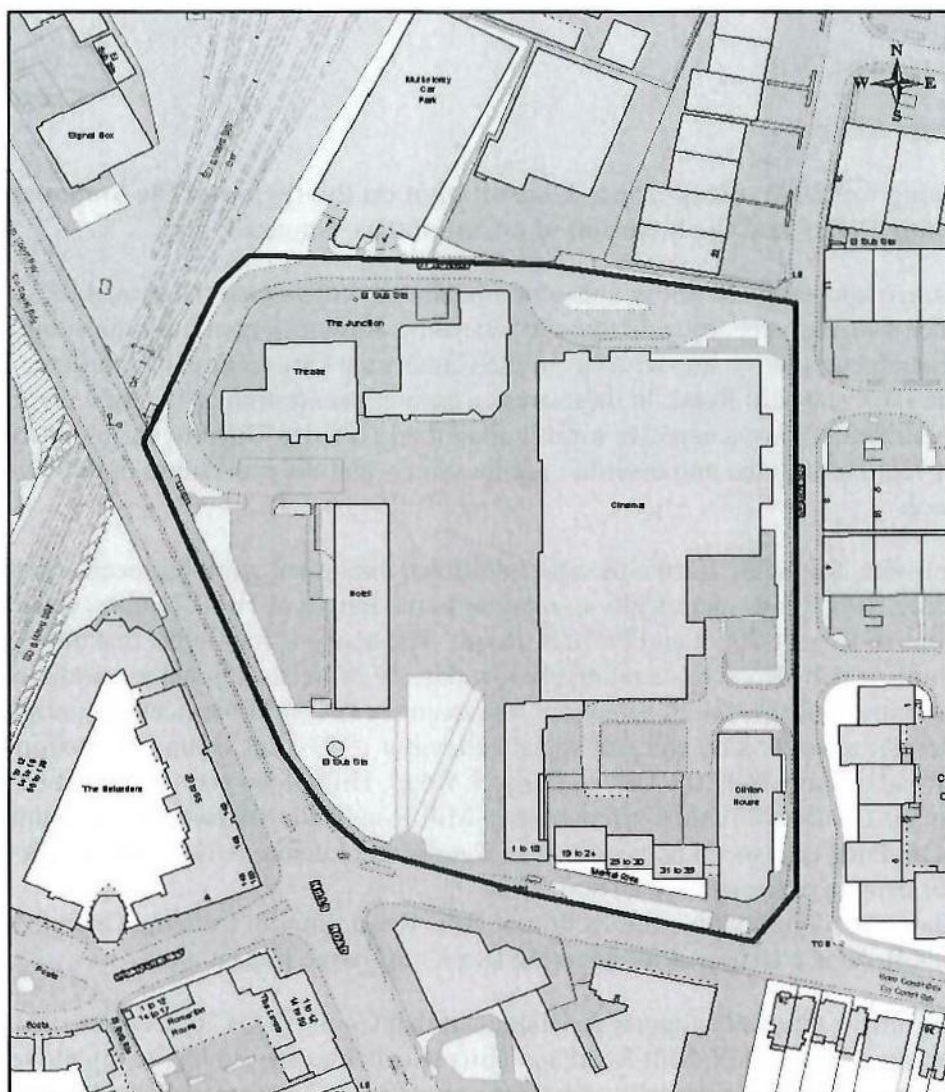
Maritime & Coastguard Agency

Surveyor in Charge, Harwich Marine Office, Maritime & Coastguard Agency, East Terrace, Walton-on-Naze, Essex, CO14 8PY

Appendix 1 – Cumulative Impact Area City Centre



Streets in Cumulative Impact Area Market Ward			
Adam and Eve Street	Eden Street	Malcolm Street	Quayside
All Saints Passage	Elm Street	Manor Street	Regent Street
Beaufort Place	Emmanuel Street	Market Hill	Regent Terrace
Belmont Place	Fair Street	Market Passage	Round Church Street
Benet Street	Fitzroy Lane	Market Street	Salmon Lane
Brandon Place	Fitzroy Street	Melbourne Place	Severn Place
Burleigh Place	Free School Lane	Napier Street	Short Street
Burleigh Street	Gonville Place	New Park Street	Sidney Street
Clarendon Street	Grafton Street	New Square	St Andrews Street
Camden Court	Green Street	Newmarket Road	St Johns Road
Causeway Passage	Guildhall Place	Orchard Street	St Marys Street
Christ Church Street	Hobson Street	Paradise Street	St Tibbs Row
Christs Lane	Hobsons Passage	Park Parade	Sun Street
City Road	James Street	Park Street	Sussex Street
Corn Exchange Street	Jesus Lane	Park Terrace	Thompson's Lane
Crispin Place	John Street	Parkside	Trinity Street
Dover Street	King Street	Parsons Court	Warkworth Street
Downing Street	Kings Parade	Peas Hill	Warkworth Terrace
Drummer Street	Lower Park Street	Petty Cury	Wellington Street
Earl Street	Magdalene Street	Portugal Place	Willow Place
East Road	Maids Causeway	Prospect Row	Willow Walk



APPENDIX 3 - CAMBRIDGE CITY CUMULATIVE IMPACT POLICY REVIEW 2017

Three years data has been analysed, though it should be noted that we are dependent upon crimes and incidents having an alcohol marker which is not reliably the case.

From the information that is recorded, it can be seen that there is a correlation between the number of licenced premises and the number of alcohol related crime and incidents per ward in Cambridge City.

Ward	Licenced Premises
MA	206
PE	72
TR	48
CO	37
NE	35
CA	32
AR	26
AB	23
RO	22
KH	21
WC	20
CH	18
EC	14
QE	12
TOTAL	586

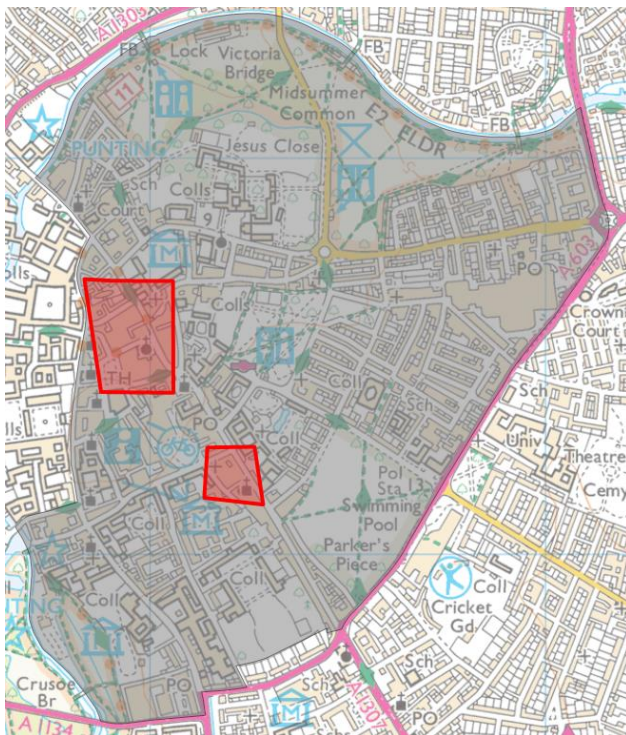
Alcohol Related Crime and Incidents				
Ward	2014/15	2015/16	2016/17	TOTAL
MA	984	625	570	2179
PE	349	223	138	710
AB	365	120	98	583
KH	369	106	85	560
AR	350	106	94	550
TR	337	88	99	524
CO	281	80	62	423
EC	263	62	65	390
WC	213	88	87	388
CH	244	52	52	348
RO	184	72	61	317
QE	168	52	32	252
CA	94	31	36	161
NE	67	34	26	127
TOTAL	4268	1739	1505	7512

There has been a decrease in the number of alcohol related crimes and incidents recorded when compared year on year, the most significant of which occurred in 2015/2016. This reduction in alcohol related crime and incidents has not been seen in other Districts suggesting that work undertaken in Cambridge City has been effective.

MARKET WARD

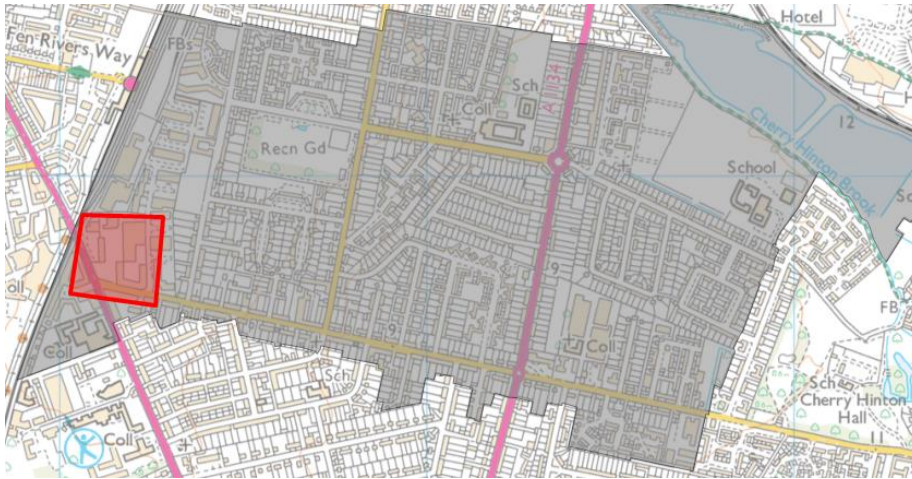
There are two main hot spots for crime and incidents in Market Ward, both situated within the current Cumulative Impact Area:

- St Andrew's Street features heavily in crime and incident data, 12% of all alcohol related crime and incidents in Market Ward occur on St Andrews Street; and
- Sidney Street where there is a mixture of violent crime occurring in the vicinity of night clubs. During the daytime, crime and incidents relate to street drinking and aggressive begging. 26% of all alcohol related crime and ASB in Market Ward occurs within this hotspot.



COLERIDGE

There continues to be a Hotspot for alcohol related crime and incidents around the Cambridge Leisure Park with the predominant theme being violent crime and theft from person. 30% of all alcohol related violent crime and violent related ASB recorded in Coleridge happens at the Cambridge Leisure Park.

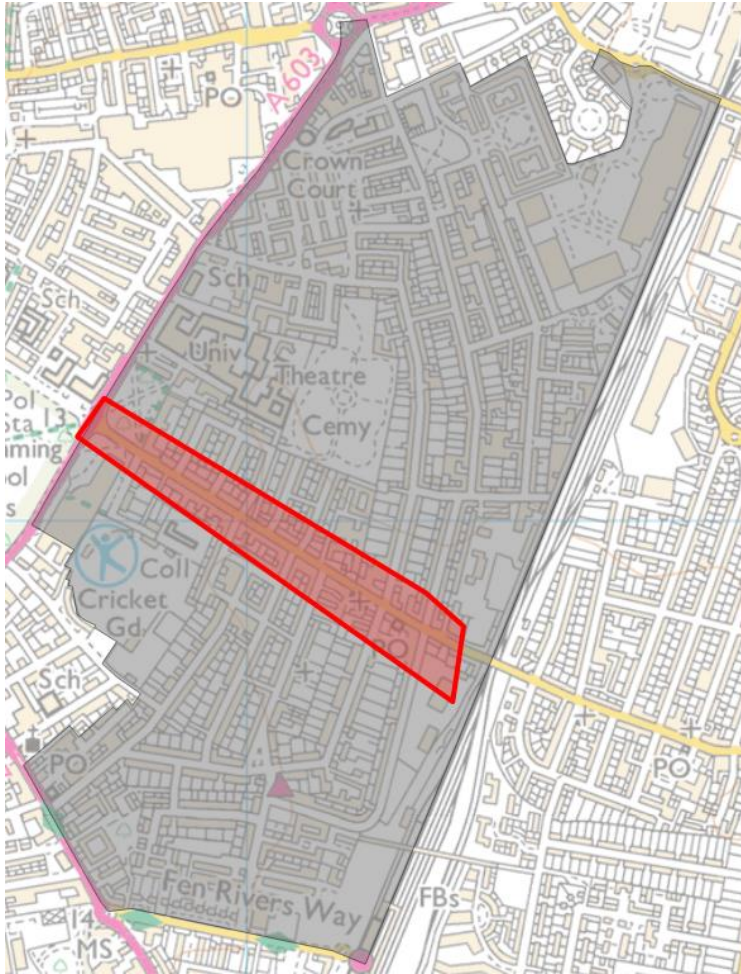


PETERSFIELD

There are two hotspots in Petersfield.

Mill Road:

- Crime relates to aggressive drunks stealing alcohol from shops, being evicted from pubs and around the vicinity of fast food shops.
- 42% of all recorded violent alcohol related crime and alcohol related ASB in Petersfield occurs on Mill Road.
- 42% of all licensed premises in Petersfield are on Mill Road.
- Mill Road has a total of 30 licensed premises, these comprise of two public houses, six convenience stores, 15 restaurants/café/take-away and a Wine Merchant.



PETERSFIELD AND TRUMPINGTON

Hills Road:

- Crime relates to aggressive drunks attempting to steal alcohol from shops on Hills Road, staff who attempt to intervene have been assaulted;
- High level of reporting from convenience stores who are met with violent reactions when they refuse to sell alcohol to those who are heavily intoxicated. In addition, aggressive beggars congregate outside convenience stores that have cash machines immediately outside the store, begging so that they can then purchase alcohol;
- Several schools have reported that people are sleeping rough within their grounds, when approached, they have become aggressive and there have been incidents of indecent exposure; and
- There has been a high level of reports regarding members of the street life community being drunk and vocally aggressive in Hills Road.



Conclusion

It is evident from the decrease in crime and incidents that current initiatives are effective and are having a positive impact. However, the previously identified hotspots for alcohol related crime and incidents continue to be hotspots in Cambridge City and therefore it is recommended that the current Community Impact Areas remain in place.

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APPENDIX B – Summary of Responses to Cumulative Impact Assessment

Area of Policy	Ref	Respondent	Summary of Comments	Consideration/appraisal	Response
General	N/A	Individual Respondent	Wants to see more done to regulate street trading within the wider city limits and incorporated within the policy. Feels residents are powerless to object to businesses trading in certain areas and has seen a particular growth in kebab vans.	Comment considered.	Street Trading is not covered by Licensing Act 2003 nor covered in the Statement of Licensing Policy. Street Trading has it's own Street Trading Policy and therefore these comments are relevant to that policy. In terms of residents being powerless, if a business such as a mobile food van wishes to sell hot food after 11pm (or sell alcohol at any time), a premises licence would be required and members of the public have the right to make representations against the grant of any premises licence.

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CAMBRIDGE CITY CUMULATIVE IMPACT POLICY REVIEW 2020

Three years data has been analysed, though it should be noted that we are dependent upon crimes and incidents having an 'alcohol' marker which is not reliably the case. Additionally, in May 2018 Cambridgeshire Constabulary converted to a new Crime recording system, which again required an 'alcohol' qualifier to be recorded against a crime for it to be included in these statistics. These figures relate to all alcohol related crimes and incidents recorded within the Cambridge Ward areas that have been identified using the recording systems – 'Crime File', 'Command & Control 3' and 'Athena'.

From the information that is recorded below, it can be seen that in Cambridge there is a general correlation between the ward areas with the highest number of licenced premises and the number of alcohol related crime and incidents.

WARD	Licenced Premises
Market	245
Petersfield	62
Trumpington	51
Abbey	33
Coleridge	32
Castle	32
Newnham	32
Romsey	26
King's Hedges	24
Arbury	24
Cherry Hinton	22
East Chesterton	16
West Chesterton	14
Queen Edith's	11
TOTAL	624

Alcohol Related Crime and Incidents				
WARD	Apr2017- Mar2018	Apr2018- Mar2019	Apr2019- Mar2020	TOTAL
Market	1151	714	813	2678
Petersfield	254	188	228	670
Trumpington	195	182	228	605
King's Hedges	198	133	199	530
Abbey	159	160	198	517
West Chesterton	150	157	185	492
East Chesterton	158	100	160	418
Arbury	163	121	111	395
Coleridge	144	108	141	393
Romsey	104	92	108	304
Queen Edith's	126	68	85	279
Cherry Hinton	79	59	77	215
Castle	74	53	58	185
Newnham	45	33	37	115
TOTAL	3000	2168	2628	7796

There has been an overall ~12% decrease in the number of alcohol related crimes and incidents recorded in Cambridge between April 2017-March 2018, and April 2019-March 2020.

The table below shows the highest 15 streets in Cambridge for reports of alcohol related crimes and incidents between April 2017 – May 2020. Ten of these streets being located within the existing City Centre Cumulative Impact Zone (CIZ). Hills Road and Mill Road also located in existing CIZs.

ROAD NAME	Crimes & Incidents April 2017 - May 2020	WARD
St Andrews Street	382	Market
Mill Road	232	Petersfield/Romsey
Hills Road	215*	Petersfield/Trumpington/Coleridge

Chesterton Road	211	West Chesterton/Arbury
Sidney Street	201	Market
Downing Street	200	Market
Regent Street	198	Market
Newmarket Road	165	Abbey
Milton Road	158	West Chesterton/Kings Hedges
East Road	143	Market
Parkside	136	Market
Lion Yard	117	Market
Guildhall Place	116	Market
Rose Crescent	116	Market
Market Hill	107	Market

* excluding alcohol related crimes and incidents recorded at Addenbrookes hospital, Hills Road.

MARKET WARD

The main hot spot areas for alcohol related crime and incidents in Market Ward, are focused on St. Andrews Street, Sidney Street, Downing Street and Regent Street. With St. Andrews Street accounting for 14% of all the alcohol related crime and incidents in Market Ward. Sidney Street, Downing Street and Regent Street all account for approximately ~7% respectively. This shows a continued requirement for the presence of the current city centre CIZ.

COLERIDGE

Coleridge Ward has seen a small reduction of ~7% in the overall alcohol related crime and incidents from the period March 2014- February 2017 to March 2017- February 2020. However, over the same period the percentage of these crimes and incidents occurring on the Cambridge Leisure Park has seen a significant reduced from 30% to only ~9%, indicating that the presence of the current CIZ has been effective.

PETERSFIELD/ROMSEY

Despite the combined figures for these two wards showing a ~5% reduction in the overall alcohol related crime and incidents from the period March 2014- February 2017 to March 2017- February 2020. There are still two 'hotspot' areas, namely; Mill Road and Hills Road.

Mill Road:

- A total of 232 (~22%) of all recorded alcohol related incidents and crimes in Petersfield and Romsey Wards occurs on Mill Road.
- There is a total of 44 Licensed Premises on Mill Road, made up of premises with on-licences, off-licences and both.
- Between 1st March 2019 – 29th February 2020 the police recorded 26 'street based' alcohol related incidents (not crimes) along the Petersfield section of Mill Road. The vast majority of these incidents refer to: street drinkers being

abusive to members of the public, concerns for the safety of people 'passed out' on the path, or persons walking in the road, presenting a danger to themselves and other road users. Additionally, a number of calls to assist ambulance staff who are trying to assess/treat uncooperative, vulnerable persons who are under the influence of alcohol/drugs.

PETERSFIELD AND TRUMPINGTON

Hills Road:

- Over the 3-year period a total of 215 (~12%) of all alcohol related crimes and incidents within the Wards of Petersfield, Coleridge and Trumpington were recorded along Hills Road, not including those recorded as occurring at Addenbrookes hospital, Hills Road.
- The vast majority of these records indicate that the offending party was intoxicated, resulting in violent behaviour, with some leading to an assault, or displaying aggressive behaviour in a public place.

It is evident from the general downward trend in alcohol related crime and incidents that current CIZs are effective and are having a positive impact. However, the previously identified hotspots for these types of crimes and incidents continue to be problematic areas in Cambridge City, and therefore it is recommended that the current Cumulative Impact Zones remain in place.

WEST CHESTERTON

It should be noted that over the last 3 years the statistics show that Chesterton Road is a hotspot area for alcohol related crimes and incidents.

There is a small section of Chesterton Road within Arbury Ward, but its majority is in West Chesterton Ward. Chesterton Road features 4th in the table for the highest alcohol related crimes and incidents which is concerning as it isn't located within any of the existing CIZ. The city centre CIZ borders the southern bank of the River Cam, and Chesterton Road is located just north of the river.

As a comparison with Mill Road, between 1st March 2019 – 29th February 2020 the police recorded 21 'street based' alcohol related incidents (not crimes) along Chesterton Road.

The vast majority of this incidents refer to incidents involving street drinkers being abusive to members of the public and shop staff, begging, fighting amongst themselves. Additionally, as with Mill Road we have recorded a number of calls to assist ambulance staff who are trying to assess and treat unwilling, vulnerable people who are under the influence of alcohol or drugs.

The majority of these reports are centred around the 'Mitcham's Corner' area, and roads leading off it. The areas include; the parade of shops and businesses on Milton Road (as far as Springfield Terrace), the section of Chesterton Road from Croft Holme Lane, along to Ferry Path, and the section of Victoria Avenue, north of the River Cam.

There appears to be disproportionately high level of alcohol related crimes and incidents in this area of the West Chesterton ward, considering it only has 14 licensed premises. However, a high percentage of these premises are located within this 'hot spot' area. ~23% of all recorded alcohol related crimes and incidents occur along Chesterton Road. Therefore, consideration should be given to extending the city centre CIZ to include this area, or to create a new CIZ for this relatively small geographical area.

Dear Luke,

Thank you for the opportunity to review the current Cambridge City Licensing Cumulative Impact Policy ahead of Cambridge City Council launching the formal consultation.

As you will be aware, since April 2013, Directors of Public Health (DPH) have been included as Responsible Authorities under the Licensing Act 2003. Although the protection of public health is not a discrete licensing objective, it can be pertinent to each of the licensing objectives. The role of the DPH is to help promote the health and wellbeing of the local populations they serve. Promotion of the licensing objectives, which collectively seek to protect the quality of life for those who live and work in the vicinity of licensed premises and those who socialise in licensed premises is an important contribution to this.

The impact of alcohol on health and wellbeing of Cambridge residents:

Public Health England's evidence of review of the impact of alcohol and the effectiveness of alcohol control policies⁽¹⁾ states that alcohol is now the leading risk factor for ill-health, premature death and disability in people aged between 15 and 49, the fifth leading risk factor for ill-health across all age groups. Alcohol is known to be a cause of over 200 health conditions and has a number of social negative impacts, including loss of earnings or unemployment, family or relationship problems and problems with the law. Many of these harms affect both the drinker and those around them, including families, friends and strangers. These harmful effects place considerable economic burden on the government and health system, and individuals affected; the Cabinet Office estimate placed the economic costs of alcohol in England at around £21 billion in 2012.

The link between alcohol outlet density and alcohol-related harms:

Cambridge is a world renowned city and a centre for tourism, commerce and study with a global reach. Over recent years the hospitality and entertainment industry has continued to thrive and whilst this brings jobs and opportunities it also brings its own challenges and has impacts on the local community. There are a total of 624 licensed premises in Cambridge of which over half 321 fall in the small area of the CIZ zones. A considerable body of research examines the relationship between alcohol outlet density (AOD) and alcohol-related harms.

A PHE evidence review in 2016 found "levels of public violence and disorder are associated with the number of pubs and clubs concentrated in an area". There was also found to be a strong relationship between AOD and social disorder. The evidence review considered 44 studies internationally and found AOD was linked to consumption and harm.

- (1) Public Health England, 2016. The Public Health Burden of Alcohol and the Effectiveness and Cost- Effectiveness of Alcohol Control Policies – an evidence review.
- (2) National Institute for Health and Care Excellence, 2010. Public Health Guideline (PH24) – Alcohol-use disorders: prevention & National Institute for Health and Care Excellence, 2014. Evidence update 54 – a summary of selected new evidence relevant to NICE public health guidance 24

The need to for CIP areas in Cambridge

Public health are in support of the continued CIP and zones in Cambridge in line with the following objectives:

(i) Protection of crime and disorder.

There is a high density of premises selling alcohol in Cambridge and the majority of them concentrated in the CIZ Zones. There is strong evidence for a relationship between AOD and problems associated with social disorder ⁽¹⁾ which affects the health and wellbeing of a local population.

(ii) Public safety:

Alcohol-related hospital admissions are a very significant issue in Cambridge with many of the associated public health indicators being worse in Cambridge than the England average. This demonstrates that alcohol is affecting the health and safety of Cambridge residents. The table below illustrates this clearly.

Alcohol related indicators for which Cambridge is RAG-rated RED compared to England			
Indicator	Period	Rate per 100,000*	
		Cambridge	England
Alcohol episodes for alcohol-related conditions (broad) (Persons)	2018/19	2,761.0	2,367.0
Alcohol episodes for alcohol-related conditions (broad) (male)	2018/19	3,779.0	3,246.0
Alcohol episodes for alcohol-related conditions (broad) (female)	2018/19	1,873.0	1,608.0
Alcohol episodes for mental and behavioural disorders due to use of alcohol (broad) (Persons)	2018/19	596.0	412.0
Alcohol episodes for mental and behavioural disorders due to use of alcohol (broad) (male)	2018/19	881.0	596.0
Alcohol episodes for mental and behavioural disorders due to use of alcohol (broad) (female)	2018/19	318.0	237.0
Alcohol episodes for alcoholic liver disease (broad) (persons)	2018/19	213.0	131.2
Alcohol episodes for alcoholic liver disease (broad) (male)	2018/19	306.2	182.1
Alcohol episodes for alcoholic liver disease (broad) (female)	2018/19	123.9	83.3
Alcohol episodes for alcohol-related conditions (narrow) (Persons)	2018/19	846.0	664.0
Alcohol episodes for alcohol-related conditions (narrow) (male)	2018/19	1,099.0	851.0
Alcohol episodes for alcohol-related conditions (narrow) (female)	2018/19	609.0	494.0
Alcohol episodes for mental and behavioural disorders due to use of alcohol (narrow) (Persons)	2018/19	150.2	75.6
Alcohol episodes for mental and behavioural disorders due to use of alcohol (narrow) (male)	2018/19	231.2	106.1
Alcohol episodes for mental and behavioural disorders due to use of alcohol (narrow) (female)	2018/19	69.2	46.1
Admission episodes for intentional self-poisoning by and exposure to alcohol (narrow) (persons)	2018/19	75.6	49.1
Admission episodes for intentional self-poisoning by and exposure to alcohol (narrow) (female)	2018/19	97.9	56.6
Alcohol episodes for alcohol-related conditions (narrow) - Under 40s (persons)	2018/19	401.0	315.0
Alcohol episodes for alcohol-related conditions (narrow) - Under 40s (females)	2018/19	407.0	262.0
Alcohol episodes for alcohol-related conditions (narrow) - 40-64yrs (persons)	2018/19	1,251.0	929.0
Alcohol episodes for alcohol-related conditions (narrow) - 40-64yrs (males)	2018/19	1,671.0	1,149.0
Alcohol episodes for alcohol-related conditions (narrow) - Over 65s (persons)	2018/19	1,222.0	1,049.0
Alcohol episodes for alcohol-related conditions (narrow) - Over 65s (males)	2018/19	1,800.0	1,501.0
Alcohol episodes for alcohol-specific conditions (Persons)	2018/19	923.0	626.0
Alcohol episodes for alcohol-specific conditions (male)	2018/19	1,298.0	869.0
Alcohol episodes for alcohol-specific conditions (female)	2018/19	562.0	397.0

 Statistically significantly worse than England

- (1) Public Health England, 2016. The Public Health Burden of Alcohol and the Effectiveness and Cost- Effectiveness of Alcohol Control Policies – an evidence review.
- (2) National Institute for Health and Care Excellence, 2010. Public Health Guideline (PH24) – Alcohol-use disorders: prevention & National Institute for Health and Care Excellence, 2014. Evidence update 54 – a summary of selected new evidence relevant to NICE public health guidance 24

Out of the 26 Public Health measures in England for alcohol related hospital admissions, the latest available figures show that Cambridge is statistically significantly worse than England on every single measure. Of particular concern are:

- Alcohol disorders for mental and behavioural disorders for all persons but males in particular
- Alcohol related liver disease
- Intentional self-poisoning by exposure to alcohol

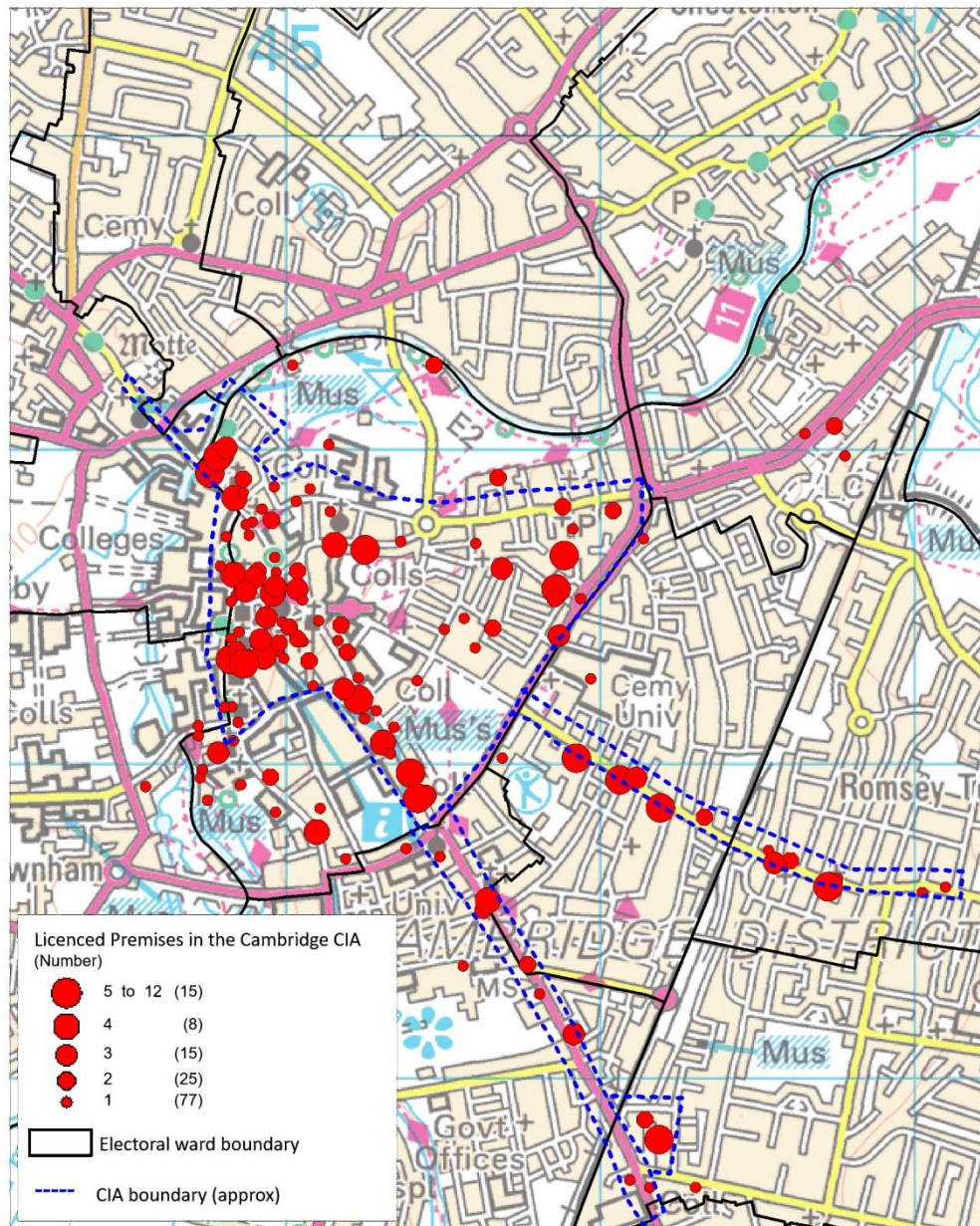
This data shows that the health impacts of alcohol in Cambridge cover a broad spectrum of issues. Self-poisoning indicates a large amount of alcohol has been consumed on one occasion e.g. a binge drinking session which is affecting both males and females and leading to hospital admissions. While alcohol related liver disease indicates a prolonged expose to alcohol misuse leading to organ impairment/failure on the body. As Director of Public Health I am very concerned about these outcomes for residents and visitors to Cambridge.

(iii) The protection of children from harm:

Children and young people are more vulnerable to alcohol related harm. Families may be affected by alcohol in a variety of ways including violence, financial problems, absenteeism from school and disrupted relationships, and there is a strong relationship between alcohol misuse and child maltreatment ⁽¹⁾. A number of studies have identified that higher levels of AOD are associated with greater alcohol related consumption and alcohol-related harm, including those that affect children, such as violence. See diagram below showing the concentration of premises in Cambridge.

(1) Public Health England, 2016. The Public Health Burden of Alcohol and the Effectiveness and Cost- Effectiveness of Alcohol Control Policies – an evidence review.
(2) National Institute for Health and Care Excellence, 2010. Public Health Guideline (PH24) – Alcohol-use disorders: prevention & National Institute for Health and Care Excellence, 2014. Evidence update 54 – a summary of selected new evidence relevant to NICE public health guidance 24

**Licenced premises in the Cambridge City Alcohol Cumulative Impact Area (CIA)
by postcode. June 2020**



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- (1) Public Health England, 2016. The Public Health Burden of Alcohol and the Effectiveness and Cost- Effectiveness of Alcohol Control Policies – an evidence review.
- (2) National Institute for Health and Care Excellence, 2010. Public Health Guideline (PH24) – Alcohol-use disorders: prevention & National Institute for Health and Care Excellence, 2014. Evidence update 54 – a summary of selected new evidence relevant to NICE public health guidance 24

The National Institute for Health and Care Excellence (NICE) public health guideline on the prevention of alcohol-use disorders⁽²⁾, concludes that reducing the number of outlets selling it in a given area and the days and hours when it can be sold, is an effective way of reducing alcohol-related harm. The guidelines recommend that a cumulative impact policy should be used where an area is saturated with licensed premises and the evidence suggests that additional premises may affect the licensing objectives. Such is the concentration of premises in Cambridge existing centre and most crucially in the current CIZ Zones (shown in the jagged lines) that the map above has needed to label premises in clusters. Fifteen of the red dots represent areas where there are between 5 and 12 premises. In total there are 321 licensed premises in the current CIZ zones.

Given the health impacts across all the 26 hospital admission measures which are all statistically significantly worse than the England average, and the fact that the majority of premises are concentrated in the current CIZ zones. As Director of Public Health I would like to support the continuation of the current CIZ arrangements in place.

Summary:

Alcohol can have significant negative health, social and economic impacts on communities, many of which are heightened in areas of high alcohol outlet density, such as Cambridge. In addition, there are health inequalities associated with alcohol-related harm, with Cambridge receiving statistically higher hospital admission across all measures than the English average. Area experiencing greater levels of harms. In line with the licensing objectives outline above, I therefore support the continuation of the Cumulative Impact Policy in Cambridge and the zones as currently in place.

- (1) Public Health England, 2016. The Public Health Burden of Alcohol and the Effectiveness and Cost- Effectiveness of Alcohol Control Policies – an evidence review.
- (2) National Institute for Health and Care Excellence, 2010. Public Health Guideline (PH24) – Alcohol-use disorders: prevention & National Institute for Health and Care Excellence, 2014. Evidence update 54 – a summary of selected new evidence relevant to NICE public health guidance 24

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APPENDIX C

Please reply to: Superintendent James Sutherland
Southern Area Commander
Telephone 101
E-mail: James.Sutherland@cambs.pnn.police.uk



6 August 2020

Licensing Team
Environmental Services
PO Box 700
Cambridge
CB1 0JH

Dear Sir or Madam

RE: **Licensing Policy consultation response**

I write in my capacity as Area Commander of Cambridge Police.

I have read the Cambridge City Cumulative Impact Policy Review 2020 Policy prepared by our Licensing Department. I am pleased that this makes suitable consideration around the key objectives of Prevention and Detection of Crime and Disorder, Public Safety, Prevention of Public Nuisance and Preventing Children from Harm.

It is my view that the Cumulative Impact Policy is both necessary and proportionate to prevent crime, disorder and nuisance, promote public safety and prevent children from harm. Unfortunately, violent crime and alcohol related anti-social behaviour remains a significant issue for both the Police and Local Partners to address. We continue to spend considerable time, effort and resource tackling this. The Special Policy on Concentration of Premises is seen as a vital tool in preventing further escalation of crime and disorder levels.

I have taken note of the recommendations in relation to parts of Chesterton Road being identified as a hot spot area for alcohol related crime and incidents. Data provided has shown over the last 3 years that this area is an emerging hotspot. The recommendations submitted are supported in relation to this area.

My conclusion is that that the Special Policy is working well in the existing areas and with the addition of the specified areas of Chesterton Road this should continue to form part of the City Council's Statement of Licensing Policy.

Yours sincerely

Superintendent James Sutherland, B.A Hons, M.A, M:Litt
Southern Area Commander

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Cumulative Impact Assessment 2021 to 2024

Cambridge City Council

NB: The Licensing Authority, when publishing its statement of licensing policy is required to have regard to the Cumulative Impact Assessment. The statement of licensing policy and the statements, provisions and aspirations contained within it are consistent with the approach laid out in the Cumulative Impact Assessment. The statements within the policy are aimed at encouraging best practice; a safe environment for all and most importantly, to actively promote the four licensing objectives. The statements in the licensing policy including the approaches to conditions; hours; enforcement and all other matters will apply to the premises designated with the Cumulative Impact Areas.

1. Cumulative Impact Areas – Background

- 1.1 The concept of Cumulative Impact has been described within the Secretary of State's Guidance since the commencement of the 2003 Act.
- 1.2 Cambridge City Council first adopted a special policy on Cumulative Effect in 2007, with amendments being made to the areas covered in 2008 and 2011.
- 1.3 The special policy formed part of the Statement of Licensing Policy, which was last reviewed in October 2017.
- 1.4 The Policing and Crime Act 2017 amended the Licensing Act 2003 to place 'Cumulative Impact Assessments' on a statutory footing by introducing paragraph 5a of the Licensing Act 2003. This amendment came into force on 6th April 2018.
- 1.5 This Cumulative Impact Assessment is therefore being published under these new provisions of the Licensing Act 2003. The policy will be reviewed no later than every three years from the date it came into force.

2. Consultation

- 2.1 As per section 5a of the Licensing Act 2003, in preparing the Cumulative Impact Assessment the Licensing Authority has consulted with the persons mentioned in section 5(3) of the Licensing Act 2003, namely:
 - the Chief Officer of Police for Cambridgeshire
 - the Chief Officer of the Cambridgeshire Fire and Rescue Service
 - persons/bodies representative of the Local Authority with the function of public health
 - persons/bodies representative of local holders of premises licences
 - persons/bodies representative of local holders of club premises certificates
 - persons/bodies representative of local holders of personal licences
 - persons/bodies representative of businesses and residents in the City of Cambridge
 - persons/bodies representative of Child Protection Services at Cambridgeshire County Council
 - other organisations as appear to the Licensing Authority to be affected by licensing matters, including local community, cultural, educational and entertainment organisations.

- 2.2 The Licensing Authority have considered the views of all those consulted prior to determining this policy.

3. The cumulative impact of a concentration of licensed premises

- 3.1 Cumulative impact is the potential impact on the promotion of the licensing objectives of a significant number of licensed premises concentrated in one area e.g. the potential impact on crime and disorder or public nuisance.
- 3.2 The cumulative impact of licensed premises on the promotion of the licensing objectives is a matter that the Licensing Authority can take into account. This should not, however, be confused with 'need' which concerns the commercial demand for a particular type of premises e.g., a pub, restaurant or hotel. The issue of 'need' is therefore primarily a matter for the market to decide and does not form part of this policy.
- 3.3 The Licensing Authority can publish a Cumulative Impact Assessment if there is evidence that a significant number of licensed premises concentrated in one area is causing a cumulative impact on one or more of the licensing objectives. The Licensing Authority will keep the situation as to whether an area is nearing this point under review.
- 3.4 The absence of a Cumulative Impact Assessment does not prevent any responsible authority or other person making representations on a new application for the grant or variation of a licence on the grounds that the premises will give rise to a detrimental cumulative impact on one or more of the licensing objectives in a particular area.
- 3.5 Following previous consultations and representations received by Cambridgeshire Constabulary, the Licensing Authority had adopted a special policy on cumulative effect that remains in place and is now being published as a Cumulative Impact Assessment.
- 3.6 In response to these representations the Licensing Authority has undertaken the following steps in considering whether to adopt a Cumulative Impact Assessment:
- Identified concern about crime and disorder or public nuisance
 - Considered whether there is good evidence that crime and disorder are happening and are caused by customers of licensed premises and that the risk of cumulative impact is imminent
 - Identified the boundaries of the areas where problems are occurring
 - Consulted with those specified in section 5(3) of the Licensing Act

2003, on the proposal for a cumulative impact assessment in relation to new applications and variations to existing premises licences and club premises certificates and considered the outcome of the consultation.

- 3.7 Having considered the available evidence and undertaken consultation, the Licensing Authority considers that it is appropriate and necessary to control cumulative impact. The Licensing Authority has published a Cumulative Impact Assessment relating to the areas set out in section 4 below.

4. Cumulative Impact Assessment

- 4.1 The Licensing Authority has published a Cumulative Impact Assessment in relation to the below areas of the City:
- Within the city centre marked on the map at Appendix 1
 - At the Cambridge Leisure Park marked on the map at Appendix 2. This area also includes the section of Cherry Hinton Road opposite the leisure park running from Hills Road to Clifton Road (both sides of the road).
 - The area of Chesterton Road, Milton Road and Mitcham's Corner as highlighted in the map at Appendix 3. The area runs along Chesterton Road from Croft Holme Lane to Ferry Path; Victoria Avenue from the River Cam to Chesterton Road; and Milton Road around Mitcham's Corner and up to Springfield Terrace.
 - The entire length of Mill Road Cambridge (excluding Brookfields)
 - The section of Hills Road running from the city to Purbeck Road (both sides of the road).
- 4.2 The evidence for the Cumulative Impact Assessment has been supplied by Cambridgeshire Constabulary on the grounds of Crime and Disorder and is set out in Appendix 4.
- 4.3 This assessment will apply to all applications for the grant or variation of a premises licence or club premises certificate within the cumulative impact area specified in paragraph 4.1. This includes material variations for increased hours for licensable activity; increased capacity and any other matter that may add to cumulative impact in the cumulative impact area. This will relate to premises carrying on or proposing to carry on the following licensable activities:
- The sale or supply of alcohol on or off the premises;
 - The provision of late-night refreshment;
 - The provision of any regulated entertainment.
- 4.4 Whilst this Cumulative Impact Assessment does not apply directly to Temporary Event Notices, the Guidance issued under section 182 the Licensing Act 2003 states that it is open to the police and Environmental Health officers to refer to this assessment and the evidence contained within it when objecting to a TEN. The Licensing Authority believes this is a right and proper approach as expressed in the hours within the Cumulative

Impact Area can have a direct impact on the promotion of the licensing objectives.

- 4.5 This assessment is being published because the Licensing Authority considers that the number of licensed premises and club premises certificates within the areas specified in 4.1 is such that it is likely that granting further licences or variations to licences would be inconsistent with the authority's duty to promote the licensing objectives.
- 4.6 The effect of the Cumulative Impact Assessment is to create a presumption that applications for the grant of a premises licence or club premises certificate or variations to existing licenses or certificates, within the cumulative impact area, will be refused if relevant representations are received.
- 4.7 The contents of the Cumulative Impact Assessment does not change the fundamental ways that decisions are made under the Licensing Act 2003. The Licensing Authority will make all decisions on applications within the cumulative impact area on a case by case basis with a view on how best to promote the licensing objectives.
- 4.8 The Cumulative Impact Assessment does not remove the requirement for a relevant representation to be submitted by a responsible authority or 'other persons' against an application for it to be considered by the Licensing Sub-Committee. An application that does not receive relevant representations is deemed granted under the Licensing Act 2003 (subject to such conditions as are consistent with the operating schedule and any mandatory conditions required by the Licensing Act 2003).
- 4.9 Applicants for a premises licence or club premises certificate, or applications to vary an existing licence or certificate, within the cumulative impact area should address issues of cumulative impact within their applications. Applicants will have to demonstrate that their application and proposed operation is not inconsistent with the Licensing Authority's Statement of Licensing Policy, the Cumulative Impact Assessment and the Licensing Authority's ability to be able to promote the licensing objectives.
- 4.10 Where valid representations are received against an application for a premises licence or club premises certificate or an application to vary an existing licence or certificate, within the cumulative impact area, a hearing of the Licensing Sub-Committee will be held. If during the hearing to determine the application, an applicant is able to demonstrate that there will be no negative impact on the authority's duty to promote the licensing objectives and there will be no increase in the cumulative impact, a licence may be granted. However, if it cannot be demonstrated that an application will not undermine the licensing objectives or demonstrate it will not increase the

cumulative impact with the areas specified in paragraph 4.1, then it shall be the policy of this Licensing Authority to refuse to grant the application.

4.11 This Cumulative Impact Assessment will not be used:

- As an absolute. The assessment shall always allow for the circumstances of each application to be considered properly and for applications that are unlikely to add to the cumulative impact on the licensing objectives to be granted.
- as a ground for revoking an existing licence or certificate when representations are received about problems with those premises. Where the Licensing Authority has concerns about the effect of activities at existing premises between midnight and 6am on the promotion of the licensing objectives in a specific area, it may introduce an Early Morning Alcohol Restriction Order (EMRO) if there is sufficient evidence to do so.
- to impose quotas based on either the number of premises or the capacity of those premises. This is because quotas that indirectly have the effect of predetermining the outcome of any application would have no regard to the individual characteristics of the premises concerned.

4.12 The Cumulative Impact Assessment will be kept under review and will remain in existence for a period of up to 3 years. It will be subject to review and further consultation before April 2024, or as required by law at which point the licensing authority will consider whether it remains of the opinion set out in this assessment.

5. Other mechanisms for controlling cumulative impact

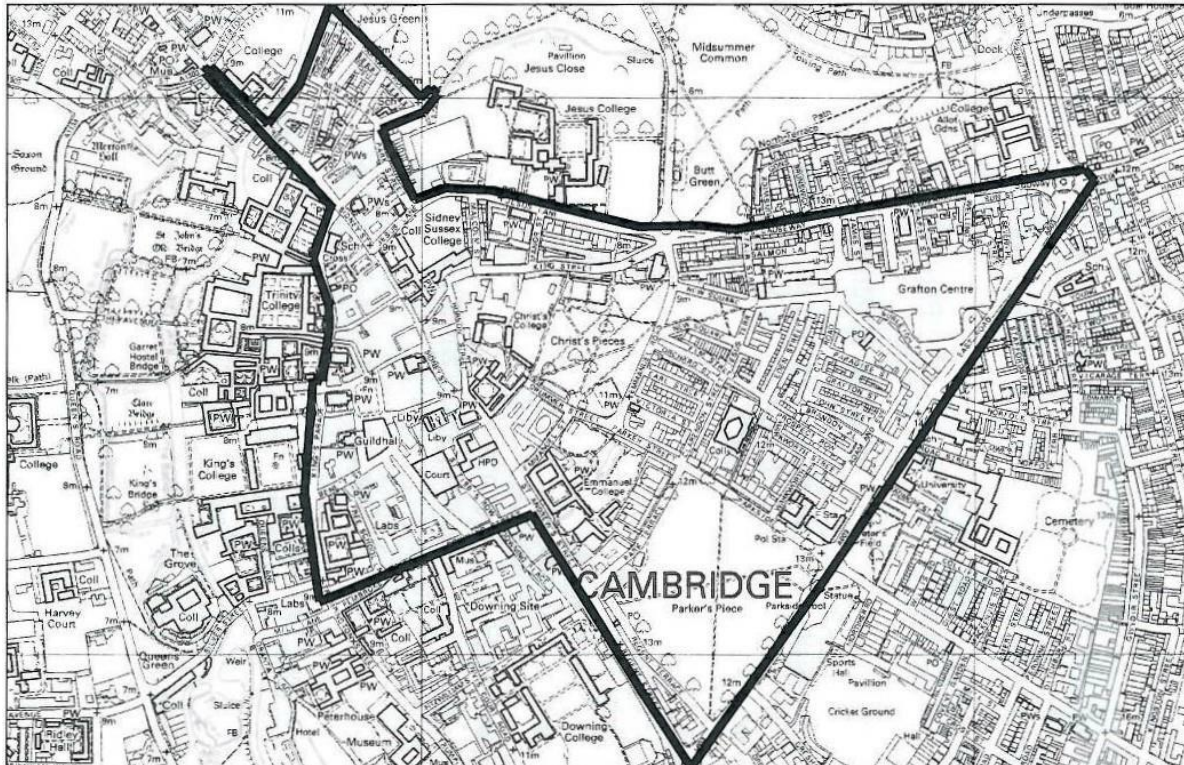
5.1 Once away from the licensed premises, a minority of consumers will behave badly and unlawfully. However, there are other mechanisms, both within and outside the licensing regime, that are available for addressing such issues. For example:

- planning controls
- positive measures to create a safe and clean environment in partnership with local businesses, transport operators and others
- the provision of CCTV, ample taxi ranks, Cambridge BID and CAMBAC (Cambridge Business Against Crime).
- powers to designate parts of the city as places where alcohol may not be consumed publicly. There are currently 3 Public Spaces Protection Order's in place. These are Donkey Common, Mill Road Cemetery and Ditchburn Place.
- confiscation of alcohol from adults and children in designated areas
- police enforcement of the law with regard to disorder and anti-social behaviour, including the issuing of fixed penalty notices

- police powers to close some premises for up to 24 hours on the grounds of disorder, the likelihood of disorder or excessive noise
- the power of police, local businesses or residents to seek a review of the licence or certificate
- enforcement action against those selling alcohol to people who are drunk.

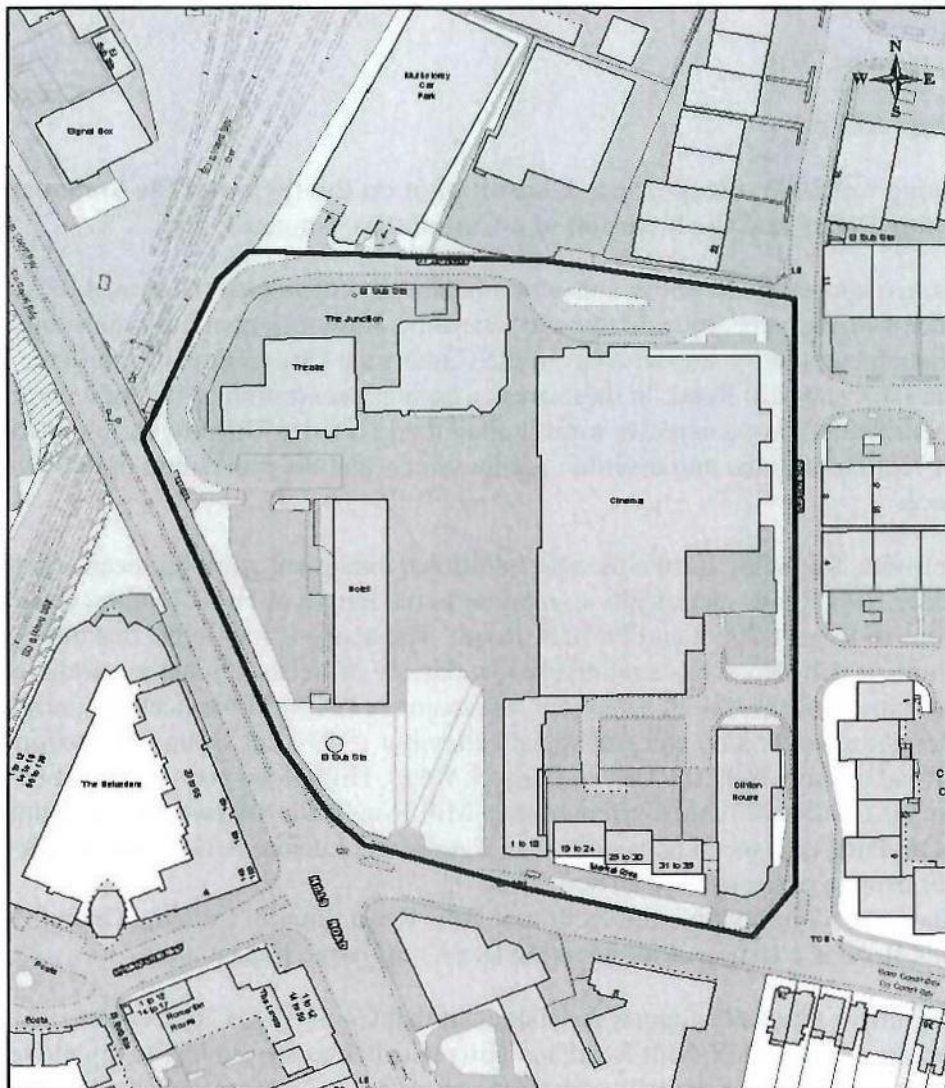
5.2 The above can be supplemented by other local initiatives that similarly address these problems, for example, through the Cambridge Community Safety Partnership in line with the strategic objectives for crime and disorder reduction within the City.

Appendix 1 – Cumulative Impact Area City Centre

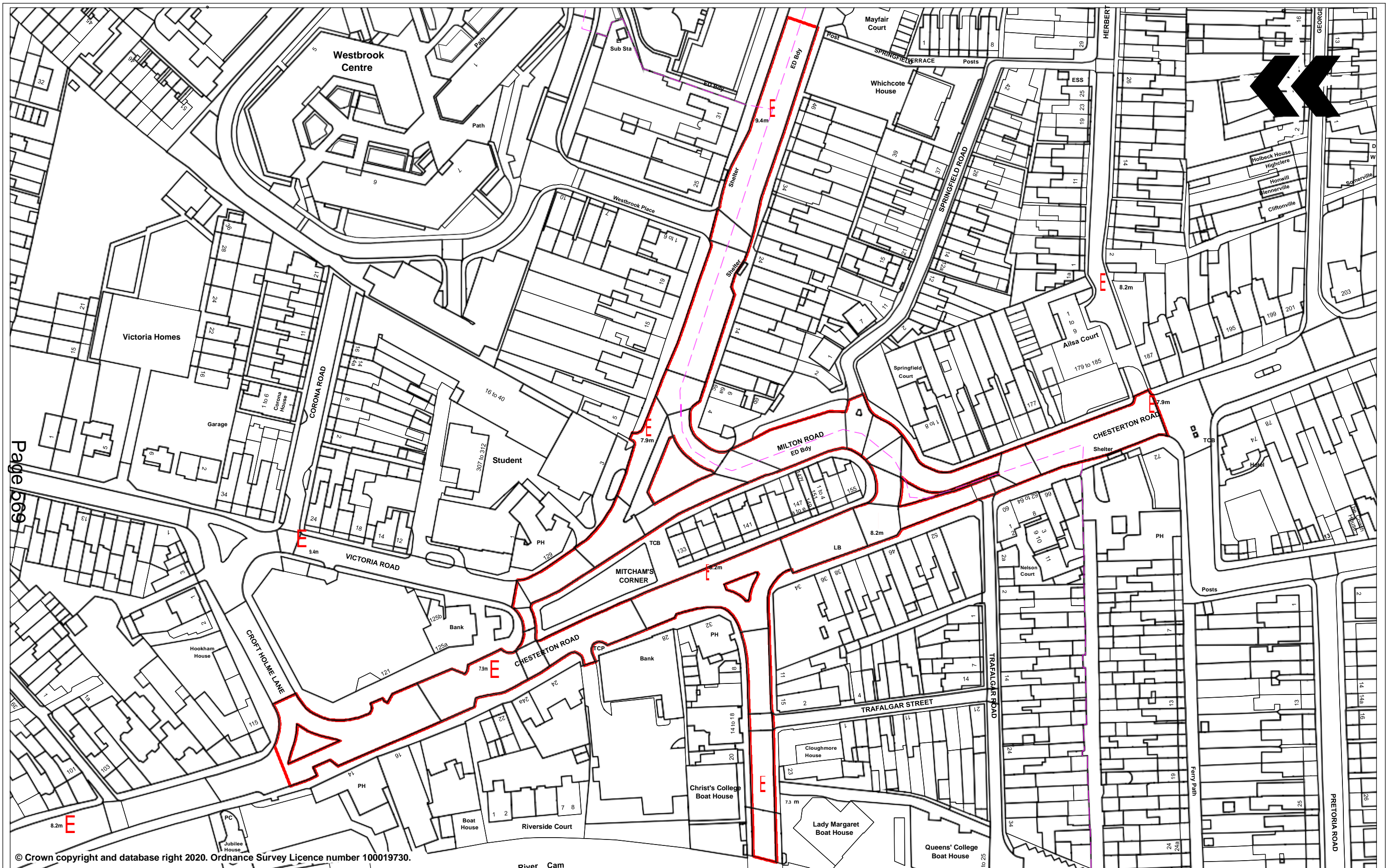


Streets in Cumulative Impact Area Market Ward			
Adam and Eve Street	Eden Street	Malcolm Street	Quayside
All Saints Passage	Elm Street	Manor Street	Regent Street
Beaufort Place	Emmanuel Street	Market Hill	Regent Terrace
Belmont Place	Fair Street	Market Passage	Round Church Street
Benet Street	Fitzroy Lane	Market Street	Salmon Lane
Brandon Place	Fitzroy Street	Melbourne Place	Severn Place
Burleigh Place	Free School Lane	Napier Street	Short Street
Burleigh Street	Gonville Place	New Park Street	Sidney Street
Clarendon Street	Grafton Street	New Square	St Andrews Street
Camden Court	Green Street	Newmarket Road	St Johns Road
Causeway Passage	Guildhall Place	Orchard Street	St Marys Street
Christ Church Street	Hobson Street	Paradise Street	St Tibbs Row
Christs Lane	Hobsons Passage	Park Parade	Sun Street
City Road	James Street	Park Street	Sussex Street
Corn Exchange Street	Jesus Lane	Park Terrace	Thompson's Lane
Crispin Place	John Street	Parkside	Trinity Street
Dover Street	King Street	Parsons Court	Warkworth Street
Downing Street	Kings Parade	Peas Hill	Warkworth Terrace
Drummer Street	Lower Park Street	Petty Cury	Wellington Street
Earl Street	Magdalene Street	Portugal Place	Willow Place
East Road	Maids Causeway	Prospect Row	Willow Walk

CAMBRIDGE LEISURE PARK



APPENDIX 3 – CUMULATIVE IMPACT AREA – MITCHAM'S CORNER, CHESTERTON ROAD AND MILTON ROAD



Page 669

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Cumulative Impact Area - Mitcham's Corner

Date:	22 July 2020
Produced by:	3C Shared Services
Section/Department:	Spatial Team
Scale:	1:1,250 @ A3

J:\WORKING\cumulative_impact_area.cia

APPENDIX 4 - CAMBRIDGE CITY CUMULATIVE IMPACT POLICY REVIEW 2020

Three years data has been analysed, though it should be noted that we are dependent upon crimes and incidents having an 'alcohol' marker which is not reliably the case. Additionally, in May 2018 Cambridgeshire Constabulary converted to a new Crime recording system, which again required an 'alcohol' qualifier to be recorded against a crime for it to be included in these statistics. These figures relate to all alcohol related crimes and incidents recorded within the Cambridge Ward areas that have been identified using the recording systems – 'Crime File', 'Command & Control 3' and 'Athena'.

From the information that is recorded below, it can be seen that in Cambridge there is a general correlation between the ward areas with the highest number of licenced premises and the number of alcohol related crime and incidents.

WARD	Licenced Premises
Market	245
Petersfield	62
Trumpington	51
Abbey	33
Coleridge	32
Castle	32
Newnham	32
Romsey	26
King's Hedges	24
Arbury	24
Cherry Hinton	22
East Chesterton	16
West Chesterton	14
Queen Edith's	11
TOTAL	624

Alcohol Related Crime and Incidents				
WARD	Apr2017- Mar2018	Apr2018- Mar2019	Apr2019- Mar2020	TOTAL
Market	1151	714	813	2678
Petersfield	254	188	228	670
Trumpington	195	182	228	605
King's Hedges	198	133	199	530
Abbey	159	160	198	517
West Chesterton	150	157	185	492
East Chesterton	158	100	160	418
Arbury	163	121	111	395
Coleridge	144	108	141	393
Romsey	104	92	108	304
Queen Edith's	126	68	85	279
Cherry Hinton	79	59	77	215
Castle	74	53	58	185
Newnham	45	33	37	115
TOTAL	3000	2168	2628	7796

There has been an overall ~12% decrease in the number of alcohol related crimes and incidents recorded in Cambridge between April 2017-March 2018, and April 2019-March 2020.

The table below shows the highest 15 streets in Cambridge for reports of alcohol related crimes and incidents between April 2017 – May 2020. Ten of these streets being located within the existing City Centre Cumulative Impact Zone (CIZ). Hills Road and Mill Road also located in existing CIZs.

ROAD NAME	Crimes & Incidents April 2017 - May 2020	WARD
St Andrews Street	382	Market
Mill Road	232	Petersfield/Romsey
Hills Road	215*	Petersfield/Trumpington/Coleridge
Chesterton Road	211	West Chesterton/Arbury
Sidney Street	201	Market
Downing Street	200	Market
Regent Street	198	Market
Newmarket Road	165	Abbey
Milton Road	158	West Chesterton/Kings Hedges
East Road	143	Market
Parkside	136	Market
Lion Yard	117	Market
Guildhall Place	116	Market
Rose Crescent	116	Market
Market Hill	107	Market

* excluding alcohol related crimes and incidents recorded at Addenbrookes hospital, Hills Road.

MARKET WARD

The main hot spot areas for alcohol related crime and incidents in Market Ward, are focused on St. Andrews Street, Sidney Street, Downing Street and Regent Street. With St. Andrews Street accounting for 14% of all the alcohol related crime and incidents in Market Ward. Sidney Street, Downing Street and Regent Street all account for approximately ~7% respectively. This shows a continued requirement for the presence of the current city centre CIZ.

COLERIDGE

Coleridge Ward has seen a small reduction of ~7% in the overall alcohol related crime and incidents from the period March 2014- February 2017 to March 2017- February 2020. However, over the same period the percentage of these crimes and incidents occurring on the Cambridge Leisure Park has seen a significant reduced from 30% to only ~9%, indicating that the presence of the current CIZ has been effective.

PETERSFIELD/ROMSEY

Despite the combined figures for these two wards showing a ~5% reduction in the overall alcohol related crime and incidents from the period March 2014- February 2017 to March 2017- February 2020. There are still two 'hotspot' areas, namely; Mill Road and Hills Road.

Mill Road:

- A total of 232 (~22%) of all recorded alcohol related incidents and crimes in Petersfield and Romsey Wards occurs on Mill Road.
- There is a total of 44 Licensed Premises on Mill Road, made up of premises with on-licences, off-licences and both.
- Between 1st March 2019 – 29th February 2020 the police recorded 26 'street based' alcohol related incidents (not crimes) along the Petersfield section of Mill Road. The vast majority of these incidents refer to: street drinkers being abusive to members of the public, concerns for the safety of people 'passed out' on the

path, or persons walking in the road, presenting a danger to themselves and other road users. Additionally, a number of calls to assist ambulance staff who are trying to assess/treat uncooperative, vulnerable persons who are under the influence of alcohol/drugs.

PETERSFIELD AND TRUMPINGTON

Hills Road:

- Over the 3-year period a total of 215 (~12%) of all alcohol related crimes and incidents within the Wards of Petersfield, Coleridge and Trumpington were recorded along Hills Road, not including those recorded as occurring at Addenbrookes hospital, Hills Road.
- The vast majority of these records indicate that the offending party was intoxicated, resulting in violent behaviour, with some leading to an assault, or displaying aggressive behaviour in a public place.

It is evident from the general downward trend in alcohol related crime and incidents that current CIZs are effective and are having a positive impact. However, the previously identified hotspots for these types of crimes and incidents continue to be problematic areas in Cambridge City, and therefore it is recommended that the current Cumulative Impact Zones remain in place.

WEST CHESTERTON

It should be noted that over the last 3 years the statistics show that Chesterton Road is a hotspot area for alcohol related crimes and incidents.

There is a small section of Chesterton Road within Arbury Ward, but its majority is in West Chesterton Ward. Chesterton Road features 4th in the table for the highest alcohol related crimes and incidents which is concerning as it isn't located within any of the existing CIZ. The city centre CIZ borders the southern bank of the River Cam, and Chesterton Road is located just north of the river.

As a comparison with Mill Road, between 1st March 2019 – 29th February 2020 the police recorded 21 'street based' alcohol related incidents (not crimes) along Chesterton Road.

The vast majority of this incidents refer to incidents involving street drinkers being abusive to members of the public and shop staff, begging, fighting amongst themselves. Additionally, as with Mill Road we have recorded a number of calls to assist ambulance staff who are trying to assess and treat unwilling, vulnerable people who are under the influence of alcohol or drugs.

The majority of these reports are centred around the 'Mitcham's Corner' area, and roads leading off it. The areas include; the parade of shops and businesses on Milton Road (as far as Springfield Terrace), the section of Chesterton Road from Croft Holme Lane, along to Ferry Path, and the section of Victoria Avenue, north of the River Cam.

There appears to be disproportional high level of alcohol related crimes and incidents in this area of the West Chesterton ward, considering it only has 14 licensed premises.

However, a high percentage of these premises are located within this 'hot spot' area. ~23% of all recorded alcohol related crimes and incidents occur along Chesterton Road. Therefore, consideration should be given to extending the city centre CIZ to include this area, or to create a new CIZ for this relatively small geographical area.

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**Section from Statement of Licensing Policy in regards to
Cumulative Impact**

5. The cumulative impact of a concentration of licensed premises

5.1 Cumulative impact is the potential impact on the promotion of the licensing objectives of a significant number of licensed premises concentrated in one area e.g. the potential impact on crime and disorder or public nuisance.

5.2 The cumulative impact of licensed premises on the promotion of the licensing objectives is a matter that the Licensing Authority can take into account. This should not, however, be confused with 'need' which concerns the commercial demand for a particular type of premises e.g., a pub, restaurant or hotel. The issue of 'need' is therefore primarily a matter for the market to decide and does not form part of this licensing policy statement.

5.3 The Licensing Authority can only adopt a special policy on cumulative impact if there is evidence that a significant number of licensed premises concentrated in one area is causing a cumulative impact on one or more of the licensing objectives. The Licensing Authority will keep the situation as to whether an area is nearing this point under review.

5.4 The absence of a special policy does not prevent any responsible authority or other person making representations on a new application for the grant or variation of a licence on the grounds that the premises will give rise to a detrimental cumulative impact on one or more of the licensing objectives in a particular area.

5.5 Following previous consultations and representations received by Cambridge Constabulary, the Licensing Authority has adopted a special policy on cumulative effect that remains in place.

5.6 In response to these representations the Licensing Authority has undertaken the following steps in considering whether to adopt a special policy on cumulative effect within this statement of licensing policy:

- Identified concern about crime and disorder or public nuisance
- Considered whether there is good evidence that crime and disorder are happening and are caused by customers of licensed premises and that the risk of cumulative impact is imminent
- Identified the boundaries of the areas where problems are occurring

**Section from Statement of Licensing Policy in regards to
Cumulative Impact**

- Consulted with those specified in section 5(3) of the Licensing Act 2003, on the proposal for a special policy in relation to new applications and variations to existing premises licences and club premises certificates and considered the outcome of the consultation

5.7 Having considered the available evidence and undertaken consultation, the Licensing Authority considers that it is appropriate and necessary to control cumulative impact. The Licensing Authority has adopted a special policy relating to cumulative impact to the areas set out in paragraph 5.8 below.

Special Policy on Cumulative Effect

5.8 The Licensing Authority has adopted a special policy relating to cumulative impact in relation to the areas of the City:

- Within the city centre marked on the map at Appendix 1
- At the Cambridge Leisure Park marked on the map at Appendix 2.
- This area also includes the section of Cherry Hinton Road opposite the leisure park running from Hills Road to Clifton Road (both sides of the road).
- The entire length of Mill Road Cambridge (excluding Brookfields)
- The section of Hills Road running from the city to Purbeck Road (both sides of the road).

5.9 The evidence for this special policy has been supplied by Cambridge Constabulary on the grounds of Crime and Disorder and is set out in Appendix 3.

5.10 This special policy creates a rebuttable presumption that applications within the areas set out in paragraph 5.8 for new premises licences or club premises certificates or variations that are likely to add to the existing cumulative impact will normally be refused, if relevant representations are received about the cumulative impact on the licensing objectives, unless the applicant can demonstrate why the operation of the premises involved will not add to the cumulative impact already being experienced.

5.11 Applicants will need to address the special policy issues in their operating schedules in order to rebut such a presumption.

**Section from Statement of Licensing Policy in regards to
Cumulative Impact**

5.12 Despite the presumption against grant, responsible authorities and/or other persons will still need to make a relevant representation before the Licensing Authority may lawfully consider giving effect to its special policy i.e. if no representation is received, the application must be granted (subject to such conditions as are consistent with the operating schedule and any mandatory conditions required by the Licensing Act 2003). Responsible authorities and other persons can make a written representation referring to information, which had been before the Licensing Authority when it developed its statement of licensing policy.

5.13 The Licensing Authority recognises that a special policy should never be absolute. The circumstances of each application will be considered properly and applications for licences and certificates that are unlikely to add to the cumulative impact on the licensing objectives may be granted. After receiving representations in relation to a new application or for a variation of a licence or certificate, the licensing authority will consider whether it would be justified in departing from its special policy in the light of the individual circumstances of the case. The impact can be expected to be different for premises with different styles and characteristics. If the Licensing Authority decides that an application should be refused, it will still need to show that the grant of the application would undermine the promotion of the licensing objectives and that necessary conditions would be ineffective in preventing the problems involved.

5.14 This special policy will not be used:

- as a ground for revoking an existing licence or certificate when representations are received about problems with those premises
- to justify rejecting applications to vary an existing licence or certificate except where those modifications are directly relevant to the policy (as would be the case with an application to vary a licence with a view to increasing the capacity limits of the premises) and are strictly necessary for the promotion of the licensing objectives
- to include any provisions for a terminal hour in any particular area which might impose a fixed closing time akin to that under the 'permitted hours' provisions of the Licensing Act 1964
- to impose quotas - based on either the number of premises or the capacity of those premises - that restrict the consideration of any application on its individual merits or which seek to impose limitations on

**Section from Statement of Licensing Policy in regards to
Cumulative Impact**

trading hours in particular areas. Quotas have no regard to individual characteristics of the premises concerned. Proper regard will be given to those differences and the differing impact they will have on the promotion of the licensing objectives

5.15 This special policy will be reviewed regularly to assess whether it is still needed or should be expanded

Other mechanisms for controlling cumulative impact

5.16 Once away from the licensed premises, a minority of consumers will behave badly and unlawfully. However, there are other mechanisms, both within and outside the licensing regime, that are available for addressing such issues. For example:

- planning controls
- positive measures to create a safe and clean environment in partnership with local businesses, transport operators and others
- the provision of CCTV, ample taxi ranks, Cambridge BID and CAMBAC (Cambridge Business Against Crime).
- powers to designate parts of the city as places where alcohol may not be consumed publicly. There are currently 3 Public Spaces Protection Order's in place. These are Donkey Common, Mill Road Cemetery and Ditchburn Place.
- confiscation of alcohol from adults and children in designated areas
- police enforcement of the law with regard to disorder and anti-social behaviour, including the issuing of fixed penalty notices
- police powers to close some premises for up to 24 hours on the grounds of disorder, the likelihood of disorder or excessive noise
- the power of police, local businesses or residents to seek a review of the licence or certificate
- enforcement action against those selling alcohol to people who are drunk.

5.17 The above can be supplemented by other local initiatives that similarly address these problems, for example, through the Cambridge Community Safety Partnership in line with the strategic objectives for crime and disorder reduction within the City.

Cambridge City Council Equality Impact Assessment (EqIA)

This tool helps the Council ensure that we fulfil legal obligations of the [Public Sector Equality Duty](#) to have due regard to the need to –

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther, Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk or phone 01223 457046.

Once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking. For advice on consulting on equality impacts, please contact Graham Saint, Strategy Officer, (graham.saint@cambridge.gov.uk or 01223 457044).

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

2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)
https://www.cambridge.gov.uk/content/licensing-overview

3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?
To enable the council to exercise its functions under Section 5a of the Licensing Act 2003.
If the Council chooses to publish a cumulative impact assessment it must be produced, adopted and published.. The assessment must be reviewed every 3 years.

4. Responsible service
Environmental Services

5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick all that apply)	<input checked="" type="checkbox"/> Residents <input checked="" type="checkbox"/> Visitors <input checked="" type="checkbox"/> Staff
--	--

Please state any specific client group or groups (e.g. City Council tenants, tourists, people who work in the city but do not live here):

[Click here to enter text.](#)

6. What type of strategy, policy, plan, project, contract or major change to your service is this?	<input checked="" type="checkbox"/> New <input type="checkbox"/> Major change <input type="checkbox"/> Minor change
---	---

7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
--	--

If 'Yes' please provide details below:

Responsible authorities play a part in delivering the assessment, these include the Police and Public Health.

The proposed publishing of the Assessment has been sent to responsible authorities, those directly affected by the assessment and has been open to a public consultation. All responses received have been considered when producing the assessment.

8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?

Is going to Licensing Committee on 25th January 2021

9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?
--

The assessment has been subject to a 12 week public consultation. The assessment recognises the Equality Act 2010 which places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and

victimisation; to advance equality of opportunity; and to foster good relations, between persons with different protected characteristics.

10. Potential impacts

For each category below, please explain if the strategy, policy, plan, project, contract or major change to your service could have a positive/ negative impact or no impact. Where an impact has been identified, please explain what it is. Consider impacts on service users, visitors and staff members separately.

(a) Age - Please also consider any safeguarding issues for children and adults at risk

One of the licensing objectives is the protection of children from harm. The assessment helps support this objective. The Child Protection Services of Cambridgeshire County Council is a responsible authority and is recognised as being competent to advise on matters relating to the protection of children from harm.

They were consulted as a responsible authority and no response was received.

The safeguarding for children and vulnerable adults policy of Cambridge City Council will also be considered when determining licensing applications.

(b) Disability

We do not believe that the assessment will impact negatively on this target group. The assessment has been open to a public consultation and no responses have been received in regards to the assessment impacting on those with a disability.

The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of disability.

(c) Gender reassignment

We do not believe that the assessment will have an impact on this target group. The assessment has been open to a public consultation and no responses have been received in regards to the assessment impacting on gender.

The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of gender.

(d) Marriage and civil partnership

We do not believe that the assessment will impact negatively on this target group. The assessment has been open to a public consultation and no responses have been received in regards to the assessment impacting on marriage or civil partnership.

(e) Pregnancy and maternity

We do not believe that the assessment will impact negatively on this target group. The assessment has been open to a public consultation and no responses have been received in regards to the assessment impacting on pregnancy or maternity.

(f) Race – Note that the protected characteristic ‘race’ refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

We do not believe that the assessment will impact negatively on this target group. The assessment has been open to a public consultation and no responses have been received in regards to the assessment impacting on race.

The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of race

(g) Religion or belief

We do not believe that the assessment will impact negatively on this target group. The assessment has been open to a public consultation and no responses have been received in regards to the assessment impacting on religion.

The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of religion.

(h) Sex

We do not believe that the assessment will impact negatively on this target group. The assessment has been open to a public consultation and no responses have been received in regards to the assessment impacting on gender.

The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of gender.

(i) Sexual orientation

We do not believe that the assessment will impact negatively on this target group. The assessment has been open to a public consultation and no responses have been received in regards to the assessment impacting on sexual orientation.

The Licensing Authority will have regard to equality and will expect an applicant to meet their statutory obligations in this area and not unlawfully discriminate or refuse service on grounds of sexual orientation.

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

The assessment will have no impact on any other factors that may lead to inequality.

11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqIA accordingly.)

The assessment will be kept under review and will remain in existence for a period of up to 3 years. It will be subject to review and further consultation before February 2024 or as required by changes in law or other policies.

12. Do you have any additional comments?

None

13. Sign off

Name and job title of lead officer for this equality impact assessment: Luke Catchpole, Senior Technical Officer

Names and job titles of other assessment team members and people consulted: Gemma Tilley, Team Manager (Commercial & Licensing)

Date of EqlA sign off: 11th December 2020

Date of next review of the equalities impact assessment: February 2024

Date to be published on Cambridge City Council website: January 2021

All EqlAs need to be sent to Helen Crowther, Equality and Anti-Poverty Officer. Ctrl + click on the button below to send this (you will need to attach the form to the email):

Send form

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CAMBRIDGE CITY COUNCIL

LICENSING POLICY

RESPONSE TO CONSULTATION ON CUMULATIVE IMPACT ASSESSMENT AND POLICY

BY UKHOSPITALITY

1. UKHospitality thanks Cambridge City Council (“CCC”) for the opportunity to submit comments on this important consultation.
2. UKHospitality is the UK’s hospitality sector industry body, representing over 700 companies which in turn operate around 70,000 venues in a sector that employs 3.2 million people. The body speaks on behalf of a wide range of leisure and ‘out-of-home’ businesses, from FTSE 100 enterprises to niche groups and independent single-site operators – covering pubs, restaurants, hotels, nightclubs, contract catering, leisure parks, visitor attractions and coffee shops. Data shows that pre-Covid total employment in the hospitality sector in Cambridge accounted for 13,698 persons.
3. UKHospitality notes that CCC only received a single response to the consultation. We appreciate that the consultation which started on 1st September was not within a national lockdown period, however, restrictions were in force from 14th September, including Tier restrictions from 14th October and a national lockdown commenced again on November 5th. As such during the consultation any businesses may have been closed and/or trading with a more limited offer. As such, we would respectfully suggest that it is possible that participation was impacted as a result of that. It is unclear how businesses were contacted to advise them of the consultation. UKHospitality is not aware of how the consultation was publicised. However, the reality has been that leisure operators have been fully occupied by the pressing matters caused by the pandemic, including dealing with creditors and their staff during the prolonged period of business disruption, and putting in place extensive measures to reduce the risk of transmission on their premises. In these unprecedented times, the protection of businesses from

insolvency has taken primacy, and responses to consultation exercises have naturally diminished.

4. Accordingly, UKHospitality is particularly grateful for the opportunity to participate, albeit belatedly, in this consultation process.
5. UKHospitality has also invited the well-known licensing barrister Philip Kolvin QC to prepare a brief paper on cumulative impact following the pandemic, which is attached. It is hoped that his views are found to be helpful.
6. UKHospitality summarises its position as follows:

(1) The only data underpinning the cumulative impact assessment concerns the number of licensed premises and the level of alcohol-related crime to March 2020. However, that data is now out of date. Because of the pandemic, many premises have closed or will close, or have changed or will change the style of their operation. Further, the quantum, pattern and causes of crime will also have changed significantly, and will continue to do so, as the profile of the city leisure industry alters, footfall is reduced and more entertainment is enjoyed at home. To adopt an expanded cumulative impact policy based on superseded data would be a flawed approach.

(2) A cumulative impact policy presumes against any further development of the licensed leisure industry. A policy of this nature may be justified where the overriding requirement of the City is to restrain such development. However, as the nation emerges from the severe economic hardship caused by the pandemic, with many town and city centre leisure units closed, it may well be that the opposite, or at least a less draconian, approach is needed, to prevent an ongoing increase in vacancies, and a reduction in business rate contributions, footfall and employment.

(3) In addition, at a time when the retail base of towns and cities is reducing, it may be considered important to promote leisure rather than restrain it. While Cambridge has a conspicuously successful retail core, it is notable

that it has the highest level of on-line spend in the UK – with over a quarter of spending on-line. The pandemic can be expected to increase that percentage to the detriment of its local high streets.

- (4) In these circumstances, UKHospitality respectfully suggests that CCC rolls over its current licensing policy, but without the cumulative impact element, for a period of 12 months. This will give CCC sufficient time to consider up to date licensing and crime data following the pandemic, and adopt a policy which reflects the needs of the city in what will undoubtedly be a new era.
- (5) Failing that, CCC is requested simply to roll over its existing policy for a period of 12 months, including the current cumulative impact element, but not to expand its cumulative impact areas.
- (6) The policy should make provision for temporary modifications of licences to help businesses survive and adapt during the crisis.
- (7) The policy should specifically promote pavement licensing, which provides crucial income at a time when physical distancing has to be maintained indoors.

If the Council takes up the suggestion of revisiting its cumulative impact policy at this unprecedented time, UKHospitality will be pleased to furnish the Council with further data and policy suggestions, to enable the Council to adopt a policy which achieves a suitable balance between public protection and cultural development.

UKHospitality

January 2021

CAMBRIDGE CITY COUNCIL

LICENSING POLICY CONSULTATION

PAPER BY PHILIP KOLVIN QC

1. I have been asked by UK Hospitality to comment briefly on Cambridge City Council's proposed licensing policy which, following an analysis of crime data to March 2020, would readopt the current cumulative impact areas and add a further one. This paper should not be viewed as legal advice, much less as an intimation of a legal claim. Rather, it is intended to provide some hopefully helpful ideas in relation to the formulation of policy at a time of crisis for the industry.
2. As everybody is aware, this is a time of unprecedented difficulty for the hospitality industry, and one which will continue to affect the licensing landscape across the nation both now and in the medium and long term.
3. The hospitality industry as a whole has faced severe financial and operational constraints over the last 10 months, with many having been forced to close permanently or temporarily. As is well-understood 2021 will be a further extremely difficult year, with rising levels of unemployment and debt and falling economic activity. For those businesses which can afford to open, the need for social distancing, the increased operational costs of Covid-secure measures and a growing consumer preference for home entertainment will further hamper the viability of licensed premises.
4. In summary, for an industry which trades on small margins, it is inevitable that Covid-19 will have an extremely serious long-term impact. Quarter 2 Gross Domestic Product data recently published showed a decline of around 20% for the UK economy overall – but for the hospitality sector it was even worse with a massive 85% decline. New commercial data for Quarter 3 showed that the sector's sales fell a further 48%, even with the boost from Eat Out to Help Out, the VAT cut and extra 'staycations'. In addition, a UKHospitality survey of companies undertaken in November 2020 showed almost half (41%) of

businesses that were surveyed suggested that they would fail by mid-2021. 23% said that they would do so by the turn of the year.

5. The 10pm curfew saw sales fall around 20% year-on-year from already depressed levels. In terms of visitors to the UK, hotels surveyed were reporting a 50% increase in cancellations, with forward bookings from October falling by 20%. Finally, Christmas trade forms a key part of hospitality's 'golden quarter,' which many businesses rely on for significant amounts of their annual revenue. This year, due to restrictions, cancellations and distancing measures, revenues were extremely limited: the recent UKHospitality survey of our membership indicated a revenue loss of £73 billion for this year (-57%), and this was before the November lockdown was announced and in place. UKHospitality is still updating Q4 data, which is anticipated will show further severe significant impact on the sector due to the strengthening of tier restrictions heading into Christmas and the resulting loss of trade and the national lockdown that commenced at the start of 2021 and currently has no end date set.
6. In such a climate, two matters are clear. The first is that any previous analyses of cumulative impact will be out of date. The second is that there is a social and economic imperative to facilitate and not frustrate business development. This is not to say that there should not be licensing controls: quite the contrary. It is simply to say that the usual tools of control under the Licensing Act, namely the assessment of the impact of proposals on the licensing objectives, provides a sufficient safeguard at this time. They do not need to be supplemented by a presumption against new or varied licences.
7. Additionally, it is axiomatic that any adoption of cumulative impact policy should be underpinned by an up to date CIA assessment. What is already clear though is that many businesses will not survive and the licensing landscape will not return to its pre-March 2020 state. It is quite impossible in these circumstances to predict crime data, but it is almost inevitable that reductions in premises and footfall will produce less alcohol-related crime in the public realm, although quieter streets and the reduction in SIA supervisors who perform an important security role may produce an increase in other sorts of crime. It is also possible

that a greater proportion of home consumption will produce a greater proportion of alcohol-related crime in domestic settings, but that will certainly not be a function of the number of licensed premises.

8. All of this would apply to any town or city, but there are some special features of Cambridge which may also have an effect. The entire cumulative impact proposal is based around two quite crude measures of overall licensed premises and overall alcohol-related crime. I would respectfully suggest that there are many other important measures, e.g. what type of premises (on-licences/off-licences, nature of premises such as bars/ clubs/restaurants/cinemas/theatres), what hours are the licences, what are the types of crime (inside premises/outside premises/somewhere else, violence/public order) and what day and times are the crimes committed? A picture whereby most crime is committed at 3 a.m. when nightclubs disgorge requires a completely different policy response to a picture whereby crime is committed all day by street drinkers. The latter may well have little to do with the number of on-licences, but may have a lot to do with how alcohol is sold from off-licences and the city's response to the issue.
9. The imposition of a cumulative impact policy is the most draconian lever available to a licensing authority. Usually, it is based on some relatively detailed analysis of relevant data. Cambridge has not undertaken that exercise, but there is the additional issue that the data cannot realistically be taken as a reliable basis for the policy because of the intercession of the pandemic.
10. The corollary of this, of course, is that the presumption against any further licences or even material variations may well not be an advisable policy position for Cambridge as it emerges from the pandemic and seeks to maintain a vibrant high street, employment and cultural opportunities, a reputation for a good standard of leisure provision and so forth. It is the equivalent of imposing a presumption against new building following a hurricane.
11. Considerations of this sort have moved other authorities to revisit and remove their cumulative impact policies with recent examples being Trafford with effect from 7th January, Hereford from 11th December and additionally cumulative impact policies in the last few months have been removed in Birmingham,

Bournemouth, Hartlepool and Oxford are currently consulting on the removal of theirs.

12. Even if the Council wishes to maintain a cumulative impact policy, it would presumably wish to do so against up to date and sensitive data, and in a less blanket way than is currently the case. E.g. is the presumption to be against all premises or just types of premises, and for all hours or just particular hours? Would the Council like to state what it supports as well as what it opposes, and would it like to set standards which may assist operators to overcome the policy strictures?
13. In all of these circumstances, while it is entirely a matter for the Council, I can see value in revisiting this policy in 12 months' time when the new economic and leisure landscape is clearer, and when some more detailed analysis has been carried out, and some further consideration has been given to what the future vision is for leisure in Cambridge; and also when there has been a consultation which has produced a credible level of responses.
14. In the meantime, however, there is the question of what to do with the policy now.
15. My suggestion is that the policy should be rolled forward but without the cumulative impact element. However, it should be explained why this has been done, and it should be indicated that the matter will be revisited in 12 months' time. It should also be said that it remains open to any person to oppose a licence application based on cumulative impact, and the authority will then consider whether the application should be refused, or conditions added, based on cumulative impact considerations.
16. If the Council does not consider such a course acceptable, then it might decide to roll forward the existing policy, without extending the current cumulative impact areas, for 12 months, followed by a policy review once the outcome of the pandemic is known.

17. Furthermore, the policy might make interim provision for a more flexible approach for businesses which wish temporarily to modify their business model to help them survive, explore new ways of working and help them to adapt to rapidly changing customer types, numbers and needs.
18. As CCC will be acutely aware, operators facing these unique challenges are striving to adjust and create new business models to attract a diminishing number of customers in lower capacity premises trading over fewer hours than their licences currently permit. These changes might involve layout alterations, use of parts of the premises not previously used for trading, expansion out of doors, trying to trade over extended hours, or revising the business model so as to introduce more seating, more food or an element of performance. This is all strongly to be encouraged to help to save the hospitality industry and ensure a continuation of a diverse offering.
19. Given the dramatic decreases in footfall over the last few months and the inevitability that it will remain depleted over the short to medium term, it is suggested that there is good reason to permit greater flexibility for variations which will only operate for at least 12 months from the date of opening or implementation of variation, as the case may be. (It is important that time runs from opening or implementation rather than grant since it is uncertain when premises will be able to re-open fully or at all).

The following policy wording is suggested:

Temporary Modifications

“The Licensing Authority will take a flexible approach to applications for new premises licences or variations of premises licences which:

(1) are expressed to be for a period expiring no later than [12 months from opening or implementation, as the case may be.

(2) comply with the relevant policies in this Statement of Licensing Policy.

The purpose of this policy is to permit and encourage businesses to take a flexible approach to their business models in order to help them adapt and to survive the pandemic and its consequences. The licensing authority particularly wishes to endorse layout changes, expansions of space and flexing of business models which help to diversify the Cambridge economy and attract a wider customer base. In deciding on such applications, the Licensing Authority will give weight to the temporary nature of the proposal, and that the fact that, if granted, the proposal will be implemented during a period in which overall trade and footfall is significantly diminished.

21. The further benefit of such a Policy would be that businesses will have an enhanced opportunity to try out different business models. This will give them and CCC the opportunity to consider the impact of such models on the licensing objectives, which will improve the evidence base for the review of the licensing policy which it is suggested takes place one year from now.
22. I do however need to contextualise and qualify that suggestion in two respects.
23. First, I am not suggesting that such applications are only ever granted on a temporary basis. The operator must decide whether it wishes to make an application in the usual way. If the application is for an open-ended licence or variation, it is for the authority to decide whether the policy tests are met and whether the licensing objectives are undermined.
24. Second, and linked, is the consideration that for new licences in particular, it is unlikely to be viable for the business to apply for a 12 month licence, due to the investment and property commitment required and the need for business uncertainty in an uncertain environment. The suggestion is to enable an increase in applications, not to reduce the opportunity for investment.
25. It should be noted that this approach of temporary modifications is not unusual. For example, it is known that Plymouth, Hartlepool and Westminster, which all operate Cumulative Impact Policies, have granted temporary permissions for time-limited extensions of hours for a circa 12 month period so that the impact

can be assessed, in view of the impact of the pandemic on the hospitality industry.

26. Finally, and briefly, the Council may wish to consider creating a positive policy in favour of pavement licensing, which is such a crucial lifeline for businesses which cannot break even based on the number of tables they are permitted indoors, and such a positive opportunity for customers who are concerned about the risks of socialising inside premises.
27. I would conclude by saying that the pandemic has had an unprecedented impact on the hospitality and entertainment industry nationwide.
28. In my view, the appropriate response is to use the policy to nurture the hospitality industry, and seek to rebuild a sustainable, diverse offering rather than presuming against all licensing development.
29. I do hope that these views are helpful.

PHILIP KOLVIN QC

14 January 2021

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