



Cambridge City Council  
**Environment and Community Scrutiny**  
**Committee**

**Date:** Thursday, 7 October 2021

**Time:** 5.30 pm

**Venue:** Council Chamber, The Guildhall, Market Square, Cambridge, CB2 3QJ

**Contact:** [democratic.services@cambridge.gov.uk](mailto:democratic.services@cambridge.gov.uk), tel:01223 457000

**Agenda**

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Minutes (Pages 5 - 30)
- 4 Public Questions

**Decisions for the Executive Councillor for Communities**

- 5 Single Equality Scheme 2021-2024 (Pages 31 - 92)
- 6 Decisions to Support Community Services Reviews (Pages 93 - 106)
- 7 S106 Funding Round 2021: Public Art  
To follow
- 8 S106 Funding Round 2021: Community Services  
To follow

**Decisions for the Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing**

- 9 S106 Funding Round 2021: Open Spaces and Play  
Provision  
To follow

**Petition - Regarding Cam Floating Boat**

A petition has been received containing over 50 valid signatures stating the following:

We the undersigned petition the council Stop enforcement action against the Floating Cam Bar Ltd. and allow the company to continue trading from the River at Jesus Green.

The Floating Cam Bar, locally known as the 'Pimm's Punt' has been working along the River Cam for nearly ten years. Every year, we provide novelty, entertainment and refreshment to thousands of locals and visitors alike. Sadly, we are now being threatened with legal action from the council for trading.

We very nearly went out of business during the Pandemic. However, were lucky to be saved by a government 'bounce back loan'. We set ourselves to work last year applying for a new premises license which would allow us to serve you on land. Cambridge City Council granted us the license, and so we then designed and built a brand new boat, which could bring some of our summer magic to people walking along the banks of the River. Finally, we applied to the Cam Conservators for a new river vending license for a boat which sells to the banks. We were really delighted when this too was granted.

We launched the new boat on the first weekend out of lockdown 2021, and we were amazed by the response from locals, which was overwhelmingly positive.

Unfortunately, we were visited almost immediately by Cambridge City Council Enforcement, to demand we immediately stop trading. We have tried to engage several times with the council, but our emails and calls have gone unanswered.

Yesterday enforcement visited during trading hours to repeat the demand and inform us that legal action was commencing.

Please sign our petition to ask Cambridge City Council to reconsider its position and allow us to continue trading from the River at Jesus Green.

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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.

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## Decisions for the Executive Councillor for Climate Change, Environment and City Centre

10	Visit Cambridge Destination Management Organisation	(Pages 107 - 134)
11	Annual Climate Change Strategy and Carbon Management Plan Update Report	(Pages 135 - 190)

**Environment and Community Scrutiny Committee Members:** H. Davies (Chair), Healy (Vice-Chair), S. Baigent, Copley, Hauk, O'Reilly, Payne, Porrer, Sheil and Sweeney

**Alternates:** Ashton, S. Davies, Gilderdale and Page-Croft

**Executive Councillors:** Collis (Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing), Moore (Executive Councillor for Climate Change, Environment and City Centre) and A. Smith (Executive Councillor for Communities)

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**ENVIRONMENT AND COMMUNITY SCRUTINY COMMITTEE** 1 July 2021  
5.30 - 7.40 pm

**Present:** Councillors H. Davies (Chair), Healy (Vice-Chair), Ashton, S. Baigent, Copley, Gilderdale, Hauk, Payne, Porrer and Sheil

Executive Councillors: Collis (Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing) and Moore (Executive Councillor for Climate Change, Environment and City Centre)

**Officers:**

Strategic Director: Fiona Bryant

Head of Environmental Services: Joel Carré

Biodiversity Officer: Guy Belcher

Waste Service Officer: Rebecca Weymouth Wood

Committee Manager: James Goddard

**FOR THE INFORMATION OF THE COUNCIL**

**21/25/EnC Apologies for Absence**

Apologies were received from Councillors O'Reilly and Sweeney. Councillors Ashton and Gilderdale were present as Alternates.

Fiona Bryant attended as the Strategic Director instead of Suzanne Hemingway.

**21/26/EnC Declarations of Interest**

Name	Item	Interest
Councillor Copley	21/30/EnC	Personal: Employed by University of Cambridge.

**21/27/EnC Minutes**

The minutes of the meeting held on 25 March 2021 and 27 May 2021 were approved as a correct record and signed by the Chair.

## 21/28/EnC Public Questions

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

The Chair advised she would allocate thirty minutes for public speaking. Questions and answers that could not be covered in this time would still be recorded in the meeting minutes, questions that could not be answered in the meeting would receive a response by email.

### 1. Representative from FeCRA and Hills Road RA:

#### Visit Cambridge

- i. A new legal entity Visit Cambridge is being set up that will have decision making powers about Cambridge, the Cam & green spaces as a tourist destination. This organisation will be applying for central government grant funding and researching and pursuing donations from private foundations, philanthropic benefactors and heritage bodies and exploring crowd funding. Given the escalated complaint from Friends of the Cam and the unanswered questions about water and sewage how will the governance of this new entity work if Anglian Water, the councils' development partner, a member of Natural Capital East, who set up Water Resources East and is working with the councils, Natural Cambridgeshire and the Environment Agency on the Regional Water Plan, is pumping the Cam full of sewage?
- ii. For the Committee's attention. This extract is taken from <https://naturalcambridgeshire.org.uk/wp-content/uploads/2020/07/DNIP-Scoping-Study-report.pdf>
- iii. The report was produced for the Defra Group OxCam Arc Local Natural Capital Plan team, Natural Cambridgeshire and the Cambridgeshire and Peterborough Combined Authority

#### Natural Capital investment opportunities

- iv. Natural Capital East – Andrew Brown, Head of Sustainability, Anglian Water Services Ltd.
- v. Natural Capital East (NCE) are a reasonably new group of business-focussed organisations who want to work together and agree a narrative to take the right decisions, for the environment and business, effectively. It is mostly comprised of national and regional businesses; including Anglian Water, Nestle, National Grid, UK Power Networks, Barratt

Developments, Kier, Sainsbury's and Tarmac, but also includes the CPCA, OxCam Arc LNCP team, Highways England, Natural Cambridgeshire/DNIP, EA, New Anglia LEP, Paul Leinster, Water Resources East and National Trust.

- vi. Emerging from Anglian Water's environmental baseline and natural capital risk assessment work, they want to create an agreed set of regional metrics, a regional natural capital asset register and baseline. They hope that these will help us create a resilient framework for the future. However, with the recent progress of the Defra Group OxCam Arc LNCP team they might instead use their metrics, mapping and methodologies.
- vii. Extracts from the report are posted here  
<https://www.fecra.org.uk/docs/Extracts%20from%20Natural%20Cambs%20Scoping%20Nature%20for%20Investment.pdf>

Councillor Davies said that questions regarding the Biodiversity Supplementary Planning Document should be directed to Planning and Transport Scrutiny Committee.

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. Details regarding Visit Cambridge governance arrangements were expected to be discussed by Environment and Community Scrutiny Committee in October 2021.
- ii. 'Visit Cambridge and Beyond' provided a visitor welcome organisation in the city and a walking tour service to promote/market Cambridge to areas outside of the city.
- iii. A new organisation was needed to replace 'Visit Cambridge and Beyond' as it had not survived lockdown.
- iv. A Destination Management Organisation was needed to manage visitor numbers to the city and their impact on it.
- v. A Destination Management Organisation eg 'Visit Cambridge and Beyond' needed to work with other companies such as bus companies on long term strategic work as it could not act on its own.

Supplementary question:

- i. Queried governance arrangements for, and management of, green spaces.

- ii. Expressed concern over impact of organisations on green spaces in the city. Rules and regulations were not being followed.
  - iii. Unanswered questions from residents to planners were reflected by the Environment Agency.
2. Raised the following points:
- i. The Council's failure to involve its public in the Market Square project over 3 years, both before and during Covid, shows a lack of concern for the people of Cambridge which is also evident in their lack of representation on Cambridge BID and in the proposed Visitor Welcome Project. Will the Council now act to change this proposal, and the BID, to ensure that Cambridge citizens have a voice in bodies which decide the future character of our City?
  - ii. Why is the Market Square consultation so disgracefully badly advertised? There are just 3 posters placed by the City Council, one within the market near the rubbish compactor, and 2 on the Guildhall Street flank of the Guildhall. Throughout the consultation there has been no City Council publicity within the Market Square to tell people walking around the market that the consultation is even happening.
  - iii. Why isn't the City Council consulting on the 2019 feasibility study and its recommendations, including its "repave, re-lay and de-clutter" option? This option includes the much-needed removal of the rubbish compactor. But what is also essential is long-overdue new canopies to the stalls.
  - iv. Why isn't the consultation including or taking account of the outputs from the November 2020 workshops?
  - v. Why is the consultation on demountable stalls being carried out separately and belatedly with the traders, when the demountable stalls are crucial to the whole vision and to the experience of the Market Square by everyone, traders, shoppers and public?
  - vi. The Vision is not a vision but an afterthought. It does not consider the current uses or future potential of buildings surrounding the Square. It treats Peas Hill as a dumping ground for cycle racks rather than as an opportunity for sunny pleasant seating. Removing cycle racks from the Market Square will inconvenience market shoppers, and is symptomatic of the way this project has prioritised visitors over residents.

- vii. The information provided in the Concept Design is totally inadequate and misleading in relation to the proposed flexible use. It does not show the type of stall now being proposed; include any toilet provision for evening events; or give any realistic indication of the logistics of changing from the daytime market to evening events. Will the Council now withdraw the current consultation until it has a broader Vision, and a credible proposal based on:
- a) assessment and evaluation of the trial stalls, in terms of their functionality for traders, their performance in the wind rose, and the logistics of taking down and setting up?
  - b) plus a thorough demand and feasibility assessment of what evening uses might be viable and how they might be accommodated with the default position being the continuation of the current 7 day a week traditional market?

The Executive Councillor for Climate Change, Environment and City Centre responded:

- i. We were still in the early stages of the project.
- ii. Consultation was being undertaken on the strategic design of the market square, not the final design.
- iii. If the public supported the proposal then details such as materials would be reviewed before a consultation on the final design.
- iv. Two demountable stall designs were being considered. These were existing designs, the intention was to review their appropriateness before taking the risk of commissioning a (new) bespoke design.
- v. Officers were working with traders.
- vi. If the first stage of the consultation was positive, then a trial of the demountable stalls would be undertaken. If the design was unsuccessful then another would be used. The market square project would not move onto the next stage until the concept design and demountable stalls were considered acceptable/successful.
- vii. There had been extensive promotion of the consultation to the public including social media, news releases and notices in the market. The issue would be discussed at a special meeting of the Equality Panel to ensure the market was accessible to all.
- viii. Various networks and groups were invited to respond to the consultation.

- ix. Traders were engaged in the project from the outset. The public were consulted once a concept design was available.
- x. There was no consultation on how to use the market square as it will continue to be an area for a seven day a week market.

Officer response sent by email after meeting:

- i. We have undertaken extensive promotion of the public consultation has using a variety of methods to reach the wider community. This has included:
  - a. News release prior to launch of public consultation with a further release towards the end of the period.
  - b. On-going social media and website content throughout consultation period.
  - c. Full page article in Cambridge Matters summer edition due on doorsteps circa 14 June 2021.
  - d. Poster's advertising consultation in various locations but include 24 of the council's distribution boards across the city, the market, car parks, the central library, food hubs and community centres.
  - e. Postcards placed in Shopmobility offices and on market stalls.
  - f. Engagement with families attending CHYPS school holiday activity programme, family support, Equalities and community groups.
  - g. Project to be discussed at special meeting of Equalities Panel.
  - h. Separate strands of engagement are being developed with the market traders predominantly based around their specific needs and the criteria for a demountable stall.
  - i. Posted on In Your Area website (Cambridge News) which reaches Cambridge, Newnham, Croft, Newnham, Arbury, Chesterton, Grantchester, Trumpington, Fen Ditton, Coton, Cherry Hinton, Girton, Teversham, Impington, Barton and Milton.
  - j. Posted on the Next-Door app.
- ii. Link to consultation and poster/postcard shared with requests made for them to share with their personal contacts and wider networks:
  - a. City and County Councillors.
  - b. Technical staff and staff whose role bring them into contact with the wider community.
  - c. Statutory organisations.

- d. University colleges as landlords
- e. Cambridge University Office of Public Affairs.
- f. Cambridge Network.
- g. Cambridge Ahead.
- h. Cambridge Market Traders Association.
- i. Cambridge Past Present and Future.
- j. Hobson's Conduit Trust.
- k. Historic England.
- l. Community organisations.
- m. Residents' groups.
- n. Ethnic minority community organisations.
- o. Equality groups.
- p. Women's groups.
- q. Cambridge Community Forum on Domestic and Sexual Violence/Abuse.
- r. Disability panel.
- s. Gypsy Council.
- t. Winter Comfort and Jimmy's night shelter (for the homeless).
- u. Students Unions for Cambridge University and Anglia Ruskin.
- v. Cambridge BID (shared with members and has left as an item on its weekly mail out).
- w. Form the Future.
- x. CCC Youth Panel and youth drama group.
- y. Society of Cambridge Tourist Guides.
- z. Taxi drivers.
- aa. Evening food traders.

This list was not exhaustive.

- iii. Organisational and trader stakeholders have been engaged from the outset of the project in 2018/19 and have helped to inform and shape the consultation draft vision and concept design. Engagement of the wider public was not felt to be appropriate or meaningful until the Council had a proposed vision and concept design to share for comment and feedback as part of a formal public consultation process. The online public consultation questionnaire survey was initially scheduled for 6 week period, ending 7th July 2021, but we have committed to extend it for a further three weeks to 31<sup>st</sup> July, to increase opportunities for those that

- have yet to participate in it and overlap with the planned demountable stall trial (which we aim to launch next week). All feedback will be considered as we begin to plan the detailed design phase of the project.
- iv. Output from the concept design stakeholder workshops that took place in November 2020 has been fed into the vision and concept design development process and will also be used to inform the demountable market stall trial considerations and, subject to Committee approval, detailed design phase of the project.
  - v. Although the proposed project concept design included two prototype demountable stall design options, Council officers have taken the decision to firstly re-assess whether there were any potentially suitable demountable stall designs already in production and use, before incurring the cost/ risk of commissioning a prototype design.
  - vi. To date, with the input of other markets who use demountable stalls, we have identified at least one supplier – City B Group – with a demountable stall product which we would like to trial. Working with market trader representatives, we have designed a two-stage trial process, supported by an agreed demountable stall brief and evaluation framework, which includes the following criteria:
    - a. ‘Quality’ (eg. durable, fire/ tear proof, robust fittings/ components).
    - b. ‘Practicality’ (eg. ease of put up/ take down/ transport (time taken/ number of people required) and storage needs; adaptable internal trading system for different business need (ie. hot food v retail v produce), able to accommodate electrics/ lighting).
    - c. ‘Weatherproof’ (ie. wind loading with suitable anchor system; waterproof).
    - d. Sustainability (ie. economic lifespan; environmental performance standard).
  - vii. The first stage trial, to commence in July, will involve hiring 1 or 2 demountable stall products, from each selected supplier, for a minimum two-week initial assessment to allow traders and shoppers to view and evaluate each supplier product.
  - viii. Subject to a positive first stage trial outcome, the second stage trial would involve selecting a preferred product supplier (or suppliers if more than one identified through the assessment process) for a full operational trial of the selected demountable stall system(s) over the remaining summer/ autumn/ winter period on the market square. The full trial

would involve hiring 5-10 stall systems, with alternative internal trading layouts (eg. clothing v hot food v fresh fruit and vegetable retail businesses) from the chosen supplier(s) and securing the agreement of different participating trader businesses to use the selected demountable stall system in place of their fixed stalls for a defined trial period.

- ix. Should the demountable stall trials prove unsuccessful in finding a workable design, we will revisit the proposed vision and concept design to consider how it could still be reasonably achieved, with either all non-demountable stalls or a combination of both demountable and non-demountable.
- x. At the Environment and Community Scrutiny Committee of the 25 March 2021, Members agreed not to proceed to the detail design and associated planning application stage of the project, until the proposed vision and concept design public consultation has been completed; and results brought to and approved by that Committee. In accordance with this resolution, based on the current project plan, Council officers are currently committed to reporting back on the results of the consultation, including the initial demountable stall trial, at the Environment and Community Scrutiny Committee in October 2021. At the end of the summer, we will review whether we feel the initial trial has been sufficiently robust to enable an informed Committee decision to be taken in October; or whether it needs to be deferred to a subsequent Committee meeting, either in January or March 2022.
- xi. Our vision is to secure multi-million pound capital investment to transform the market square into a multi-functional outdoor space, which continues to support a vibrant, successful and diverse seven day a week local outdoor market, but with an improved stall layout and design, which allows the square to be used by the community for other events and activities, both during the day (in and around the market) and into the evening. Identifying alternative places to store cycles and incorporate more seating are key objectives for the project.
- xii. Whilst two prototype demountable stall design options are included in the proposed Concept Design, we would like to consider commercially available products before incurring the risk and costs of commissioning a prototype design. We have identified a demountable market stall from City B Group and are currently planning a trial to test its suitability for use in Cambridge, in partnership with the market traders who have helped to

establish the evaluation criteria. The brief and supporting evaluation criteria will cover the following key elements:

- a. 'Quality' (eg. durable, fire/ tear proof, robust fittings/ components); 'practicality' (eg. ease of put up/ take down/ transport (time taken/ number of people required) and storage needs; adaptable internal trading system for different business need (ie. hot food v retail v produce), able to accommodate electrics/ lighting); 'weatherproof' (ie. wind loading with suitable anchor system; waterproof) and sustainability (ie. economic lifespan; environmental performance standard).
- xiii. No detailed market research or planning analysis has taken place yet for any evening use or events. This will be done as part of the next detailed planning stages (RIBA Stages 3 and 4 Spatial Coordination and Technical Design).

Supplementary question:

- i. Engagement of the wider public should have occurred sooner.
- ii. Expressed concern over a lack of public details regarding the agreed brief.
- iii. There was no indication of what could be accommodated in the market square in the timescale available.
- iv. There was nothing in the market square to say the area was being renovated.

The Executive Councillor responded:

- i. Did not agree that traders were only being consulted now, they had been engaged from the outset of the project eg feasibility study workshops.
- ii. This project was about renovating the market and market square to make it a more enjoyable space to shop and work in.

3. Pesticide-Free Cambridge raised the following points via a written statement read by the Committee Manager:

- i. Q1 In light of the Council's commitment to phasing out herbicides (see key targets pp 58-59 in the Draft Biodiversity Strategy document,(1) the 2019 Pesticides motion as well as the Biodiversity and Climate

Emergency declarations, also 2019), will the council add an actual date by which it aims to complete this process?

Officer response sent by email after meeting:

- i. The Biodiversity Strategy is committing the City Council to working with the Pesticide Action Network to further reduce our use of pesticides and this will help us to identify a realistic and achievable target date for the City.
  - ii. There are a range of scenarios and circumstances that we need to research and understand, therefore the omission of a target date was considered appropriate for this Strategy consultation as the principles, themes and actions are where we are seeking feedback.
  - iii. A date in time will be agreed and made available once we have a more detailed understanding of the measures and activities we need to undertake. We would be happy to work with Pesticide Free Cambridge in achieving this.
- 
- ii. Q2 Will the Council share and include details of which herbicide-free alternatives it has trialled already and which ones it is looking in to?

Officer response sent by email after meeting:

- i. We have stopped the use of herbicides on our parks and open space, we have reduced the use of herbicides on grass verges where we can, we are exploring alternatives such as a trial of a hot water system and foam options. We would be happy to share any findings once these trials are complete.
  - ii. With any alternative there are also environmental impacts, for example, use of water, the energy needed to heat the water or the residue effects of foam applications.
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- iii. Q3 In the absence of a specific date to end herbicide use, and the fact that Pesticide-Free Cambridge has considerable local public support including several Residents Associations and Friends groups, while our petition has over 500 signatures,(2) and also because different methods may be called for in different areas, will the council agree to a trial, in the

upcoming spraying season, herbicide-free methods in selected wards with different demographics and social needs (e.g., Newnham and Arbury/Kings Hedges and/or Abbey) to see what works best in different contexts?

Officer response sent by email after meeting:

This will be considered in the work we carry out with Pesticide Action Network, we may be able to consider such a request however any policy change of this type would need thorough consultation and an equalities impact assessment, before making a firm commitment.

- iv. Q4 In light of Ecological Public Health(3) arguments regarding the entwined human and environmental impacts of the destruction of nature and over-use of chemicals, together with robust evidence for the damaging impacts of herbicides on human health, and several successful court cases in recent years that have awarded damages to operatives injured through contact with glyphosate, will the council i) add explicit reference to the direct impact of pesticides on human health as well as air quality to its Biodiversity Strategy document which lacks any such emphases in its current form (although there are references to other sources of air pollution); ii) supply the spraying operatives with full PPE; iii) erect signage to indicate where spraying has taken place; iv) publish a schedule of when spraying will happen to alert the public? And v) conversely, erect signage in areas left unsprayed and unmown to let the public know this is being done for the benefit of biodiversity and public health (building therefore on existing plans outlined on p. 58 to '[raise] public awareness of ecologically sensitive weed management practices')?

Officer response sent by email after meeting:

- i. Potentially yes, and we would welcome any feedback to the Strategy through the consultation period.
- ii. City Council operatives currently applying herbicides and pesticides use PPE based on a Control of Substances Hazardous to Health (COSHH) assessment. There is no requirement to sign areas where applications have taken place, however should the number of occasions reduce as

planned then signage could be resourced in some scenarios (e.g. Giant Hogweed or Japanese Knotweed), equally this could be the case for when treatments are scheduled (as we do with tree works).

- iii. To avoid visual clutter on our streets and open spaces our preference would be the use of the internet and social media to make people aware of areas where we do not treat weeds.
  
- v. Q5 The draft document (p. 59) refers to plans to encourage the Public to stop using pesticides in gardens, allotments and 'other' areas. Can the council clarify what they mean by 'other' areas and will this category include instances where private pesticide use (both herbicides and insecticides) impacts on public land either through drift, or through direct application of pesticides on public land? And by extension, if the Council is to stop using pesticides on land it owns or manages on behalf of the County Council, will it also prohibit the private use of pesticides on these areas, for example on pavements/roads that directly about private properties)?

Officer response sent by email after meeting:

- i. Other areas could be business, shop forecourts, pub gardens, restaurants, there are many permutations and situations where the City Council is not the landowner.
- ii. The Council has no powers to be able to stop private residents using licensed pesticides. We could consider a policy based on a position around no use of pesticides on City owned land by third parties, and this would need to be supported by an enforcement policy and any civil claim or action would have to be proportionate and reasonable. We cannot answer this question on behalf of the County Council who may take a different position.
  
- vi. Q6 In addition to committing to tackling public use of pesticides, will the Council also add explicit reference in its draft document to the need for it to work with local schools, businesses and the universities, so as to eliminate both herbicides and insecticides in these contexts too?

Officer response sent by email after meeting:

The Council has a range of functions and therefore demands and draws on budget, the Council would welcome a discussion with Pesticide Free Cambridge to see how we can assist with achieving this request.

- vii. Q7 Will the council acknowledge the need to for clarity in terminology surrounding pesticides, and in particular with regards the distinction between 'plant protection chemicals' (both herbicides and insecticides used directly on plants whether on streets/pavements or in private/public green spaces) and pesticides used in outdoor and indoor estates and facilities contexts? All of the references to pesticides in current council documents refer solely to the former, with no consideration of non –plant-directed pesticides that also have a significant impact on both biodiversity and health. There is significant porosity between plant/non-plant, and outdoor/indoor boundaries, but moreover, these substances, and especially insecticide powders commonly applied around the outer peripheries of buildings to treat ants, carry far beyond their point of application, both inside and outside, through drift and footfall.

Reference:

1. <https://democracy.cambridge.gov.uk/documents/s55962/Appendix%20A%20%20Draft%20Biodiversity%20Strategy.pdf>
2. <https://www.change.org/p/cambridge-city-council-make-cambridge-pesticide-free>
3. Morris, G. & Saunders, P. 2017. [The Environment in Health and Well-being](#). Oxford Research Encyclopedia of Environmental Science; Rayner, G. & Lang, T. 2012. [Ecological Public Health: Reshaping the Conditions for Good Health](#). Oxford: Routledge.

Officer response sent by email after meeting:

We are happy to consider this request, along with feedback or supporting information received through the consultation. The mainstreaming biodiversity theme within the strategy seek to ensure all service are considering biodiversity in their activities and guidance to property managers may be appropriate. We will raise this within our discussion with Pesticide Action Network.

The following questions were not asked in committee but are included in the minutes for information.

4. In the published proposals, the Council use the phrase "as the owners of the market". If the market is a public space, used and occupied by members of the public, and the Council is a public body, made up of members of the public who are elected by the public on a rolling basis, isn't it a bit of a leap to conclude definitively that the Councillors can act as if they are owners of the square, in the same way as a private landlord can own a property? In short, my question is: "Who really owns the market?"

Officer response sent by email after meeting:

The City Council is the freehold owner of the central cobbled area of the square, ie. the space on which the outdoor market, managed by the Council (as the designated Market Authority for the City of Cambridge) is located. The surrounding road, ie. Market Hill, is adopted public highway and located on land owned in multiple ownership relating to the adjoining freehold properties, which adjoin in, including on its southern boundary, The Guildhall, which is also owned by the City Council. The outdoor market on market square was deemed to have been acquired by the council following the enactment of the Cambridge Corporation Act 1850 and Cambridge City Council Act 1985. While public space is created by governments and shaped by the realities of infrastructure, its meaning and use is determined by the public which is why we are consulting widely on our proposals that are looking to improve and enhance the space for everyone.

5. CMTA raised the following points:
  - i. The current vision of the market redevelopment is based around the introduction of demountable stalls. These will be key to clearing the market in an efficient fashion for, hopefully, those limited number of events where part of the trading areas needs to blend cleared.
  - ii. Also it is well known to market traders and customers that the market square can receive strong stormy winds and sudden strong blasts of

wind on otherwise calm days, in part channelled by the surrounding buildings.

- iii. Therefore as the public consultation (which is effectively a customer consultation amongst other things) ends on the 7th July - there has been a less-than-timely supply of prototype stalls for both traders and the public to examine. We understand that a proposal regarding stall design and supply will be presented in the October meeting of this committee.
- iv. However, it seems there is no way for the public to contribute to this discussion on what will be the most obvious piece of equipment present on the market and also that the prototype will not have been in place for a winter/poor weather.
- v. Similarly, consideration of the size of the square and the type of event requiring the stalls to be demounted has not been defined. Can the committee comment on this and provide security that the views of the public and the traders will be collected and acted upon, when all parties are more aware and have examined the detailed proposed stall design and type of events?

Officer response sent by email after meeting:

- i. Whilst two prototype demountable stall design options are included in the proposed Concept Design, we would like to consider commercially available products before incurring the risk and costs of commissioning a prototype design. We have identified a demountable market stall from City B Group and are currently planning a trial to test its suitability for use in Cambridge, in partnership with the market traders who have helped to establish the demountable stall trial evaluation criteria.
- ii. The trial will be in two stages. During the first stage we will carry out an initial assessment of the City B Group market stall over a minimum two-week period whilst continuing to identify other available demountable stall suppliers. Any demountable stall product selected for initial trial will be selected against a proposed requirements brief/ specification, developed with the input of Cambridge Market Traders Association (CMTA).
- iii. The brief and supporting evaluation criteria will include the following elements as we wish to establish if the product is both appropriate and meets traders' needs. We will be evaluating:

- a. Durability and robustness of fittings and component parts
  - b. How waterproof, fire-proof and tear-proof the canopies are
  - c. The practicality of set up and take down
  - d. The adaptability of the internal layout to meet different business needs or ability to work to a bespoke design
  - e. Wind resistance
  - f. Storage needs
  - g. Transport needs
  - h. Sustainability of production
- iv. Should the first stage prove positive, for the second stage - subject to securing the agreement of participating traders - we will run a full operational trial of the selected demountable stall system through to next spring on the market square and will continue to consult throughout this period. Should the trials prove unsuccessful in finding a workable demountable stall design, we will revisit the proposed Vision and Concept Design to consider how it could still be reasonably achieved, with either all non-demountable stalls; or a combination of both demountable and non-demountable market stalls.
  - v. We will not proceed to the next stage of design work on the Market Square Project until the results from the proposed Vision and Concept Design public consultation and initial demountable stall trial are known. At the end of the summer, we will review whether we feel the initial trial has answered enough questions and been sufficiently robust to enable an informed Committee decision to be taken in October; or whether it needs to be deferred to a subsequent Committee meeting, either in January or March 2022.
  - vi. A key aim of the project is to create a flexible space, which can be used for events and activities, while still accommodating a seven day per week, day-time market. The proposed concept design layout incorporates a large area of open space in front of Guildhall, which would be available without the need to move stall infrastructure for small events and activities during the day and evening. It would only be where there was sufficient demand for/value in using the available space and positive cost: benefit assessment.
  - vii. No detailed market research or planning has taken place yet for any events or visiting markets. This will be done as part of the next detailed

planning stages (RIBA Stages 3 and 4 Spatial Coordination and Technical Design).

6. Friends of Cambridge Market raised the following points:
  - i. The public consultation for the market project concept design is due to finish its 6 weeks period on the 7th July. The new stall design samples are being erected on the 30th of June, 10 days before this conclusion. All the responses to the consultation before the 30th June have been made in absence of the new stalls.
  - ii. There are question in the consultation pertaining to stall designs.
  - iii. It is as clear as day the discrepancy this failure causes in giving people a chance to make a fair and valued opinion on stalls that they have not been able to see.
  - iv. Therefore, please can we have an extension to the public consultation which will allow people a fair chance to view the stall samples so they can make a decision on actually seeing the proposed stalls?
  - v. Also, I trade both in the centre of the market and on the windy South West side in the wind rose. The difference of wind levels in these two place is extreme. There is no point in running the new stall trial in the centre of the market where the wind isn't an issue.
  - vi. Please can the trial of any new stall be taken within the wind rose area?
  - vii. There is no point in people saying they like the new stalls if the new stalls can't withstand the ferocity of the wind rose exposure. This is a vital operative factor that will undermine all good work done on the stall specifications if not taken into account in the first instance.

Officer response sent by email after meeting:

As previously mentioned, Council officers, with the support of the Cambridge Market Traders Association (CMTA), are designing a two-stage trial process. The first stage, to commence late June/ early July 2021, will involve a minimum two-week initial assessment to allow traders and shoppers to view and evaluate the market stall in the market square. Subject to a positive initial assessment outcome, the second stage will involve the selection of a preferred supplier (or suppliers if more than one identified through the assessment process) for a full

operational trial of the selected demountable stall system over the remaining summer/ autumn/ winter period on the market square.

7. Camcattle raised the following points:

- i. The redevelopment of the market aims to improve the market and attract more people and suggests a range of events. This will also change how the areas around the market square are occupied and used around the City Centre.
- ii. What process is going to be undertaken to manage the green spaces, biodiversity and support groups like graziers (many visitors love seeing real cows on the commons) to ensure that the atmosphere and heritage of the city and its green spaces is maintained?
- iii. The worry is that this will be regarded as a secondary issue and with it a lot of the things that make Cambridge unique.

Officer response sent by email after meeting:

- i. The Council is fully committed to ensuring the atmosphere and heritage of the city and its green spaces is not just maintained, but also, where possible, enhanced. This includes retaining the historic practice of livestock grazing on the city's common land and nature reserves; and a commitment to achieving biodiversity net gain from Council managed property. At the strategic level, the process for achieving this is through our Corporate and Local Plans and other supporting policies and plans relating to the strategic themes of climate change, biodiversity and green space. Whilst at the local level, the process for achieving this will be through and operational service and individual site management plans.
- ii. As an example of this commitment, one of our corporate plan's three strategic priorities is to lead Cambridge's response to the climate change emergency and biodiversity crisis, with a supporting strategic objective, ref. 2.1.4, to: 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. Key performance indicators against which this strategic objective will be measured include:
  - a. % of insect-friendly wildflower meadows and long grass areas.

- b. % of City Council owned and managed parks and open spaces actively designated and / or managed for biodiversity.
  - c. % of designated Local Wildlife Sites in positive conservation management.
- iii. Given our Council's focus on biodiversity and green space as strategic priorities, I hope you are assured that we will continue to prioritise these issues as key contributors to what make Cambridge, as a place, unique and to the community's physical and mental health and well-being and overall quality of life.

## **21/29/EnC Market Square Information Update**

### **Matter for Decision**

The Committee received an information report in response to a formal update request from Councillor Payne, Liberal Democrat Spokes for Communities, Climate Change, Environment, Waste and City Centre, on the process for trial, testing and consultation of the demountable stalls proposed as part of the Market Square Project public consultation draft vision and concept design.

### **Decision of Executive Councillor for Climate Change, Environment and City Centre**

Noted the information update contained in the Officer's report.

### **Reason for the Decision**

As set out in the Officer's report.

### **Any Alternative Options Considered and Rejected**

Not applicable.

### **Scrutiny Considerations**

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

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

- i. The council was committed to a demountable stall trial. Referred to the March 2021 Environment and Community Scrutiny Committee report.
- ii. Officers were in discussion with traders to develop a two stage process.
- iii. The proposed stalls were already being used in other British markets. They would be trialled in the city to see how they would be received by

- Cambridge traders and the wider community. If the stalls were a success, there would be a larger trial over the winter period.
- iv. A report planned for October 2021 would set out how the council could proceed over the winter period so the committee could make an informed response to the officer recommendation. (Post meeting note: Report may no longer coming, but comment reflected intention in July committee.)
  - v. Demountable stalls were one part of the market square redevelopment project to renovate the area.
  - vi. Criteria to select the preferred stall design was being developed by officers in consultation with traders.
    - a. Two types of stall would soon be placed in the market square for testing.
    - b. Officers were looking to see if other types of stall were acceptable in addition to the City B Group.
    - c. Officers would invite people to see the stalls in situ and give feedback.
    - d. Feedback over the summer and evaluation criteria would shape officer recommendations (to councillors) on how to proceed (or not) with the winter trial.
  - vii. Other markets around the country did not appear to operate on a seven day principle, but did operate for more than one day. So they set up and took down stalls as Cambridge proposed to do.
  - viii. Officers would seek technical specification information from stall suppliers, which could be displayed on the trial stalls so people could see and comment.
  - ix. Officers were meeting traders in 1-2-1 meetings to engage them in the process. Phone calls and emails were used where this was not possible. Traders recognised the need to engage with officers.
  - x. Traders could put items on trial stalls to test if these suited trader display needs. The stalls were display models to show types of stall on offer. They would be available for two weeks, so people may prefer to quickly try them out then have a longer trial over the winter (if this trial went ahead).
  - xi. There was flexibility in market square layout to accommodate different traders' needs eg food versus clothing traders.
  - xii. Costs for stall set up and take down were a future consideration in later reports. It was expected that costs would be passed onto event organisers (who were using the market square instead of traders).
  - xiii. Stalls had not been tested to see if they were windproof (eg would not be blown over). Any information in advertisements was indicative.
  - xiv. Every market was different. Stalls would be tested in windy parts of Cambridge to see if they were suitable for the conditions. Public safety

- and the viability of the market were key concerns. The market was unlikely to be open in stormy weather.
- xv. There were no plans to replace the canopies on existing stalls in the near future. Officers were looking at infrastructure and did not wish to make significant capital investment in the market until the project started.
  - xvi. Toilet provision would be looked at in the detailed design stage rather than now at concept design stage.
  - xvii. Officers were looking at how to make the best use of the market square. The need to set up and take down stalls depended on how the area was used for different events, so stalls may not need to be taken down each day. There were peaks and troughs in sales on trading days so officers would manage when activity could occur to minimise negative impact on traders. Officers would monitor and manage activities in market square space to minimise the impact of one event on another to protect the market and make best use of the space.
  - xviii. Officers were reviewing how to accommodate market stalls around the city due to public safety needs in lockdown. They were looking at alternative locations to host market stalls when the market square was being redeveloped.
  - xix. A mix of qualitative and quantitative data was expected in response to the consultation. Officers would review and feedback key issues in a future report to committee.

The Committee unanimously to endorse the recommendation.

The Executive Councillor approved the recommendation. She commented:

- i. Some traders supported the market square project, some did not.
- ii. The project would look at renovating infrastructure such as toilets. This would disrupt the market so the intention was to do all work at once including reviewing the design of stalls, to improve the market for traders and shoppers.

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

No conflicts of interest were declared by the Executive Councillor.

### **21/30/EnC Visit Cambridge Destination Management Organisation**

Item withdrawn from agenda.

Officers reviewed the paper and identified the need for further work around risk. They recommended not relying solely on the recommendation from Hewitsons Solicitors. The Council had yet to get independent legal advice on the options assessment to see if they agreed with Hewitsons' assessment.

A report would be brought back to committee in future.

## **21/31/EnC Greater Cambridge Waste Service - Annual Report**

### **Matter for Decision**

The committee received a report on the Shared Waste Service.

### **Decision of Executive Councillor for Climate Change, Environment and City Centre**

Noted the report.

### **Reason for the Decision**

As set out in the Officer's report.

### **Any Alternative Options Considered and Rejected**

Not applicable.

### **Scrutiny Considerations**

The Committee received a report from the Head of Shared Waste Service.

The Waste Service Officer said the following in response to Members' questions:

- i. Undertook to ask the Waste Service Manager to respond to Councillor Healy's questions about challenges to the service when government support was withdrawn.
- ii. The Council was in the top third of recycling rates when compared to other local authorities. All councils had seen an impact from lockdown on recycling rates.

The Committee unanimously resolved to endorse the recommendation.

The Executive Councillor approved the recommendation.

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

No conflicts of interest were declared by the Executive Councillor.

## **21/32/EnC Biodiversity Strategy**

### **Matter for Decision**

In 2019 the City Council declared a biodiversity 1 emergency in recognition of the pressures facing our natural world, both locally and internationally. The Council pledged to review its 2006 Nature Conservation Strategy to meet current legislation, policy, initiatives, and challenges.

The Officer's report was accompanied by a draft Biodiversity Strategy for Council services for the period, 2021 to 2030. The Strategy sets out a series of objectives to guide work and groups actions under three themes:

- 'Biodiversity Mainstreaming'.
- 'The Core'.
- 'Nature in your Neighborhood'.

Officers requested Committee approval to consult on the draft strategy between July and September 2021, with a view to adopting a further revision of the Strategy after scrutiny in the autumn committee cycle.

### **Decision of Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing**

Approved the draft Biodiversity Strategy for public consultation.

### **Reason for the Decision**

As set out in the Officer's report.

### **Any Alternative Options Considered and Rejected**

Not applicable.

### **Scrutiny Considerations**

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

The Biodiversity Officer said the following in response to Members' questions:

- i. The biodiversity checklist was available for all services and departments to take them through project steps.
- ii. Officers were working with Pesticide Action Network to reduce or eliminate the use of herbicides.
- iii. Work was undertaken with schools and Cambridge University to educate and engage younger people. Directly eg building ponds or indirectly by trying to support other groups to engage schools.

- iv. The 2006 Nature Conservation Strategy had 80 projects. It had achieved its objectives. It was recognised the strategy did not have measurable management plans, the intention was to address this in the new strategy and to review management plans with communities.
- v. Officers now had a baseline to review the status/condition of land in future and percentage gain/loss in biodiversity. Some common land areas had been damaged through historic action so would take time to achieve a 'good' status. The intention was to increase biodiversity by ten percent.
- vi. The new strategy action plan would have SMART objectives and proposed to demonstrate change against a baseline.
- vii. The list of strategy stakeholders was not exhaustive, more could be added such as resident associations nominated by councillors.

The Committee unanimously resolved to endorse the recommendation.

The Executive Councillor approved the recommendation.

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

No conflicts of interest were declared by the Executive Councillor.

### **21/33/EnC Logan's Meadow Local Nature Reserve Designation Extension**

#### **Matter for Decision**

The City Council has 12 Local Nature Reserves (LNRs) and manages them for wildlife and people. LNRs are a statutory designation local authority can declare in association with Natural England.

Officers have been working with the Friends of Logan's Meadow LNR on a proposal to extend the site's existing LNR designation onto former sports pitches and an area of adopted land. See appendix A of the officers report for a location and site plan of proposed LNR extension. Red line demarks the existing LNR designation, green line the proposed extension.

A public consultation on the LNR extension and proposed creation of new habitats was widely publicised between 12th October and the 20<sup>th</sup> November 2020 and received 460 responses, with an overall support for the proposal.

Officers sought authority to formally consult with Natural England on the proposed LNR extension, prior to public advertisement and declaration.

**Decision of Executive Councillor for Open Spaces, Sustainable Food and Community Wellbeing**

Approved the proposed LNR extension to Logan's Meadow LNR and gave authority for officers to formally consult with Natural England and secure its declaration.

**Reason for the Decision**

As set out in the Officer's report.

**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

The Committee received a report from the Head of Environment Service.

The Biodiversity Officer said the following in response to Members' questions:

- i. Play areas and other amenities would be kept. Officers were only asking to extend the Local Nature Reserve Designation over grassland.
- ii. The aim was to present detailed plans in future on how to engage communities in plans. A good consultation response was received in lockdown.
- iii. The objective was to present detailed plans in future as a response to the first round.

The Committee unanimously resolved to endorse the recommendation.

The Executive Councillor approved the recommendation.

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

No conflicts of interest were declared by the Executive Councillor.

The meeting ended at 7.40 pm

**CHAIR**



Item

## Single Equality Scheme 2021 to 2024

**To:**

Councillor Anna Smith, Executive Councillor for Communities,  
Environment and Community Scrutiny Committee 07/10/2021

**Report by:**

Helen Crowther, Equality and Anti-Poverty Officer  
Tel: (01223) 457046 Email: helen.crowther@cambridge.gov.uk

**Wards affected:**

All

### Key decision

#### 1. Introduction / Executive Summary

- 1.1 The Council has a legal obligation to publish equality objectives at least every four years to assist it in its performance of the Public Sector Equality Duty. This report provides recommended objectives and priorities covering 1 April 2021 to 31 March 2024 relating to this.
- 1.2 The revised Single Equality Scheme (Appendix A) reflects updated evidence on inequality and discrimination experienced by equality groups. It builds on learning from consultation findings, a literature review of research on issues impacting on people with protected characteristics and learning from the Single Equality Scheme 2018 to 2021.
- 1.3 Consultation on the revised Scheme did not identify a need to change the objectives from those of the Scheme of 2018 to 2021 but to change some priorities and approaches relating to them. Appendix C of the report identifies actions for 2021/22 (the first year of the Scheme) relating to each objective.

- 1.4 This committee report also provides updates on activity related to three motions passed by full Council relating to equality and diversity: the Black Lives Matter motion (July 2020), the Trans Rights are Human Rights motion (October 2020) and elements of the motion on the Policing Bill relevant to Gypsy and Traveller people (July 2021).

## **2. Recommendations**

- 2.1 The Executive Councillor is recommended to:

1. Approve the Single Equality Scheme 2021 to 2024, including the objectives and priorities for the Scheme (Appendix A) and Actions listed for the first year of the Scheme (at Appendix C)
2. Note actions undertaken relating to the three recent council motions around equality and diversity and approve recommended actions to be carried forward relating to them in the new Scheme.

## **3. Background**

- 3.1 In April 2011 the Public Sector Equality Duty (PSED) was implemented, which requires local authorities to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation.
- Advance equality of opportunity between those who share a protected characteristic and those who do not.
- Foster good relations between those who share a relevant protected characteristic and those who do not.

- 3.2 The Equality Act 2010 also requires local authorities to:

- Publish information annually to demonstrate how they meet the equality duty.
- Prepare and publish one or more objectives to meet any of the aims of the equality duty at least every four years.

- 3.3 To meet the requirements of the PSED and the other specific duties established in the Equality Act 2010, the City Council chose to produce three-year Single Equality Schemes, the first covering the 2009 to 2012 period and the latest 2018 to 2021.

- 3.4 It has also published annual reports setting out actions under each objective in the Single Equality Scheme and progress in delivering these. Every year the Equality in Employment Workforce Report is additionally published, which sets out the workforce profile in relation to ethnicity, disability, sex, age, religion or belief, and sexual orientation.
- 3.5 The Single Equality Scheme 2021 to 2024 does not attempt to capture everything the City Council does related to its PSED. It sets out the organization's priority areas for action in the next three years. The scheme was developed through an understanding of the Council's achievements to date and an analysis of data available from relevant research and consultation exercises.
- 3.6 The Single Equality Scheme 2021 to 2024 carries forward the five objectives from the Single Equality Scheme for 2018 to 2021. These are:
1. To further increase our understanding of the needs of Cambridge's growing and increasingly diverse communities so that we can target our services effectively.
  2. To continue to work to improve access to and take-up of Council services from all residents and communities.
  3. To work towards a situation where all residents have equal access to public activities and spaces in Cambridge and are able to participate fully in the community.
  4. To tackle discrimination, harassment and victimisation and ensure that people from different backgrounds living in the city continue to get on well together.
  5. To ensure that the City Council's employment and procurement policies and practices are non-discriminatory and to work towards a more representative workforce within the City Council.
- 3.7 The new SES sets out a series of actions to help deliver these 5 objectives. These actions seek to address issues affecting people with all the protected characteristics identified in the Equality Act 2010. The Scheme also includes actions identified in response to, or relating to, motions on equality and diversity topics taken to Full Council in 2020 and 2021, which are set out at 3.10 onwards in this report.

## **Key priorities and approaches for the Single Equality Scheme 2021 to 2024**

- 3.7 Whilst the objectives for the Single Equality Scheme remain the same for 2021 to 2024 as they were for the 2018 to 2021 Scheme, a number of changes are proposed to the Council's approach:
1. To improve collaboration with customers and communities to ensure needs of customers from different equality groups are met, and to develop strong and resilient communities.
  2. Collaborate with voluntary and community sector, public sector, and private sector partners to identify improvements to Cambridge City Council service provision, and to identify where the Council can influence and facilitate positive change outside of the services it directly delivers.
  3. Empowering our staff to respond to changing needs of different customers and communities related to tackling inequality and discrimination.
  4. For services to consider intersectionality in responding to residents' and customers' needs (where groups have more than one protected characteristic that taken together create overlapping and interdependent systems of discrimination or disadvantage).
  5. Explore how to improve equalities monitoring by Cambridge City Council services to gain a better understanding of which groups are using its services and their experiences, and which groups are not accessing services and why.
  6. In implementing the new 'digital first' customer services model, ensure that vulnerable people are provided with opportunities to have face-to-face support from the council. This will include older people and disabled people who cannot access the internet.
  7. Addressing long-lasting issues either caused by or exacerbated by the Covid-19 pandemic that are experienced differently and to different extents by people with different protected characteristics: such as poverty, isolation and loneliness, and hate crime/ hate incidents.

## Updates on actions taken in response to equality and diversity motions passed by Council motions in 2020 and 2021

### Black Lives Matter

- 3.8 On 16 July 2020, Councillors unanimously supported a motion to express solidarity with Black Lives Matter<sup>1</sup>. The Council committed to undertake actions to tackle structural inequality and discrimination experienced by Black, Asian and Minority Ethnic (BAME) people. To help meet commitments of the motion, in 2020/21 the council:
- Requested and received a report from the Director of Public Health on the impact of the Covid-19 pandemic on BAME communities in Cambridge. Worked with community leaders supporting BAME communities to help share Public Health messages and encourage vaccination uptake.
  - Supported the development of the BAME staff group.
  - Made it mandatory for Councillors to attend an Equality and Diversity briefing in the first year of their term.
  - Commissioned Cambridge Ethnic Community Forum (CECF) to produce a Race Equality Toolkit for employers. We commissioned CECF to produce a locally relevant toolkit because of their expertise in providing the Cambridgeshire Human Rights and Equality Support Service.
  - Asked the Police & Crime Commissioner to report on measures to eliminate the disproportionality of BAME people affected by the use of stop and search powers. This was reported to two Business Coordination Board meetings held by the Police and Crime Commissioner, who informed the Board that a number of local councils had raised this matter formally with him.
  - Worked with Cambridge Sustainable Food to support the Bangladesh Welfare and Cultural Association to set up the Shah Jalal Food Hub in the city.
  - Worked with Cambridge Sustainable Food (and CECF and Karim Foundation) to support South Asian contacts of Community Development Officers to access emergency food support. This also involved taking food to people's houses for people who

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<sup>1</sup> Black Lives Matter Full Council Motion: <https://www.cambridge.gov.uk/black-lives-matter-council-motion>

cannot leave their house, including disabled people, older people, and domestic abuse survivors.

- Organised a meeting with four voluntary and community sector groups (CECF, Cambridge African Network, CB Mentoring and Cambridge Movement Against Racism) supporting Black communities and six other public sector organizations to discuss how the public sector can help promote race equality locally. Following the meeting, Cambridgeshire Police shared details of the independent panel for the inspection of use of force and stop and search. Cambridge City Council invited the VCS groups to use the City Council's Facebook page for Black History Month to explore opportunities for annual Black cultural activities and promote those they organise.

### 3.9 Actions proposed for 2021/22 that build on commitments made in the motion include to:

- Collaborate with CECF to undertake research into the needs of diverse ethnic communities in the city, including those experiencing poverty exacerbated by the Covid-19 pandemic. The Council will use the findings of the needs assessment to identify opportunities to improve its own service provision and to influence and facilitate partners to tackle discrimination and disadvantage.
- Liaise with CECF, Cambridge Women's Resource Centre and other relevant partners about setting up a group for South Asian women in the city.
- Identify further opportunities for staff to discuss race equality, such as through engagement in the national Race Equality Week campaign each February.
- Work with Cambridgeshire County Council and the Combined Authority to help circulate the Race Equality Toolkit, once finalised, to as many businesses as possible.
- Continue to work with partners to support the cultural requirements of ethnically diverse communities experiencing food poverty.
- Support CB Mentoring to set up a mentoring project for young people from Black communities in Cambridgeshire.
- Take steps to increase representation of BAME employees as a proportion of the council's workforce: including by making employment opportunities more visible within BAME communities

and helping to make the recruitment application process more accessible and less prescriptive for all.

- Take steps to increase retention of BAME employees, including by continuing to support the BAME staff group and identifying ways to encourage internal applications and career progression.

### Trans Rights are Human Rights

3.10 On 22 October 2020, Councillors passed a motion titled ‘Trans rights are human rights’<sup>2</sup>. In support of the rights of transgender people, between 2018 and 2021 the council has:

- Signed up to Encompass Network’s Safer Spaces campaign to help LGBTQ+ people feel safe, welcome, and included when using Council services. This involves providing training to staff and Councillors on challenging discrimination and reporting hate crimes experienced by LGBTQ+ people.
- Provided transgender awareness training to staff and Councillors to create a greater understanding of the experiences of trans and gender variant people and increase staff and Councillors’ confidence to support them effectively.
- Provided financial support to LGBTQ+ voluntary and community sector groups through the Community Grants programme (with grants of £23,500 in the period 2020/21).
- Supported LGBTQ+ History Month and Cambridge Pride.
- On 31 March 2020, the trans flag on International Trans Day of Visibility was flown.

3.11 From 2021/22, the council will also:

- Support the Encompass Network to undertake a community needs assessment of LGBTQ+ people in Cambridgeshire, including needs related to wellbeing and community engagement.
- Encourage other organizations to sign up to the Safer Spaces campaign.

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<sup>2</sup> Trans Rights are Human Rights Full Council motion: <https://www.cambridge.gov.uk/trans-rights-are-human-rights-council-motion>

## Policing Bill

3.12 At the Full Council meeting on 22 July, Councillors expressed strong concerns about the provisions in Part 4 of the Police, Crime, Sentencing and Courts Bill. Councillors said the measures in the Bill could further exacerbate discrimination and inequality experienced by Gypsy and Traveller communities. In its Policing Bill motion<sup>3</sup>, the Council resolved to do the following:

- Stand in solidarity with Traveller and Gypsy communities in Cambridge and continue to build trust and good relations with them.
- Continue to work with neighbouring local authorities to find solutions where it is found that there is a lack of legal sites and stopping places for Gypsy, Roma and Traveller communities.
- Identify further opportunities to work with the police to support Gypsy and Traveller communities when no legal site places are available and to enable them to move to safe stopping places.

3.13 A key priority of the Single Equality Scheme 2018 to 2021 was also to support Gypsy, Roma and Traveller people to access public services and to tackle hate crime and discrimination they experience. During this period the Council:

- Provided three Gypsy, Roma, and Traveller cultural awareness training sessions for staff, and an online training session for councillors.
- Identified a single point of contact at the Council to support Gypsy, Roma, and Traveller people with Homelink applications.
- Developed a single point of contact to engage Gypsy, Roma and Traveller people who set up temporary unauthorised sites in the city, including undertaking health and wellbeing checks.
- Identified a site in Cambridge for Gypsy, Roma and Traveller people across the county to self-isolate on if needed during the pandemic.

3.14 From 2021/22, the council will:

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<sup>3</sup> Policing Bill Council Motion:

<https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=116&MId=3963&Ver=4> item 21/32/CNLb

- Continue to provide Gypsy, Roma and Traveller cultural awareness training for staff and councillors.
- Work with the Gypsy and Traveller Health Nurse at Cambridgeshire County Council to help encourage the take up of vaccinations in Gypsy, Roma and Traveller communities, and continue to undertake health and wellbeing checks for people on unauthorised encampments.
- Build trust and positive relationships with people from Gypsy, Roma and Traveller communities. This includes working with them to coordinate activities to mark Gypsy, Roma and Traveller History month, which was marked for the first time in Cambridge in 2021.

## **4. Implications**

### **a) Financial Implications**

Equalities has been mainstreamed across all Council services. This means that the action plan will primarily be delivered through existing Council service budgets, but services sometimes fund specific initiatives. The Corporate Strategy service has a small budget to support equalities projects and publications, and it funds interpretation and translation services to enable fair and equal access to Council services. The council works extensively with partner organizations to maximize the impact of our resources.

### **b) Staffing Implications**

As equalities has been mainstreamed across all Council services, the action plan will primarily be delivered as part of the core responsibilities of staff within the relevant services. Corporate Strategy convenes a 'Joint Equalities Group' made up of staff representatives across Cambridge City Council's services who are able to support the mainstreaming of equalities.

### **c) Equality and Poverty Implications**

No Equality Impact Assessment (EqIA) has been carried out for SES 2021 to 2024. This is because SES 2021 to 2024 forms the framework for the council's work to meet the PSED in all aspects of its work.

### **d) Net Zero carbon, Climate and Environmental Implications**

It is expected that the Scheme will have nil impact on climate change.

## **e) Procurement Implications**

The City Council has taken steps to ensure that equalities considerations are embedded in its procurement processes through implementing The Public Services (Social Value) Act (2012): a key part of the assessment process in procuring contracts is to consider economic and social benefits that suppliers can bring to Cambridge. Additionally, when procuring services, commissioners are required to abide by the Equality Value Statement.

## **f) Community Safety Implications**

Objective four of the Single Equality Scheme 2021 to 2024 relates directly to community safety: “To tackle discrimination, harassment and victimisation and ensure that people from different backgrounds living in the city continue to get on well together.” To help meet this objective the council plans to continue to:

- Work with partners in the Community Safety Partnership.
- Monitor standards of work related to the Domestic Abuse Housing Alliance (DAHA).
- Retain White Ribbon status
- Provide the Racial Harassment service.
- Provide Safer Spaces training to frontline services.

Actions relating to community safety for the first year of the Scheme are to:

- Work with Cambridge BID and other partners to reduce crime and anti-social behaviour on streets of Cambridge and increase safety at night.
- Undertake a social media campaign in 2021/22 to help tackle public harassment of people with hidden disabilities during the pandemic.
- Encourage other organizations to sign up to Safer Spaces.
- Upgrading streetlamps and columns on Council-owned housing estates help improve safety at night.

## **5. Consultation and communication considerations**

To consult on the Single Equality Scheme 2021 to 2024 the council:

- Met with 21 voluntary and community sector stakeholders supporting different equality groups – meetings were held in groups.
- Sought advice from the Equalities Panel in 2021 on 26 January and 6 July.
- Undertook an Inclusion and Engagement Questionnaire open to all members of the public about people’s experiences of living in, working in, studying in, or visiting the city. There were 202 responses to the questionnaire.

- Held meetings with Council staff to consult on the Scheme overall, and additional meetings to specifically discuss the council's approach to promoting race equality.

Appendix B sets out the consultation process in more detail.

The content of this report will be communicated to residents through the media using a news release, and on the Council website and Twitter.

## 6. Background papers

Background papers used in the preparation of this report:

- Black Lives Matter: Composite joint motion for Full Council (<https://www.cambridge.gov.uk/black-lives-matter-council-motion>)
- Trans rights are human rights: Council motion (<https://www.cambridge.gov.uk/trans-rights-are-human-rights-council-motion>)
- Council Motion on Policing Bill (<https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=116&MId=3963&Ver=4> item 21/32/CNLb)
- Police and Crime Commissioner December 2020 Business Coordination Board public minutes item 12 (<https://s3.eu-west-2.amazonaws.com/media.cambridgeshire-pcc.gov.uk/uploads/2021/01/20-12-16-BCB-Agenda-Item-3.0-Approved-minutes.pdf>)
- Police and Crime Commissioner April 2021 Business Coordination Board public minutes item 12 (<https://s3.eu-west-2.amazonaws.com/media.cambridgeshire-pcc.gov.uk/uploads/2021/06/21-05-26-BCB-Agenda-Item-3.0-Approved-Minutes-21-04-13.pdf>)

## **7. Appendices**

- Appendix A: Single Equality Scheme 2021 to 2024
- Appendix B: Consultation process for Single Equality Scheme 2021 to 2024
- Appendix C: Actions for Year One (2021/22) of Single Equality Scheme 2021 to 2024

## **8. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact Helen Crowther, Equality and Anti-Poverty Officer, tel: (01223) 457046, email: [helen.crowther@cambridge.gov.uk](mailto:helen.crowther@cambridge.gov.uk).

# Single Equality Scheme 2021 to 2024

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## Purpose of the report

The purpose of this report is to:

- Review Cambridge City Council's progress over the last three years in promoting equality and celebrating diversity,
- Present findings on current issues experienced by communities with protected characteristics,
- Identify the Council's priorities for 1 April 2021 to 31 March 2024 relating to its Public Sector Equality Duty.

## Introduction

### Legal context for Single Equality Scheme

The Council has a legal obligation to publish equality objectives at least every four years to assist it in its performance of the Public Sector Equality Duty (Section 149 of the Equality Act 2010). The Public Sector Equality Duty (PSED) requires the Council to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The objectives of the Council's Single Equality Scheme 2018 to 2021, and the scheme for 2021 to 2024, are drawn from the Council's obligations under the PSED.

### Introduction to the Single Equality Scheme 2018 to 2021

The objectives for the Single Equality Scheme 2018 to 2021 were:

1. To further increase our understanding of the needs of Cambridge's growing and increasingly diverse communities so that we can target our services effectively.
2. To continue to work to improve access to and take-up of Council services from all residents and communities.
3. To work towards a situation where all residents have equal access to public activities and spaces in Cambridge and are able to participate fully in the community.
4. To tackle discrimination, harassment and victimisation and ensure that people from different backgrounds living in the city continue to get on well together.

5. To ensure that the City Council's employment and procurement policies and practices are non-discriminatory and to work towards a more representative workforce within the City Council.

The Single Equality Scheme 2018 to 2021 also identified three priority areas for the Council to develop further work on under its objectives to:

- Tackle loneliness experienced by older people and disabled people;
- Identify best means to support people who have mental health issues in providing frontline services;
- Support Gypsy, Roma and Traveller people in accessing public services and tackling and preventing hate crime experienced by them.

### **Council motions passed in 2020 and 2021**

There were three motions passed at Full Council in 2020 and 2021, which relate to promoting equality and tackling discrimination.

At the Council meeting on 16 July 2020, councillors expressed their unanimous solidarity with Black Lives Matter, and the Council committed to undertaking actions to help tackle structural inequality and discrimination experienced by Black, Asian and Minority Ethnic (BAME) people. The motion asked that this Single Equality Scheme reviews and makes "reference to the employment, recruitment and retention of staff with particular emphasis on enhancing consultation and representation of BAME staff".

On 22 October 2020, councillors passed a joint Party motion titled 'Trans rights are human rights'. In line with this second Council motion, the Single Equality Scheme for 2021 to 2024 "recommits to ensuring a welcoming, inclusive, and respectful relationship with all groups recognised under The Equality Act as having protected characteristics".

At a Full Council meeting on 22<sup>nd</sup> July 2021, councillors unanimously expressed concerns about Part 4 of the Policing, Crime, Sentencing and Courts Bill that contains measures specifically relating to Gypsy and Traveller communities. They said the Bill's measures to criminalise trespass to land could exacerbate inequalities and discrimination of Gypsy and Traveller people. The council made commitments to help minimise these impacts.

### **Evolving the Council's approach to promoting equality and tackling discrimination - The Single Equality Scheme's five objectives**

The objectives for the Single Equality Scheme 2021 to 2024 remain the same as those for 2018 to 2021. This is because they are drawn from our Public Sector Equality Duty obligations and reflect the Council's main approach to equalities issues. The findings of

consultation on this scheme did not identify a need to change the objectives but to change some priorities and approaches relating to them.

The Council's approach set out in this revised Single Equality Scheme reflects updated evidence on the nature of inequality and discrimination experienced by equality groups. It builds on learning from consultation findings, a literature review of research on issues impacting on people with protected characteristics and learning from the Single Equality Scheme 2018 to 2021. (Note that the consultation process is explained at Appendix A of this report, including information about the Community Inclusion and Engagement Questionnaire the Council undertook with members of the public and its limitations.)

The Council's approach in the Single Equality Scheme 2021 to 2024 includes the following overarching themes:

The Council's approach in the Single Equality Scheme 2021 to 2024 includes the following overarching themes:

- To improve collaboration with customers and communities to ensure needs of customers from different equality groups are met, and to develop strong and resilient communities. Cambridge City Council has an ambition to codesign and coproduce services with customers and communities from diverse backgrounds wherever possible to tackle inequality and discrimination effectively.
- Collaborate with voluntary and community sector, public sector, and private sector partners to identify improvements to Cambridge City Council service provision, and to identify where the Council can influence and facilitate positive change outside of the services it directly delivers. It is also recommended that the Council consult annually with voluntary and community sector (VCS) organizations with expertise on supporting different equality groups around progress of the Scheme and priorities for the year ahead.
- Empowering our staff to respond to changing needs of different customers and communities related to tackling inequality and discrimination. This is especially relevant to objective five of this Scheme on ensuring our own practices and policies are non-discriminatory to ensure staff from diverse backgrounds have opportunities to identify innovative ideas and/or new services. Moreover, working towards having a workforce that is more representative of the Cambridge community means we employ people from diverse backgrounds and that this drives diversity of thought, which has the potential to improve how we work.
- For services to consider intersectionality in responding to customers' and communities' needs. Many equality-related issues intersect and are not experienced in the same way or to the same extent by different communities or

groups of people. People have more than one protected characteristic and they interrelate and shape experiences of discrimination and disadvantage.

For each of the five objectives, the rest of the report considers:

- Issues relating to that objective experienced by equality groups
- Progress made in promoting equality and tackling discrimination between 2018 and 2021
- Action for 2021 to 2024

**Objective One: To further increase our understanding of the needs of Cambridge's growing and increasingly diverse communities so that we can target our services effectively.**

Key themes arising from consultation on the Scheme relating to objective one that are explored below are:

- Meeting housing needs of the growing population of older people in the city
- Understanding the disproportionate susceptibility to coronavirus for equality groups in order to target support
- Targeting services at people with protected characteristics experiencing poverty
- Understanding women's different experiences of homelessness in order to target accommodation support

#### Meeting housing needs of the growing population of older people

The population stock forecasts from 2018, estimated that there would be an increase of the population of people 65 and over by 52% from 2018 to 2036 (from 16,770 to 25,540). For people aged 75 and above the increase was estimated to be greater at 66% from 8,340 to 13,920.<sup>4</sup> As people get older, they are more likely to have disabilities or long-term illnesses. Disability affects 40% of older people aged 60, and 75% of those aged 80 and above.<sup>5</sup>

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<sup>4</sup> Cambridgeshire Insight (2018), Local Population and Dwelling Stock Estimates and Forecasts <https://cambridgeshireinsight.org.uk/population/population-forecasts/?geographyId=3f57b11095784e27969369a52f7854ef&featureId=E05002702>

<sup>5</sup> Centre for Policy on Ageing (2016), Diversity in Older Age – Disability [https://www.ageuk.org.uk/globalassets/age-uk/documents/reports-and-publications/reports-and-briefings/equality-and-human-rights/rb\\_may16\\_cpa\\_rapid\\_review\\_diversity\\_in-older\\_age\\_disability.pdf](https://www.ageuk.org.uk/globalassets/age-uk/documents/reports-and-publications/reports-and-briefings/equality-and-human-rights/rb_may16_cpa_rapid_review_diversity_in-older_age_disability.pdf)

## Understanding the disproportionate susceptibility to coronavirus for equality groups

Cambridge City Council has been developing further understanding around how different equality groups have been more likely to contract coronavirus and be more adversely impacted. This has helped shape the Council's response to COVID-19.

Sometimes this relates to pre-existing health vulnerabilities for older people and disabled people<sup>6</sup>. Data from Cambridge University Hospital Trust (Addenbrookes hospital) showed that admissions tended to be older people (modal age 76 years) and those with underlying health conditions such as obesity, diabetes, hypertension and other heart, lung and kidney diseases.<sup>7</sup>

Some BAME groups have been disproportionately affected by coronavirus. Increased risk of some Black, Asian and Minority Ethnic groups has been identified relating to a complex interplay of biological, cultural, socioeconomic, employment, lifestyle and diet factors.<sup>8</sup>

A report on the impact of the pandemic on people with different ethnicities in Cambridge found that Bangladeshi, Indian and Pakistani people were disproportionately likely to contract coronavirus<sup>9</sup>. Between September to 27 December 2020, 13.8% of coronavirus cases were for people from Bangladeshi, Indian and Pakistani backgrounds, whereas they represented 4.8% of the population according to the Census 2011 or 9.8% compared to the School Census 2019.

However, Addenbrooke's data shows that whilst the service was admitting a slightly disproportionate number of BAME patients, mortality was no higher. In Addenbrookes 65% of admissions were White British with 8.45% being BAME. Analysing the hospital deaths showed a similar pattern, with 74% White British people, and 5% BAME people.

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<sup>6</sup> NHS (2020), People at higher risk from coronavirus <https://www.nhs.uk/conditions/coronavirus-covid-19/people-at-higher-risk/>

<sup>7</sup> Cambridgeshire County Council Public Health (2021), The impact of the coronavirus pandemic on Black, Asian and Minority Ethnic communities in Cambridge in 2020 <https://democracy.cambridge.gov.uk/documents/s54594/Impact%20of%20the%20Coronavirus%20Pandemic%20on%20BAME%20Communities.pdf>

<sup>8</sup> For instance, see Public Health England (2020), Understanding the impact of COVID-19 on BAME groups [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/892376/COVID\\_stakeholder\\_engagement\\_synthesis\\_beyond\\_the\\_data.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/892376/COVID_stakeholder_engagement_synthesis_beyond_the_data.pdf)

<sup>9</sup> Cambridgeshire County Council Public Health (2021), The impact of the coronavirus pandemic on Black, Asian and Minority Ethnic communities in Cambridge in 2020 <https://democracy.cambridge.gov.uk/documents/s54594/Impact%20of%20the%20Coronavirus%20Pandemic%20on%20BAME%20Communities.pdf>

## Targeting services at people with protected characteristics experiencing poverty

Council officers and VCS organizations that the Council consulted with said that people with protected characteristics experiences of discrimination are made worse by poverty. They felt that the Council should learn more about the needs of these groups in poverty and target services to supporting them, as they are in greatest need.

National research indicates that some protected characteristic groups are more likely to experience poverty and experience this in different ways, for instance:

- Disabled people: Half of all people in poverty have a disability themselves or live with someone who does, compared with just a third of people in non-poor households (if specific benefits designed to contribute to extra costs of disability are not included as part of household income).<sup>10</sup> Moreover, on average, disabled people in the UK face extra costs of £583 a month.<sup>11</sup>
- Black, Asian and Minority Ethnic people: In the UK, all Black and Minority Ethnic groups are more likely to be living in poverty than White British people (19% of which are in poverty): The rate is 22% for Indians, 28% for Mixed; 29% for Chinese; 45% for Bangladeshi and 46% for Pakistani.<sup>12</sup> In-work poverty is also higher. It is highest for Pakistani and Bangladeshi workers. The Joseph Rowntree Foundation's analysis is that this is due to the type of sector that people from these communities work in and a greater likelihood of working part-time. For instance, there is a higher prevalence of self-employment in these communities and their businesses are more heavily impacted by public health restrictions. This means they are less likely to be able to work from home and have less job security, especially during COVID-19.<sup>13</sup> Moreover, many Black, Asian and Minority Ethnic workers who lose employment have no recourse to public funds.
- Women: Women are more likely to be found in insecure, part-time, and low paid employment so have a greater likelihood of experiencing poverty. Before the pandemic, in the UK, 59% of women were in full-time work compared with 87% of men. Women are overrepresented in part-time and involuntary part-time employment (74% and 57% are women respectively), as well as temporary and zero-hours contracts (54% of both

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<sup>10</sup> Joseph Rowntree Foundation (January 2021), UK Poverty 2020/21 <https://www.jrf.org.uk/report/uk-poverty-2020-21>

<sup>11</sup> Scope (2019), Disability Price Tag <https://www.scope.org.uk/campaigns/extra-costs/disability-price-tag/>

<sup>12</sup> Runnymede Trust (May 2020), The Colour of Money <https://www.runnymedetrust.org/uploads/publications/pdfs/2020%20reports/The%20Colour%20of%20Money%20Report.pdf>

<sup>13</sup> Joseph Rowntree Foundation (January 2021), UK Poverty 2020/21 <https://www.jrf.org.uk/report/uk-poverty-2020-21>

are women). 52.1% of women have been furloughed despite women only making up 47.3% of the overall UK workforce.<sup>14</sup> Moreover, the gender pay gap means that where women are in work they are likely to earn less – this is 15.5% median and 14.6% mean in the UK and is worse for Cambridge itself at 16.2% median and 21.2% mean.<sup>15</sup>

- People aged 16 to 29: The profile of people claiming benefits has changed due to changes to the employment landscape during COVID-19, according to the Joseph Rowntree Foundation. By October 2020, younger people (aged 16 to 29) were over four in ten of new Universal Credit claimants in the UK.
- Families with children: The Food Standards Agency identifies that in the UK, families with children are twice as likely to be food insecure (23%) than households with no children (12%).<sup>16</sup> In Cambridge 9.4% of children live in households with absolute low income and 12.3% in households with relative low income.<sup>17</sup>

### Understanding women's different experiences of homelessness

In relation to women's experiences of homelessness, VCS organizations supporting women said that women who are homeless are more likely to experience sexual violence, and to have become homeless due to domestic abuse. This is supported by national research.<sup>18</sup> The VCS organizations said the Council needs to develop a better understanding of women's experiences of homelessness to understand accommodation needs.

### **Actions undertaken relating to objective one between 2018 to 2021**

To help meet the housing needs of the growing population of older people in the City, the Council has committed to building 500 new homes by 2024. 5% (25) of the 500 will be

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<sup>14</sup> Women's Budget Group (Jan 2021), Lessons Learned: Where Women Stand at the Start of 2021 - The economic and health impacts of Covid-19 <https://wbg.org.uk/analysis/reports/lessons-learned-where-women-stand-at-the-start-of-2021/>

<sup>15</sup> Office for National Statistics (2020), Gender Pay Gap <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables>

<sup>16</sup> Food Standards Agency (2021), Food and You <https://www.food.gov.uk/research/food-and-you-2/food-and-you-2-wave-1>

<sup>17</sup> See:

<https://cambridgeshireinsight.org.uk/deprivation/report/view/e5346e7dd716406e826ed368abc09c96/E07000008>

<sup>18</sup> For example, see Homeless Link (2019), Promising practice from the frontline: Exploring gendered approaches to supporting women experiencing homelessness and multiple disadvantage [https://www.homeless.org.uk/sites/default/files/site-attachments/Women%27s%20research\\_March%2019\\_1.pdf](https://www.homeless.org.uk/sites/default/files/site-attachments/Women%27s%20research_March%2019_1.pdf)

adapted to be wheelchair accessible from the outset and the other 95% can be adapted in future to meet people's needs to live independently for longer as they get older.

The Council has made use of data on disproportionate susceptibility to coronavirus for equality groups and targeted support appropriately in the following ways:

- As part of the first lockdown the Council brought together datasets to identify people at risk of coronavirus due to pre-existing health vulnerabilities. This included people clinically vulnerable and shielding, older people (including those under the community alarm system), people needing Social Care support and people on certain disability benefits. Throughout COVID-19, this data has been used to make 1,200 phone calls to check on people's health and offering support should people need it. Support required included reassurance and advice, provision of food packages and signposting to mental health and social care services.
- The Council has been supporting Black, Asian, and Minority Ethnic (BAME) Communities by collaborating with community leaders to share up-to-date public health messaging and information on financial support available. The Council worked with:
  - Asian women's groups in the city
  - 4 local mosques that agreed to deliver new Public Health messages in their Friday sermons
  - Darwin Drive Community Centre
  - Indian Cultural Association
  - The Cambridge Gurdwara
  - Cambridge Ethnic Community Forum
  - Cambridge African Network
  - Social media channels linking to Chinese communities in Cambridge
  - The Cambridge Korean Foundation

Other actions undertaken between 2018 to 2021 to improve understanding of communities in the city to better target services included:

- Undertaking a ward profiling exercise for areas in the North, South, East, and West of Cambridge to inform the Council's community development work.
- Supporting the Office of National Statistics to ensure that different communities in Cambridge were represented in the Census 2021.
- Providing a range of training for frontline staff to help them understand the needs of diverse communities in the city including:
  - Two Gypsy, Roma, and Traveller cultural awareness training sessions attended by 64 people in total and an online module on this topic attended by 12 people. (The training was also provided to 12 councillors in 2020/21 on Zoom.)

- Mental health awareness training provided six times and attended by a total of 78 staff members.
- Transgender awareness training provided twice and attended by a total of 37 staff members. (This was also provided to councillors in 2020/21 and was attended by 24 councillors.)
- Dementia Friends sessions provided to Customer Services, Housing Services, and Commercial Services.

### **Actions for 2021 to 2024**

A main priority for 2021 to 2024 related to this objective is to identify opportunities to hear from people with protected characteristics about their experiences of inequality and discrimination. This will help inform and shape the direction of the Council's equalities work, as people experiencing discrimination and disadvantage are best placed to understand what is needed to tackle it.

From the first year of the Scheme, the Council will work with voluntary and community sector organizations that specialise in supporting equality groups on this. In 2020/21 the Council will:

- Support the Encompass Network to undertake a community needs assessment of LGBTQ+ people in Cambridgeshire.
- Collaborate with Cambridge Ethnic Community Forum to undertake research into the needs of diverse ethnic communities in the city, including those experiencing poverty which has been exacerbated by the Covid-19 pandemic.

This work will also help the Council to better understand how people with protected characteristics experience poverty and help us to target services effectively.

To help identify low-income households that may need support from Council services, a Low-Income Family Tracker (LIFT) system will be trialled. The software will be able to identify households with children, by age of benefit claimants, sex of claimants and if people in the household have a disability or long-term health condition.

In addition, from 2021/22 the Council plans to identify further means to address housing needs specific to homeless women and relating to providing safe accommodation for women experiencing domestic abuse.

To meet housing needs of the growing population of older people in the city, the Council will aim to improve its understanding of the need for wheelchair accessible housing, and

ensure the right processes are in place to maximise supply. We will also ensure potential applicants are aware of the housing options available to them and improve access to accessible homes for people who need them.

Further actions that the Council will undertake between 2021 to 2024 relating to this objective are:

- Providing a range of training for staff to help them understand needs of diverse communities in the city.
- Monitoring coronavirus cases and uptake of vaccinations amongst different equality groups and working with communities and public sector partners to help address health inequalities associated with or exacerbated by COVID-19.
- Continuing to work with neighbouring local authorities in Cambridgeshire to find solutions where it is found that there is a lack of legal sites and stopping places for Gypsy, Roma and Traveller communities.<sup>19</sup>

## **Objective Two: To continue to work to improve access to and take-up of Council services from all residents and communities.**

Key themes that were raised in consultation on the Single Equality Scheme 2021 to 2024 relating to access and take-up of Council services are:

- digital exclusion
- ensuring people with mental health issues, which have been worsened by COVID-19 are supported
- supporting Gypsy, Roma and Traveller people access public services.

### Digital exclusion

Voluntary and community sector organizations consulted on the Scheme said it is important that the council continues to provide face-to-face support to vulnerable people who are digitally excluded when implementing the Council's new 'digital first' customer services model.

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<sup>19</sup> This is a commitment in the Policing Bill council motion

Older people and disabled people are disproportionately impacted by digital exclusion in the UK. In 2020, 54% of adults aged 75 years and over were internet users compared to 99% of people aged 16 to 44 years. A total of 15% of disabled people had not used the internet compared to 3% of non-disabled people.<sup>20</sup> This is mirrored by the council's Community Inclusion and Engagement Questionnaire, which found that 17% of disabled respondents were not confident to look up information online, compared to 7% of respondents without a disability.

### Ensuring people with mental health issues, which have been worsened by COVID-19 are supported

Research shows that many people's mental has been negatively impacted by the pandemic. In the UK one in five adults in the UK experienced depressive symptoms from Jan to March 2021, compared to one in ten before the pandemic outbreak.<sup>21</sup> In the Cambridge Community Inclusion and Engagement Questionnaire, 53% of respondents reported that the pandemic has had a negative impact on their mental health. Given these trends, it is likely that the Council will be supporting more people with mental health issues and in mental health crises in future.

Particular groups of people have experienced mental health issues during the pandemic. The Inclusion and Engagement Questionnaire found that people under 40 (70%), and women (59%) were most likely to report that the pandemic has had a negative impact on their mental health. National research also indicates that women, younger people (aged 18 to 24), and people who are disabled or have another long-term physical health condition were more likely to report depressive symptoms.

Moreover, people with less disposable income or who are worried about finances have experienced mental health issues more. In Mind's national survey of 14,000 people during the pandemic, it found that concerns about finances worsened the mental health of 52% of BAME people, compared to 45% of white people.<sup>22</sup>

There has also been a reported increase in people in mental health crisis. The Mental Health Foundation has found that suicidal thoughts have become more prevalent over the

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<sup>20</sup> ONS (April 2021), Internet Users

<https://www.ons.gov.uk/businessindustryandtrade/itandinternetindustry/datasets/internetusers>

<sup>21</sup> ONS (May 2021), Coronavirus and depression in adults in Great Britain

<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/datasets/coronavirusanddepressioninadultsingreatbritain>

<sup>22</sup> Mind (15 July 2020), Existing inequalities have made mental health of BAME groups worse during pandemic, says Mind <https://www.mind.org.uk/news-campaigns/news/existing-inequalities-have-made-mental-health-of-bame-groups-worse-during-pandemic-says-mind/>

pandemic in the UK: 8% of adults surveyed in April 2020 said that they had thoughts and feelings about suicide in the previous two weeks and 13% in February 2021.<sup>23</sup>

### Supporting Gypsy, Roma and Traveller people access public services in the context of the pandemic

The Women and Equalities Select Committee found that trust is low between Gypsy, Roma and Traveller communities and public services, due to historic and ongoing discrimination. Gypsy, Roma, and Traveller people have felt ignored and, at worst, discriminated against by public services.<sup>24</sup>

The concern that Gypsy, Roma and Traveller people are not accessing services they need has been further emphasised in the pandemic, as there is a disproportionately high representation of people who are at increased risk of severe illness from coronavirus: Gypsies and Travellers were significantly more likely to have a long-term illness, health problem or disability, which limits daily activities or work; experience higher overall prevalence of reported chest pain and higher levels of respiratory problems.<sup>25</sup>

### **Actions undertaken relating to objective two between 2018 to 2021**

#### Digital exclusion

To tackle digital exclusion between 2018 and 2020, the Council:

- Worked with North Cambridge Community Partnership and Raspberry Pi to set up a Code Club in Kings Hedges. Between 2018 and 2020, 42 individual children had attended a total of sixteen Coder Dojo sessions.
- Supported volunteer digital champions to deliver digital inclusion sessions for older people in sheltered housing schemes.
- Funded Cambridge Online to provide drop-in 'Microhub' digital inclusion sessions at City Council community centres and other community venues.

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<sup>23</sup> Mental Health Foundation (February 2021), Wave 10 <https://www.mentalhealth.org.uk/research-and-policies/wave-10-late-february-2021>

<sup>24</sup> Women and Equalities Select Committee (2019), Tackling inequalities faced by Gypsy, Roma and Traveller communities <https://publications.parliament.uk/pa/cm201719/cmselect/cmwomeq/360/360.pdf>

<sup>25</sup> Friends, Families and Travellers (2020), Supporting access to Covid-19 vaccination for Gypsy, Traveller and Liveaboard Boater communities: Guidance for professionals <https://www.gypsy-traveller.org/supporting-access-to-covid-19-vaccination-for-gypsy-traveller-and-liveaboard-boater-communities-guidance-for-professionals/#:~:text=Gypsy%20and%20Traveller%20communities%20are%20known%20to%20face,increased%20risk%20of%20severe%20illness%20from%20coronavirus%20%28link%29>.

Most of this activity stopped during the coronavirus pandemic due to restrictions on face-to-face contact, so the Council's approach from March 2020 onwards focused on supporting Cambridgeshire Digital Partnership's emergency response. The Partnerships' members were provided with a total of £91,000 in grants from the Council in 2020/21, which was used to provide devices and data for people in need.

In 2020/21, the Council also loaned 40 tablets with pre-loaded data to Council housing and sheltered housing tenants and provided free wi-fi for use by tenants in the community room at Hanover and Princess Court. The Council has also facilitated fibre optic broadband roll-out by commercial companies to Council homes, including a heavily discounted social rate broadband package.

### Supporting people with mental health issues

One of the key priorities of the Single Equality Scheme 2018 to 2021 was to identify the best means to support people who have mental health issues through providing frontline Council services. From 2018 to 2021, the Council:

- Provided six mental health awareness training sessions over 2018 to 2021 to 78 staff members.
- Ran four Mental Health First Aid/ First Response courses to support people to identify, understand and help someone who may be experiencing a mental health issue or crisis that were attended by a total of 46 people.
- Provided an award-winning STOP Suicide training course run by Cambridgeshire, Peterborough and South Lincolnshire Mind. This course has helped Council officers identify how to support individuals that feel suicidal. The three courses run were attended by 49 staff in total.

### Supporting Gypsy, Roma and Traveller people to access public services

A further priority of the Single Equality Scheme 2018 to 2021 was to support Gypsy, Roma and Traveller people to access public services. To help with this the Council:

- Identified a single point of contact at the Council for Cambridgeshire County Council and South Cambridgeshire District Council to use to support Gypsy, Roma, and Traveller people with Homelink applications.
- Developed a single point of contact to engage Gypsy, Roma and Traveller people who set up temporary unauthorised sites in the city. This Officer's role is in enforcement, but they also undertake health and wellbeing checks to ensure that health needs of Gypsy, Roma and Traveller people can be met.
- Identified a site in Cambridge City for Gypsy, Roma and Traveller people across the county to self-isolate if needed during the pandemic.

#### Further activity undertaken relating to objective 2 between 2018 and 2021

The Council has also improved access to and take-up of Council services by:

- Implementing the 'Single Customer Account' portal that means people can access a range of critical services from a single, integrated online portal.
- Providing interpretation and translation support to customers for whom English is not a first language. In 2020/21 the council procured British Sign language interpretation support for Deaf people contacting the Customer Service Centre helpline.

#### **Actions for 2021 to 2024**

Going forward, Cambridge City Council plans to explore means of strengthening evidence related to this objective. We will explore how to improve equalities monitoring by Council services to get a better understanding of which protected characteristic groups are using our services and their experiences, and which groups are not accessing services and why. Due to the complexity of this endeavour, this commitment will need to extend beyond the three years of this Single Equality Scheme.

Other commitments between 2021 to 2024 for the Council are as follows:

#### Tackling digital exclusion

To help tackle digital exclusion, the Council will:

- Identify emerging needs of residents relating to digital exclusion as we recover from the pandemic, and further opportunities to collaborate with the Cambridgeshire Digital Partnership.

- In implementing the new 'digital first' customer services model, ensure that vulnerable people are provided with opportunities to have face-to-face appointments when seeking support from the council. This will include older people and disabled people who cannot access the internet.
- In 2021/22 Cambridge City Council will support sheltered housing scheme staff to improve their digital skills, so they can deliver enhanced support to older and more vulnerable customers to utilise digital support channels.

Whilst some groups are digitally excluded, the Council has found that some customers and communities have benefitted from more support being available online during the pandemic. It will be important to maintain this support to these groups too. For instance, in delivering the equality and diversity calendar of events the Council will ensure there is a mixture of online and face-to-face activities in future.

#### Supporting people with mental health issues accessing City Council services

To make sure people with mental health issues are supported by our frontline services as best as possible, Cambridge City Council will:

- Develop strong working relationships with mental health services so that City Council staff have a better understanding of mental health services, including when and how to access them.
- Continue to provide training for Council staff on best practice in supporting service users with mental health problems.

#### Supporting Gypsy, Roma and Traveller people to access public services

The council motion passed relating to the Police, Crime, Sentencing and Courts Bill resolved to "Stand in solidarity with Traveller and Gypsy communities in Cambridge and continue to build trust and good relations with them."

To help with this, between 2021 and 2024, the council shall continue to identify opportunities to hear from Gypsy, Roma and Traveller people to support them to access services they need. This will include:

- Helping develop relationships with people from Gypsy, Roma and Traveller communities in working with them to coordinate activities to mark Gypsy, Roma and Traveller History month, marked for the first time in Cambridge in 2021.

- Continuing to provide welfare assessments of people setting up unauthorised encampments in the city. Working with the Gypsy and Traveller Health Nurse to ensure health needs are met and to encourage the take up of vaccinations in communities.

### Interpretation and translation support

In the next three years the Council will continue to provide interpretation and translation support to customers for whom English is not a first language and BSL interpretation support.

**Objective Three: To work towards a situation where all residents have equal access to public activities and spaces in Cambridge and are able to participate fully in the community.**

Key themes relating to this objective that were raised in consultation and explored below are:

- Loneliness and isolation, and the impact of COVID-19
- Equal access to emergency food support for BAME people and disabled people
- Opportunities for Black cultural activities
- Representing South Asian women's needs

### Loneliness and isolation, and the impact of COVID-19<sup>26</sup>

The Campaign to End Loneliness shares that loneliness is one of the greatest public health challenges and is connected to a range of health issues.<sup>27</sup> Research on loneliness

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<sup>26</sup> 'Isolation' is separation from social or familial contact, community involvement, or access to services. 'Loneliness' is defined as an individual's personal, subjective sense of lacking these things. (Public Health England (2015), Loneliness and isolation: Social relationships are key to good health [https://publichealthmatters.blog.gov.uk/2015/12/08/loneliness-and-isolation-social-relationships-are-key-to-good-health/#:~:text=Age%20UK%20defines%20%E2%80%98isolation%E2%80%99%20as%20separation%20from%20social,lonely%2C%20and%20to%20be%20lonely%20without%20being%20isolated\).](https://publichealthmatters.blog.gov.uk/2015/12/08/loneliness-and-isolation-social-relationships-are-key-to-good-health/#:~:text=Age%20UK%20defines%20%E2%80%98isolation%E2%80%99%20as%20separation%20from%20social,lonely%2C%20and%20to%20be%20lonely%20without%20being%20isolated).)

<sup>27</sup> Campaign to End Loneliness: The Facts on Loneliness <https://www.campaigntoendloneliness.org/the-facts-on-loneliness/>

before the pandemic by Scope<sup>28</sup> and Age UK<sup>29</sup> showed that it is especially prevalent amongst older people and disabled people in the UK.

Findings on loneliness relating to the pandemic have included:

- VCS organizations said that loneliness is strongly linked to digital exclusion, as lockdown highlighted our reliance on virtual means of staying in touch.
- Feelings of loneliness have been highest in young people, with 48% aged 18-24 feeling lonely, which has been consistently higher than the general population.<sup>30</sup>
- The Mental Health Foundation finds that loneliness levels are higher in people who with pre-existing mental health conditions (40%).
- The ONS reported in February 2021 that among people who indicated coronavirus as having affected their well-being, disabled people more frequently than non-disabled people share that they are feeling lonely (49% and 37% respectively). VCS organizations supporting disabled people in Cambridge supported this finding and reported that self-isolation due to clinical vulnerabilities for disabled people has led people to feel lonely.
- Caring Together surveyed carers they support and identified that 77% have felt lonelier and more isolated due to the pandemic. This related to increased caring responsibilities during the pandemic. Carers are especially likely to be older people and women.<sup>31</sup>
- The LGBT Foundation has reported that during the pandemic many LGBT people in the UK have had to isolate at home with LGBT-phobic households. Many have had to hide their gender identity or sexuality or avoid coming out to those who they live with. These experiences heighten feelings of isolation and loneliness alongside the fact that socialising with other LGBT people has been hindered by the coronavirus pandemic.

### Equal access to emergency food support for BAME people and disabled people

The need for emergency food support has increased during the pandemic and has mostly been met through Cambridge City Foodbank and food hubs. UK data from the Food

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<sup>28</sup> See: Sense: <https://www.sense.org.uk/support-us/campaigns/loneliness/>

<sup>29</sup> See: Campaign to End Loneliness: The Facts on Loneliness  
<https://www.campaigntoendloneliness.org/the-facts-on-loneliness/>

<sup>30</sup> Mental Health Foundation (Feb 2021), Wave 10 <https://www.mentalhealth.org.uk/research-and-policies/wave-10-late-february-2021>

<sup>31</sup> Carers UK (2019), State of Caring  
[http://www.carersuk.org/images/News\\_campaigns/CUK\\_State\\_of\\_Caring\\_2019\\_Report.pdf](http://www.carersuk.org/images/News_campaigns/CUK_State_of_Caring_2019_Report.pdf)

Standards Agency identified people in bad or very bad health are more than twice as likely to be experiencing food insecurity (40% compared to 16%).

During the pandemic, there has been increasing awareness of different cultural and dietary needs for ethnic minority groups (who are more likely than White British people to experience poverty and job insecurity during the pandemic) and for people with long-term health conditions. The Karim Foundation set up to help meet cultural dietary needs during the pandemic. Between March to December 2020, the Karim Foundation provided food poverty and fuel poverty support to 268 individuals (mostly Muslims).

### Opportunities for Black cultural activities

Celebrating different cultures in the city was a key theme discussed at a meeting the Council organised in October 2020 with community groups supporting people from Black communities and public sector organizations including Cambridgeshire Police, Cambridge University Hospitals Trust and Cambridgeshire County Council.<sup>32</sup> The community groups shared that they would like more Black cultural activities to take place throughout the year (and not just in relation to Black History Month). Moreover, the groups wanted more opportunities for young people from Black communities to celebrate their heritage in the city.

### Representing South Asian women's needs

In consulting with VCS organizations supporting some people from South Asian communities in the city, they said that women from the Bangladeshi, Indian and Pakistani groups in the city are under-represented, as there are community groups set up to support men from these ethnicities but not women. This can prevent South Asian women from accessing different opportunities, such as learning IT skills and English, which causes social exclusion.

### **Actions undertaken relating to objective three between 2018 to 2021**

Activity was undertaken between 2018 to 2021 addressing some of the themes raised in consultation above, including efforts to ensure BAME communities can access emergency

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<sup>32</sup> Community groups that attended were Cambridge Ethnic Community Forum, Cambridge African Network, CB Mentoring, and Cambridge Movement Against Racism. The Public sector organizations that attended were Cambridge City Council, Cambridgeshire County Council, Anglia Ruskin University, Cambridge University, Cambridgeshire Police, a representative from the Office of the Police and Crime Commissioner, and Addenbrooke's.

food support in 2020/21, tackling loneliness and isolation, and identifying opportunities for different cultural activities to take place in Cambridge.

#### Helping to ensure that BAME communities can access emergency food support

Cambridge City Council has worked with the Cambridge Food Poverty Alliance to help ensure that the food poverty response during the coronavirus pandemic met different religious, health or cultural requirements. Some activity that the Council was directly involved in included working with Cambridge Sustainable Food to help the Bangladesh Welfare and Cultural Association to set up the Shah Jalal Community Food Hub. Also, one of the Council's Community Development Officers has helped Cambridge Sustainable Food to pack and deliver Ramadan food gift boxes to families in need. This was also funded by Cambridge City Council. Since chairing a meeting with Cambridge City Foodbank, Cambridge Ethnic Community Foundation and The Karim Foundation, the foodbank agreed to explore donation points at ethnically diverse stores to improve food options.

#### Tackling loneliness and isolation

Tackling loneliness experienced by older people and disabled people was one of the key priorities for the SES 2018 to 2021. The Council has:

- Developed a programme of exercise classes accessible to older people and disabled people for them to stay fit and meet others.
- Linked tenants with mental health issues to meaningful activities and groups to help reduce social isolation.
- Developed an Intergenerational Project for a local nursery to visit one of the Council's sheltered housing schemes.
- Promoted the Now We're Talking campaign to encourage people to communicate with one another if they are self-isolating during the pandemic, and to seek help if they are struggling with their mental health.<sup>33</sup>

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<sup>33</sup> For further information about Now We're Talking see: (see: <https://www.cambridgeshire.gov.uk/news/now-were-talking-coming-together-in-isolation>)

### Identifying opportunities for different cultural activities to take place in Cambridge

In 2020/21 the Council added South Asian Heritage Month to its Equality and Diversity calendar as at 2020/21. It set up Facebook pages for equality and diversity calendar events, including for South Asian Heritage Month and Black History Month. The Facebook pages also explore opportunities for activities to celebrate different cultures outside of the equality and diversity calendar.

### Other action taken relating to objective 3 from 2018 to 2021

Further actions that the Council has undertaken relating to this objective on providing equal access to public activities and spaces in Cambridge were:

- Providing 7,883 hires for the Shopmobility service.
- Resettling 125 refugees, assisted by offers of private rented and housing association properties, in and near Cambridge.
- Awarding £1,890,000 in Community Grants between 2018/19 and 2020/21 for activities tackling social and economic inequality of the voluntary and community sector. These activities ranged from legal and financial advice, sports activities, arts and culture activities, community development work and employment support.

### **Actions for 2021 to 2024**

#### Equal access to emergency food support

The Council will collaborate with Food Poverty Alliance partners to help tackle food poverty, including by meeting the needs of people from ethnically diverse communities and with long-term health conditions.

#### Tackling loneliness and isolation

Cambridge City Council will tackle loneliness and isolation by providing some Community Grant funding for VCS organizations activities on this, undertaking Community Development work, and supporting older people in sheltered housing schemes. The Council will also work with Care Network and Caring Together to achieve Carer Friendly Tick accreditation to support carers in the city to access public activities and spaces.

### Identifying opportunities for different cultural activities to take place in Cambridge

In 2021/22 the Council will support CB Mentoring to set up a mentoring project for young people from Black communities in Cambridgeshire. It will also help coordinate Gypsy,

Roma and Traveller History Month activities to be added to the Equality and Diversity calendar of events from 2021/22.

### Ensuring South Asian women's needs are represented

The Council will liaise with Cambridge Ethnic Community Forum, Cambridge Women's Resource Centre and other relevant partners about setting up a group for South Asian women to socialise, to discuss matters of concern to them, and potentially to bid for funding for projects to support South Asian women.

### Further activity to be undertaken relating to objective three between 2021 to 2024

To help support disabled people to access public spaces and activities in Cambridge, Cambridge City Council will continue to provide its Shopmobility Service. It will also implement phase two of the Government's Syrian Vulnerable Persons Refugee Resettlement programme – working with South Cambridgeshire District Council to resettle 200 refugees in Cambridgeshire over five years.

## **Objective Four: To tackle discrimination, harassment and victimisation and ensure that people from different backgrounds living in the city continue to get on well together.**

Themes raised on consultation relating to this objective were hate crime and hate incidents, safety of women on Cambridge's streets at night-time, and domestic abuse and sexual violence disproportionately experienced by women. The themes are explored in turn below.

### Hate crime and hate incidents<sup>34</sup>

Organizations the Council consulted with pointed out that hate crimes are experienced to different extents and in different ways by different communities:

- In the UK race hate crimes are most common, accounting for 72% of offences.<sup>35</sup>

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<sup>34</sup> Hate crimes are any crimes that are targeted at a person because of hostility or prejudice towards that person's disability, race or ethnicity, race or ethnicity, religion or belief, sexual orientation, or transgender identity. See: [https://www.report-it.org.uk/what\\_is\\_hate\\_crime](https://www.report-it.org.uk/what_is_hate_crime)

<sup>35</sup> Home Office (Oct 2020), Hate crime, England and Wales, 2019 to 2020  
<https://www.gov.uk/government/statistics/hate-crime-england-and-wales-2019-to-2020/hate-crime-england-and-wales-2019-to-2020>

- During the coronavirus crisis, hate crime directed at south and east Asian communities increased by 21%.<sup>36</sup>
- 44% of British adults openly express negative attitudes against Gypsy, Roma and Traveller communities. Police officers consider hate crime to be the most common issue Gypsies, Roma and Travellers report to them, but less than 15% of hate incidents are reported to the police.<sup>37</sup>
- Local VCS organizations supporting LGBTQ+ people said that trans women are especially likely to experience hate crime/ hate incidents in the city. In the UK only 76% of people believe prejudice against transgender people is always/ mostly wrong.<sup>38</sup>
- Local VCS organizations supporting disabled people said that people with hidden disabilities are experiencing more verbal harassment on the streets of Cambridge. They may face harassment from other people as they are more likely to find it difficult to comply with public health guidance (linked to social distancing, mask wearing and changes to the environment). At a national level, RNIB has developed a campaign relating to this.<sup>39</sup>

VCS organizations supporting equality groups in Cambridge said that hate crimes are under-reported to the police. This is reflected in the Council's Community Inclusion and Engagement Questionnaire findings, where one in five (22%) of those who have experienced bullying, harassment abuse or threats in the previous 12 months had reported their incident.

### Safety of women on the city's streets

After the death of Sarah Everard in 2020, women across the UK shared anxieties and anger on social media about staying safe when alone in public places. Reclaim the Night vigils were held across the country, including in Cambridge. The Community Inclusion and Engagement Questionnaire found that 33% of women respondents felt unsafe on Cambridge streets at night, compared to 17% of men. Women were also more likely to

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<sup>36</sup> The Guardian (May 2021), Confronting hate against east Asians  
<https://www.theguardian.com/artanddesign/2021/may/19/confronting-hate-against-east-asians-a-photo-essay>

<sup>37</sup> Friends, Families and Travellers: <https://www.gypsy-traveller.org/challenging-hate/#:~:text=44%25%20of%20British%20adults%20openly%20express%20negative%20attitudes,of%20hate%20incidents%20are%20reported%20to%20the%20police.>

<sup>38</sup> Equality and Human Rights Commission (Aug 2020), Attitudes towards transgender people  
<https://www.equalityhumanrights.com/en/publication-download/attitudes-transgender-people>

<sup>39</sup> See: <https://www.rnib.org.uk/campaigning/social-distancing>

report feeling unsafe on streets at night in the Women's Community Needs assessment, which the Council undertook in 2015.

### Domestic abuse and sexual violence

Women are especially likely to experience domestic abuse: almost one in three women aged 16-59 in the UK experience domestic abuse in their lifetime<sup>40</sup>, and two women a week in England and Wales are killed by a current or former partner.<sup>41</sup> Moreover, more than half a million women are raped or sexually assaulted each year in the UK<sup>42</sup>.

Local VCS organizations the Council consulted with supporting women shared that the pandemic has escalated abuse and prevented women from accessing routes to safety. The local VCS organizations and national Women's Aid share that perpetrators of domestic abuse who use coercive and controlling tactics may use Covid-19 government restrictions to further control and isolate their partners<sup>43</sup>.

### **Actions undertaken relating to objective four between 2018 to 2021**

To help tackle hate crime and hate incidents and to improve the safety of equality groups, like women, on the streets of Cambridge we have:

- Been a statutory member of the Cambridge Community Safety Partnership that brings together agencies and organizations concerned with tackling and reducing crime and antisocial behaviour in Cambridge. Its role is to identify issues relating to crime and anti-social behaviour that are most important to deal with, including for people with protected characteristics, and develop actions in response.
- Replaced our CCTV system with new High-Definition cameras that better help the Council to provide evidence to the Police on anti-social behaviour, harassment, violence and hate crime.

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<sup>40</sup> ONS (2019) Domestic abuse in England and Wales overview: November 2019  
<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwalesoverview/november2019>

<sup>41</sup> ONS (2019) Homicide in England and Wales: year ending March 2018  
<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/homicideinenglandandwales/yearendingmarch2018#how-are-victims-and-suspects-related>

<sup>42</sup> ONS (8 February 2018) Sexual offences in England and Wales: year ending March 2017  
<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/articles/sexualoffencesinenglandandwales/yearendingmarch2017>

<sup>43</sup> Women's Aid (April 2020), The impact of Covid-19 on survivors: findings from Women's Aid's initial Survivor Survey <https://1q7dqy2unor827bqjls0c4rn-wpengine.netdna-ssl.com/wp-content/uploads/2020/05/The-impact-of-Covid-19-on-survivors-findings-from-Women%E2%80%99s-Aid%E2%80%99s-initial-Survivor-Survey.pdf>

- Provided the Racial Harassment Service working with Cambridgeshire Police to tackle hate crime/incidents motivated by hatred towards someone's race and used civil remedies to tackle hate crime and harassment.
- Signed up to Encompass Network's Safer Spaces campaign to help LGBTQ+ people feel safe, welcome, and included when using Council services. This involved providing training on challenging discrimination and reporting hate crimes experienced by LGBTQ+ people to frontline services including Customer Services, Housing Advisers, and for staff working in community centres. Moreover, in 2020/21 Safer Spaces training was attended by 21 councillors.
- Supported 'A Good Night Out', campaign to protect people from sexual harassment and sexual assault linked to the night-time economy. We designed and undertook training on safeguarding at relevant licensed premises. We also encouraged venues to sign up to Ask for Angela that provides customers with a discreet codeword that they can give to staff if they feel unsafe or threatened.

To help tackle domestic abuse, Cambridge City Council has:

- Become the fifth local authority in the UK to be awarded the Domestic Abuse Housing Alliance (DAHA) accreditation in December 2019. The DAHA accreditation is the national benchmark for how housing providers should respond to domestic abuse, recognising that housing providers are in a unique position to identify abuse, prevent it and provide help for people suffering its effects. To achieve its DAHA accreditation the council has had to demonstrate how it is improving the quality of service given to those seeking housing advice, and supporting tenants, residents and council staff who may be experiencing domestic abuse.
- Retained its White Ribbon status, first gained in 2015, to engage men in speaking out about violence against women and girls. To retain this status, we ensured HR policy/policies are in place that cover male violence against women and domestic abuse and implemented domestic abuse training for council staff. The Council has also appointed male White Ribbon ambassadors to raise awareness of the campaign and held a domestic abuse conference to mark White Ribbon Day and the United Nations International Day to End Male Violence Against Women.

The Council also requested the Cambridgeshire and Peterborough Police & Crime Commissioner to report to the Police and Crime panel on measures put in place to eliminate the disproportionality of BAME people affected by the use of stop and search powers. The Police and Crime Commissioner's response to this request and that from other councils included setting up a new independent scrutiny panel on use of force and undertaking research on any issues that occur disproportionately across the police and criminal justice system.

## **Actions for 2021 to 2024**

To tackle discrimination, harassment and victimisation and ensure that people from different backgrounds living in the city continue to get on well together, the Council will continue to:

- Work with partners in the Community Safety Partnership.
- Monitor standards of work related to the Domestic Abuse Housing Alliance (DAHA), including working towards DAHA re-accreditation in December 2022.
- Retain White Ribbon status and continue to engage men speaking out about violence against women and girls, and to challenge gender stereotypes underpinning such violence.
- Continue to provide the Racial Harassment service.
- Provide Safer Spaces training to frontline Council services.

The council also plans to:

- Work with Cambridge BID and other partners to reduce crime and anti-social behaviour on the streets of Cambridge and increase safety at night. In 2021/22 this includes installing CCTV in taxis, and revitalising Ask for Angela as people start to use relevant licenced premises more at night as lockdown is lifted.
- Undertake a social media campaign in 2021/22 to raise awareness of the difficulties that people with hidden disabilities have with complying with public health restrictions and help tackle public harassment of people with hidden disabilities during the pandemic.
- Encourage other organizations to sign up to the Safer Spaces campaign.
- Help increase night-time safety in 2021/22 by upgrading over 700 streetlamps and columns on Council-owned housing estates to more reliable LED lighting and numbering and labelling all our lights so that customers can easily report faults.
- Identify opportunities to work with the police to find best practice solutions to supporting Gypsy and Traveller communities when no legal site places are available and to enable them to move to safe stopping places.

## **Objective Five: To ensure that the City Council's employment and procurement policies and practices are non-discriminatory and to work towards a more representative workforce within the City Council.**

Between 31 March 2018 and 31 March 2021, the percentage of BAME people as a proportion of the workforce has increased from 7.18% to 7.71% (by 0.53%) between 31 March 2018 to 31 March 2021. The percentage of disabled staff as a proportion of the workforce has increased from 6.97% to 7.21% (by 0.24%) between 31 March 2018 and 31 March 2021.

Patterns around recruitment in 2020/21 indicate that the proportion of BAME people as a percentage of the workforce is increasing much faster than for disabled people. There were 682 applicants for jobs in total and, of these, 24.4% were from BAME people, and 14.2% of jobs were filled with BAME applicants. In comparison there were 4.6% of applications from disabled people and 7.1% of all applicants appointed were disabled.

### **Actions undertaken relating to objective five between 2018 to 2021**

The Black Lives Matter motion in 2020 asked that this Single Equality Scheme reviews and makes "reference to the employment, recruitment and retention of staff with particular emphasis on enhancing consultation and representation of BAME staff".

The Council ran two meetings open to all staff members on race equality in 2020 and 2021. Staff members suggested ways that the Council could encourage a culture of race equality through identifying opportunities to celebrate different cultures, and challenging inappropriate language and behaviour. Staff shared that they wished for conversations around promoting race equality at the Council to be ongoing.

Moreover, the Council developed terms of reference for new staff groups in 2020. A BAME staff group has since been formed and held its first meeting in December 2020. The group provides a secure, safe, and supportive environment within which BAME staff can share experiences and influence the Council's policies and practices. The BAME staff group was consulted on enhancing representation and retention of BAME staff. The staff group's members said that supporting internal promotions is important to retaining BAME staff and important to ensure BAME staff are represented in higher pay bands. Staff group members said that the Council might help people develop skills needed for management at different pay grades.

Relating to recruitment, retention, and representation of BAME people and disabled people, between 2018 and 2021 the Council has also encouraged equality of opportunity for all by making the job application process more accessible and less prescriptive (getting

rid of overly detailed information on how people will be assessed in relation to person specifications that can be off-putting, being less prescriptive in asking for skills that exactly match roles when people can learn this on the job, and focussing on transferable skills). The Council has also made our roles look more accessible to people who may not have all the exact skills related to a particular role by advertising training opportunities relating to particular roles and/ or services.

We have status as a Disability Confident Employer (Level 2) by taking action to improve how we recruit, retain, and develop disabled people. The Council offers an interview to disabled people who meet the minimum criteria for a job and proactively offers and makes reasonable adjustments for applicants to jobs and our employees.

The Council has also helped ensure its employment and procurement policies and practices are non-discriminatory by:

- Evaluating bids for Council contracts from companies based on additional social, economic, and environmental benefits they will bring to the area.
- Delivering Equality and Diversity Induction training and Disability Awareness training to all new staff members. For instance, in 2020/21, these training sessions were attended by 79 people online.
- Supporting services with Equality Impact Assessments for new policies, plans and procedures – on average the Corporate Strategy team has supported services with 30 each year.
- Delivering two sessions of equality and diversity training to councillors on legal requirements relating to the Public Sector Equality Duty, and updates on Council priorities relating to equality and diversity. In 2020, this was attended by 28 Councillors in total.
- Piloting unconscious bias and inclusivity training in 2020 in 2 sessions attended by a total of 21 staff members.
- Protecting mental wellbeing of staff by developing the 'Wellbeing at Work' programme, providing sessions for staff on managing stress and pressure and running training for managers on supporting staff with their mental health.

In 2020 Cambridge City Council also commissioned Cambridge Ethnic Community Forum to produce a Race Equality toolkit for businesses to help broaden their understanding of race inequality in the workplace.

## Actions for 2021 to 2024

The Council plans to continue to undertake the actions above relating to:

- Protecting mental wellbeing of its staff.
- Supporting the BAME staff group and encouraging and supporting staff to set up other staff groups.
- Providing the Equality and Diversity Induction and Disability Awareness training for staff, and equality and diversity training for councillors.
- Supporting services with equality impact assessments.

The Council's priorities for 2021 to 2024 are also to:

- Improve recruitment and retention of BAME staff and disabled staff by:
  - Advertising our roles through networks, groups, and contacts with far reaching and diverse audiences.
  - Increasing our visibility where possible within BAME and disabled communities by showcasing the organization and our roles during key events in the Equality and Diversity calendar.
  - Identifying ways to encourage internal applications and promotion, including providing training courses on applying for jobs and interview skills.
  - Identifying further opportunities open to all staff members to discuss race equality on an ongoing basis, such as through engagement in the national Race Equality Week campaign each February.<sup>44</sup>
- Work with Cambridgeshire County Council and the Combined Authority to help circulate the Race Equality Toolkit to as many businesses as possible in 2021/22.
- Identify further opportunities for Equality and Diversity training delivered by the Council to help staff to identify and challenge discriminatory practices in the workplace relating to racism and sexism. Support staff members to stay up to date with any national legislative changes relating to equality and diversity impacting on service provision.
- Monitor national changes to public sector procurement policy on social value and raise awareness of the implications for different Council services that procure public sector

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<sup>44</sup> This is a UK-wide initiative uniting thousands of organizations and individuals to address race equality barriers in the workplace. For more information, see: <https://www.raceequalitymatters.com/race-equality-week/#:~:text=Race%20Equality%20Week%20is%20a%20UK-wide%20initiative%20uniting,communities%2C%20has%20heightened%20public%20consciousness%20of%20race%20inequality.>

contracts.

## Appendix B – Consultation process for Single Equality Scheme 2021 to 2024

To consult on the Single Equality Scheme 2021 to 2024, the Council held group meetings with 21 voluntary and community sector stakeholders supporting different equality groups from Summer 2020 to Spring 2021:

- Cambridge Ethnic Community Forum
- Cambridge and District Citizens Advice
- Cambridge Movement Against Racism
- Cambridge Online
- Cambridgeshire and Peterborough Healthwatch
- Cambridgeshire, Peterborough and South Lincolnshire Mind
- Cambridge Rape Crisis
- Cambridge Women's Aid
- Cambridge Women's Resources Centre
- Care Network
- Caring Together
- Camsight
- CB Mentoring
- Centre 33
- Headway
- Indian Cultural Society
- Karim Foundation
- Lifecraft
- Papworth Trust
- The Encompass Network
- The Kite Trust

The Council's Equalities Panel was also consulted on this Scheme on 26 January 2021<sup>45</sup> and 6 July 2021<sup>46</sup>. Meetings were held with staff to consult on the Scheme including: a

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<sup>45</sup> The Equalities Panel is an independent body that supports the Council's decision-making process. The role of the Panel is to discuss the Council's equalities progress and support council-led initiatives that play a leading role in the promotion of equalities and diversity. Notes from the meeting on 26 January are available here: <https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=185&MIId=3855&Ver=4>.

<sup>46</sup> Notes from the meeting on 6 July are available here: <https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=185&MIId=4034&Ver=4>

meeting open to all staff on the Scheme; two meetings on race equality open to all staff; consultation with the Black, Asian and Minority Ethnic (BAME) Staff Group; and consultation with the Council's Joint Equalities Group.<sup>47</sup>

Finally, Cambridge City Council undertook a community Inclusion and Engagement Questionnaire about people's experiences of living in, working in, studying in, or visiting the city.

### **The Community Inclusion and Engagement Questionnaire**

The Inclusion and Engagement Questionnaire was carried out by the Council with support from some voluntary and community sector (VCS) organizations that work with different equality groups. The VCS organizations helped the Council to promote it and develop the questions. It was largely promoted via social media because VCS organizations and the Council were unable to meet their customers face-to-face during December 2020 and January 2021 when the questionnaire was live.

The questionnaire asked people information about personal characteristics (equalities monitoring information, income, housing status and qualifications), the services they use, how they feel about Cambridge, and the impact of Covid 19 on health and wellbeing. An independent research consultancy analysed the results of the questionnaire.

There were 202 responses to the questionnaire and some groups were under-represented amongst respondents (especially people on low-incomes or on benefits, young people aged 16 to 24, and people from diverse ethnic backgrounds who were not White British). Due to the low response rate and the under-representation of some groups, this questionnaire is not fully representative of the experiences of equality groups in the city.

However, the results provide an indication of issues that some people with protected characteristics experience and were used to help generate discussion for consultation meetings on the Scheme. The findings of the questionnaire relating to issues experienced by different groups are only referred to in this report where this is supported by national research.

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<sup>47</sup> The Joint Equalities Group is an officer group that meets regularly to develop, deliver, and oversee the council's equalities and diversity programme.

## Appendix C – Actions for Year One (2021/22) of Single Equality Scheme 2021 to 2024

**Objective One: To further increase our understanding of the needs of Cambridge’s growing and increasingly diverse communities so that we can target our services effectively.**

Protected characteristic(s) action relates to	Action	Service
Disability	Improve our understanding of the need for wheelchair accessible housing, and ensure the right processes are in place to maximise supply, ensure potential applicants are aware of the housing options available to them and improve access to accessible homes for people who need them.	Housing Services
Disability	Develop a bid for Changing Futures funding to better support homeless people who have multiple disadvantages relating to disability, mental health and addiction.	Housing Services
Disability	Work with Future Parks Accelerate and local public sector and voluntary and community sector partners to identify new, innovative and collaborative ways to use parks and open spaces to help support people’s health and wellbeing.	Environmental Services
Disability	Run a Dementia Friends session open to all staff of frontline Council services to create a better understanding of the experiences of people with dementia, and their carers, and how to support them.	Corporate Strategy
Race	Provide Gypsy, Roma and Traveller Cultural Awareness training for staff to broaden their awareness of Gypsy, Roma and Traveller cultures and how to support people from these	Corporate Strategy

	communities by making their services more inclusive.	
Race	Continue to work with 7 other local authorities to complete an assessment of the accommodation needs of Gypsies, Travellers, Travelling Showmen and Bargee Travellers and other caravan and houseboat dwellers to inform the new Greater Cambridge Local Plan.	Housing Services
Sex	<p>Continue the Council's work to address period poverty. In 2020/21 this will include:</p> <ul style="list-style-type: none"> <li>• Undertaking research into the current need for free sanitary provision following Covid-19 lockdowns, including what other public sector and voluntary and community sector partners have been providing.</li> <li>• Launching a local social media campaign to receive donations to help tackle period poverty.</li> <li>• Exploring the potential of using Lion Yard and Drummer Street public toilets as donation and collection points for sanitary provision.</li> </ul>	Community Services
Sex	Seek the views of female rough sleepers as to their experience of homelessness and local service provision. Informed by this, consider any actions to ensure that the needs of homeless women are met.	Housing Services
All protected characteristics	Continue to use Equality Impact Assessments (EqIAs) to ensure that the Council considers the needs of different communities in the city and how new policies or plans meet these needs and our Public Sector Equality Duty obligations. Action will include:	Corporate Strategy

	<ul style="list-style-type: none"> <li>• Supporting Council services to complete EqlAs</li> <li>• Helping services to consider the impacts of policies or plans on groups of people with more than one protected characteristic which combine to create greater discrimination and inequality (intersectionality).</li> </ul> <p>Provide training for Council services on how to undertake EqlAs.</p>	
All protected characteristics	Organise bi-annual meetings of the Equalities Panel to discuss the Council's equalities progress and support Council-led initiatives that play a role in the promotion of equalities and diversity. Explore the potential of expanding the remit and/ or membership of the Equalities Panel to identify further opportunities for collaboration with partners to tackle discrimination and promote equality in the city.	Corporate Strategy
All protected characteristics	Support and encourage other organizations to promote equality and tackle discrimination, including by promoting the Equality Pledge and providing opportunities to organizations signed up to the Pledge to share good practice.	Corporate Strategy
Age, disability and sex	Trial the use of the Low-Income Family Tracker (LIFT) system to help identify low-income households that may need support from Council services (such as by assisting with homelessness prevention or ensuring households claim benefits they are entitled to).	Corporate Strategy and Housing Service
Gender reassignment and sexuality	Provide two Transgender Awareness training sessions for staff and a Transgender Awareness briefing session for Councillors to create a greater understanding of the experiences of trans and gender variant	Corporate Strategy

	people and increase staff and Councillors' confidence to support them effectively	
Race and sexuality	<p>Identify opportunities to hear from and increase our understanding of the needs of people from different equality groups and use this information to identify opportunities to improve our service provision and to influence and facilitate partners to tackle discrimination and disadvantage. In 2020/21 this will involve:</p> <ul style="list-style-type: none"> <li>• Supporting the Encompass Network to undertake a community needs assessment of LGBTQ+ people in Cambridgeshire, including needs related to wellbeing and community engagement.</li> <li>• Collaborating with Cambridge Ethnic Community Forum to undertake research into the needs of diverse ethnic communities in the city, including those experiencing poverty which has been exacerbated by the Covid-19 pandemic.</li> </ul>	Corporate Strategy

**Objective Two: To continue to work to improve access to and take-up of Council services from all residents and communities.**

<b>Protected characteristic(s) action relates to</b>	<b>Action</b>	<b>Service</b>
Age	<p>Help improve digital inclusion of older residents in the council's sheltered housing scheme by:</p> <ul style="list-style-type: none"> <li>• Exploring the feasibility of a project to work with the Cambridge Digital Partnership to install</li> </ul>	Housing Services

	<p>donated/refurbished desktop computers in the Council's 13 sheltered housing schemes.</p> <ul style="list-style-type: none"> <li>Supporting sheltered housing scheme staff to improve their digital skills, so they can deliver enhanced support to older and more vulnerable customers to utilise digital support channels.</li> </ul>	
Disability	<p>Provide training for Council staff on best practice in supporting service users with mental health problems, including running two Mental Health Awareness training sessions, two Mental Health First Response training sessions and a STOP Suicide workshop.</p>	Corporate Strategy and Human Resources
Disability	<p>Build 500 new homes that can be adapted to become wheelchair accessible and 25 new homes (5% of the 500) that are wheelchair accessible from the outset by 2024.</p>	Housing Development Agency
Disability	<p>Develop strong working relationships with mental health services and Social Care Services in Cambridge City so that:</p> <ul style="list-style-type: none"> <li>All Housing Services staff that liaise with mental health or social care services have a better understanding of the services including when and how to access them.</li> <li>Clear partnership arrangements (possibly in the form of working protocols) are established between the City Council's Housing Services and mental health services and</li> </ul>	Housing Services

	Cambridgeshire County Council's Social Care services.	
Race	Implement phase two of the Government's Syrian Vulnerable Persons Refugee Resettlement programme – working with South Cambridgeshire District Council to resettle 200 refugees in Cambridgeshire over five years.	Community Services
All protected characteristics	Continue to monitor coronavirus cases and uptake of vaccinations amongst different equality groups and work with communities and public sector partners to help address any associated health inequalities.	Community Services, Corporate Strategy and Environmental Services
All protected characteristics	<p>In implementing the new 'digital first' customer services model, ensure that vulnerable people<sup>48</sup> are provided with opportunities to have face-to-face appointments when seeking support from the council. To help make sure vulnerable people get support they need:</p> <ul style="list-style-type: none"> <li>• Continue to develop ongoing training for Customer Service centre staff to help them identify people who are vulnerable and who may benefit from this support.</li> <li>• Work with voluntary and community sector groups supporting equality groups and vulnerable individuals.</li> </ul>	Customer Services

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<sup>48</sup> Note that some people from the following groups may be more likely to be vulnerable - disabled people and people with mental health issues, older digitally excluded people, carers, and people for whom English is a second language.

	<ul style="list-style-type: none"> <li>Identify new ways to seek feedback on customers' experience of seeking help from the Council and identify practical ways the council can improve customers' experiences.</li> </ul>	
Age, Disability and Sex	Working with Care Network and Caring Together to explore opportunities for frontline Council services to support people who are carers in Cambridge.	Corporate Strategy, Community Services and Human Resources
Disability and race	Continue to provide an interpretation and translation service to ensure that language barriers do not prevent people from accessing Council services and continue to provide a British Sign Language interpretation service for Deaf people who need to contact our Customer Service Contact Centre.	Corporate Strategy

**Objective Three: To work towards a situation where all residents have equal access to public activities and spaces in Cambridge and are able to participate fully in the community.**

<b>Protected characteristic(s) action relates to</b>	<b>Action</b>	<b>Service</b>
Age	Plan a series of 'Make a Difference Days' in which children aged 9-14 will be given the opportunity to 'make a difference' to their local community.	Community Services
Age	Develop a City-wide Youth Panel for children aged 10-16 to empower young people, help them to develop skills and	Community Services

	work towards the changes that they would like to happen in Cambridge.	
Age	Provide a mixture of online and face to face open access play activities for children, young people, and their families in local neighbourhoods (including low-income neighbourhoods) across Cambridge.	Community Services
Age	Provide four Kickstart placements for young people aged 16 to 24, who are receiving Universal Credit, which will focus on gaining experience, skills and contacts in the arts and cultural sector.	Community Services
Age	Work with the Social Mobility Business Partnership to deliver a 'Work Insight & Skills Week' for around 30 young people from low-economic backgrounds in years 11 and 12, introducing local creative industries and useful contacts for future employment opportunities.	Community Services
Age	Work with Form the Future to explore the feasibility of developing a Creative Industries Apprenticeship Training Agency, which would provide an apprenticeship opportunity across a number of smaller creative businesses.	Community Services
Age	Implement and deliver the next stage of the Cambridgeshire and Peterborough Region of Learning project to help increase young people's cultural engagement and help young people to acquire skills for future learning and career opportunities. The Council will: <ul style="list-style-type: none"> <li>• Develop and scale-up the digital infrastructure of the scheme;</li> </ul>	Community Services

	<ul style="list-style-type: none"> <li>• Repurpose the existing library card as a 'smart' universal passport to learning;</li> <li>• Deliver a pilot to a minimum of 1,070 young people from disadvantaged backgrounds;</li> <li>• Provide basic skills training, career guidance, transferable skills assessment, access to additional learning, work experience, mentoring and employment.</li> </ul>	
Age	Develop an 'Eco-Day' programme for schools and roll this out across the city.	Environmental Services
Age	Ensure that tender specifications for new play equipment continue to stipulate that equipment is inclusive for children with a range of abilities, including for three projects being delivered in 2021/22 at Holbrook Road, Arbury Court and Robert May Close.	Environmental Services
Age	Continue to provide sheltered housing schemes for people aged over 60 who wish to carry on living independently but who require some support to do so and help the schemes to run their own social clubs, activities, and events.	Housing Services
Age	Organise visits from a local school to Ditchburn Place sheltered housing scheme and explore opportunities to extend this intergenerational project to other schools and sheltered housing schemes across the city.	Housing Services
Age	Re-establish the Community Hub at Mansel Court (when coronavirus restrictions allow for this) and set up new	Housing Services

	hubs at schemes identified across the city.	
Disability	Continue to provide the Shopmobility service at the Grand Arcade and Grafton East car parks to support disabled people to access the city.	Commercial Services
Disability	Promote the Council's exercise referral programme (which provides doctors referrals to gym, sports centres and other physical activities) to inactive people whose medical conditions would benefit from guided exercise.	Community Services
Disability	Explore the feasibility of including Changing Places provision when redeveloping existing toilets to provide the highest accessibility standards possible within building dimensions and constraints.	Environmental Services
Disability	Continue to provide holistic support to City Council tenants with mental health issues to remain in their tenancies and help link people to meaningful activities and groups in order to help reduce social isolation. Produce a new Tenancy Sustainment Service Policy to support this work.	Housing Services
Disability	Continue to provide 17 units of move-on accommodation for people receiving support under the Cambridgeshire and Peterborough NHS Foundation Trust's mental health team to help them move onto living independent living.	Housing Services
Disability	Continue to hold Disability Panel meetings to monitor planning applications relevant to disabled people, focussing particularly on large housing developments, infrastructure, the public	Planning Service

	realm and public buildings in the Greater Cambridge area.	
Pregnancy and maternity	Ensure that all City Council buildings are breastfeeding-friendly and encourage other employers and venues to do the same.	Corporate Strategy and Property Services
Race	Support CB Mentoring to set up a mentoring project for young people from Black communities in Cambridgeshire.	Community Services
Race	Support and help coordinate Gypsy, Roma and Traveller History Month activities, which will be marked on the Capturing Cambridge website this year as a result of public health restrictions relating to the coronavirus pandemic.	Community Services
Race	Finalise work on the Race Equality Toolkit for businesses and work with Cambridge Ethnic Community Forum and Cambridgeshire County Council to promote it to businesses.	Corporate Strategy
Sex	Coordinate a Celebration of Women 2020 Exhibition and community activities complementing the Vote#100 programme.	Community Services
All protected characteristics	Provide Community Grants for 2022/23 to support the voluntary and community sector to reduce social and economic exclusion, which can disproportionately affect particular equality groups.	Community Services
Age, disability and race	Continue to work with Food Poverty Alliance partners to help tackle food poverty, including that experienced by children. Work with partners to support the cultural requirements of ethnically diverse communities and dietary requirements of people with long-term	Community Services and Corporate Strategy

	health conditions in the city's response to food poverty.	
Age, disability, race and sex	Develop a programme of accessible opportunities for physical activity to targeted groups.	Community Services
Race and sex	Liaise with Cambridge Ethnic Community Forum, Cambridge Women's Resource Centre and other relevant partners about setting up a group for South Asian women to socialise, to discuss matters of concern to them, and potentially to bid for funding for projects to support South Asian women.	Community Services

**Objective Four: To tackle discrimination, harassment and victimisation and ensure that people from different backgrounds living in the city continue to get on well together.**

<b>Protected characteristic(s) action relates to</b>	<b>Action</b>	<b>Service</b>
Disability	Undertake a social media campaign to raise awareness of the difficulties that people with hidden disabilities have with complying with public health restrictions and help tackle public harassment of people with hidden disabilities during the pandemic.	Corporate Strategy
Race	Continue to provide a Racial Harassment service, working with Cambridgeshire Police to tackle hate crime/incidents motivated by hatred towards someone's race, and using civil remedies in line with the Harassment Act	Community Services

	1997 to tackle hate crime and harassment.	
Sex	<p>Continue to monitor standards of work related to the Domestic Abuse Housing Alliance (DAHA), including:</p> <ul style="list-style-type: none"> <li>• Ensuring the council's compliance with the Domestic Abuse Act 2021.</li> <li>• Preparing for the DAHA re-accreditation process in December 2022.</li> <li>• Using intelligence from Cambridgeshire County Council's Domestic Abuse and Sexual Violence Partnership Needs Assessment on safe accommodation services across Cambridgeshire to identify gaps in support that Cambridge City Council may help address.</li> <li>• Engagement in the White Ribbon campaign.</li> </ul>	Community Services and Housing Services
All protected characteristics	<p>Continue to work with partners in the Community Safety Partnership (CSP) to improve public safety and raise concerns of people with protected characteristics. The Partnership's priorities for 2021/22 will continue to relate to safeguarding young people against violence and exploitation and listening to community needs and responding together to reduce harm.</p>	Community Services
All protected characteristics	<p>As part of Cambridge's Purple Flag re-accreditation work with Cambridge BID and other partners to reduce crime and anti-social behaviour and increase perceptions of safety at night by:</p>	Environmental Services

	<ul style="list-style-type: none"> <li>installing CCTV in taxis</li> <li>resurrecting the Ask for Angela campaign</li> </ul> <p>participating in any other initiatives helping people be safe in the city as behaviours and perceptions of safety have since the pandemic.</p>	
All protected characteristics	Help increase night-time safety by upgrading over 700 streetlamps and columns on Council-owned housing estates to more reliable LED lighting and numbering and label all our lights so that customers can easily report faults.	Estates and Facilities
Gender reassignment and sexuality	Undertake training on tackling lesbian, gay, bisexual and transgender discrimination (LGBT+) discrimination for front-of house staff in Council buildings and Councillors, and work with the Encompass Network to promote Safer Spaces to more organizations in the city.	Corporate Strategy

**Objective Five: To ensure that the City Council’s employment and procurement policies and practices are non-discriminatory and to work towards a more representative workforce within the City Council**

<b>Protected characteristic(s) action relates to</b>	<b>Action</b>	<b>Service</b>
Disability	Develop, promote, and deliver the ‘Wellbeing at Work’ programme, providing a range of wellbeing classes, activities, information campaigns and	Community Services and Human Resources

	promotions to encourage a healthy active Council workforce.	
Disability	Providing two 'Managing Mental Health' sessions for managers to identify practical ways to manage and support positive mental well-being for all staff including employees who are experiencing stress and distress.	Human Resources
Disability	<p>As part of our Disability Confident commitment, undertake steps to help increase representation of disabled staff members as a proportion of the workforce by:</p> <ul style="list-style-type: none"> <li>• Working with Shaw Trust and Jobcentre Plus to raise our profile as an employer of choice for disabled people.</li> <li>• Providing information on the Council's Disability Confident status in recruitment literature and sharing that disabled applicants who meet the essential criteria for positions will be guaranteed an interview.</li> <li>• Advertising employment opportunities through organizations that support disabled people locally.</li> <li>• Plan for and make reasonable adjustments at interview stage and also related to any specific tests/ assessment processes for job roles.</li> <li>• Make our roles look more accessible to people who may not have all the exact skills related to a particular role by advertising training opportunities</li> </ul>	Human Resources

	relating to particular roles and/ or services.	
Race	Take part in Race Equality Week February 2022. This is a UK-wide initiative uniting thousands of organizations and individuals to address race equality barriers in the workplace.	Corporate Strategy
Race	<p>Take steps to increase representation of Black, Asian and Minority Ethnic (BAME) employees as a proportion of the council's workforce, including:</p> <ul style="list-style-type: none"> <li>• Making employment opportunities more visible within BAME communities by showcasing the organization and our roles during key equality and diversity events</li> <li>• Continuing to advertise our roles through networks, groups, and contacts with far reaching and diverse audiences (including local groups supporting BAME communities).</li> <li>• Advertising our commitment to increasing representation of BAME people in our workforce within our recruitment information.</li> <li>• Making our roles appear more accessible by advertising training opportunities relating to particular roles and/ or services..</li> <li>• Encourage equality of opportunity for all by making the recruitment</li> </ul>	Human Resources

	application process more accessible and less prescriptive	
Race	<p>Take steps to increase retention of BAME employees, including by:</p> <ul style="list-style-type: none"> <li>Continuing to support the BAME staff group to provide a secure, safe, and supportive environment for BAME staff to discuss issues and share experiences.</li> <li>Identifying ways to encourage internal applications and promotion at the council, including providing training courses on applying for jobs and interview skills.</li> </ul>	Human Resources
Religion	In determining the future use of council buildings following Covid-19, provide staff with a Prayer Room.	Property Services
Sex	Provide an 'Understanding Menopause' workshop open to all who wish to gain a better understanding of the menopause, its impact in and out of the workplace, and how best to support each other.	Human Resources
Sex	Explore the reasons for under representation of men at corporate training sessions in 2020/21 and improve accessibility of the training programme for men.	Human Resources

All protected characteristics	Monitor national changes to public sector procurement policy on social value <sup>49</sup> and raise awareness of the implications for different Council services that procure public sector contracts.	Commercial Services
All protected characteristics	Run the Equality, Diversity and Disability Awareness course for new members of staff (two sessions per course provided 9 times in the year) to raise understanding of equality and diversity issues, awareness of relevant diversity and disability legislation, and the Council's responsibilities under the Public Sector Equality Duty.	Human Resources
All protected characteristics	Identify further opportunities for Equality and Diversity training delivered by the Council to help staff to identify and challenge discriminatory practices in the workplace relating to racism and sexism. Support staff members to stay up to date with any national legislative changes relating to equality and diversity impacting on service provision.	Corporate Strategy
Disability and race	Set new targets for the percentage of disabled people and Black, Asian and Minority Ethnic people as a proportion of the workforce in light of the findings from the Census 2021.	Human Resources

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<sup>49</sup> Under the Social Value Act 2012, public bodies are obliged to consider how the services they commission and procure might improve the economic, social, and environmental well-being of the area they operate in.

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Item

## Decisions to Support Community Services Reviews

**To:**

Councillor Anna Smith Executive Councillor for Communities and Deputy Leader (Statutory)

Environment and Community Scrutiny Committee 7<sup>th</sup> October 2021

**Report by:**

Allison Conder, Strategic Project Manager, Community Services

Tel: 01223 457862 Email: Allison.conder@cambridge.gov.uk

**Wards affected:**

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

### Not a key decision

#### 1. Executive Summary

The Play Pods scheme is a chargeable service operated by the Council's Children and Young People's Participation service (ChYpPS). It was set up in 2014, in part to raise funds to support other ChYpPS work. However, a review of the service in February 2019, found that staffing costs in fact outweighed any income benefit, and the service has a net annual cost to the Council of £26k. The review also found that, since 2015, only four Play Pods had been delivered to city schools, but eighteen had been delivered to schools outside of the city.

On 26<sup>th</sup> February 2019, the Strategic Director took an operational decision to cease delivery of any more out-of-city Play Pods, and to implement exit routes for schools to secure training support and scrap top-ups from other providers. The loss of anticipated Play Pod income (which offsets some of the net cost) has been managed in year by the ChYpPS service through a staff vacancy freeze.

The proposal now is for the council to cease Associate Membership of the Bristol Scrap Store Play Pods scheme, and to discontinue the ChYpPS Play Pod service from 31<sup>st</sup> March 2022. There is potentially scope for other associate members to provide a Play Pod service to city schools from 1<sup>st</sup> April 2022.

The council helped set up the Scrap Store scheme in 1988, and it was initially managed by The Castle Project. In 2000, for viability reasons, the Council agreed to take this on and it was delivered as a mobile project from community centres. In 2012, Scrap Store moved into a commercial unit, The Box on Barnwell Business Park, under the management of the ChYpPS team. In addition to providing materials for the Play Pod scheme, city residents could also pay a membership fee to source arts, crafts and play materials at a low cost.

Like the Play Pod scheme, one of the intentions of Scrap Store was to raise income to support other areas of ChYpPS work. However, the 2019 review found that, like Play Pods, once staffing costs had been attributed to the Scrap Store, the service has a net annual cost to the council of £46.5k. Even if footfall to The Box were to double, the Scrap Store scheme would still not be able to generate sufficient income to cover staffing costs. The service uses The Box Unit, a council commercial unit at Barnwell Business Park for £5k per year rent, but the council could let The Box commercially to generate £18k income per year.

The Scrap Store concept of using items which would otherwise be discarded to make new things has proved popular, especially with crafters. The proposal, therefore, is to use the remainder of this year to make plans to evolve Scrap Store into an updated project, which would also be more broadly aligned to supporting the council's anti-poverty work with the community and voluntary sectors. Officers will work with community organisations to consider what is needed as well as research ideas used in other areas to bring forward a revised approach. It is anticipated that on conclusion of the feasibility work, the revised service will start in 2022-23. We anticipate that this could include a Library of Things-style of service, which has been used successfully elsewhere to reduce waste and support residents. (See section 3 below)

There are currently 9 staff posts which include an element of delivering either the Play Pod or Scrap Store schemes, or both. A staffing review is planned to support the council's corporate transformation programme, and this will include community development, community facilities and ChYpPS services. The review will aim to minimise redundancies and maximise opportunities for

staff development and progression. It is anticipated that because of the current number of unfilled vacancies, all staff, including those engaged in delivering Play Pods and Scrap Store with transferable skills and experience, will be able to apply for roles within the new staffing structure, across the various service areas. The consultation for the staffing review is planned to take place during spring/summer 2022, and any savings will be included within the wider Our Cambridge transformation programme.

## **2. Recommendations**

The Executive Councillor is recommended to:

1. Cease delivering the ChYpPS Play Pod scheme from 31<sup>st</sup> March 2022
2. To complete feasibility work for a revised scrapstore-style scheme, aligned to support anti-poverty work, and for this new service to be launched as soon as possible in the 2022-23 financial year
3. Note the staffing implications

## **3. Background**

The council's ChYpPS service became an Associate Member of the charity 'Children's Scrap Store' in 2014 and began to deliver a Play Pod service to schools in Cambridge and the East of England. A Play Pod is a shed or container in a school playground that contains scrap materials for children to play with at lunchtime. Research carried out in schools show the benefits to schools include encouraging less accidents and incidents at lunchtimes, and children returning to the classroom more ready to learn.

Schools pay to access the Play Pod service which provides; a secure storage facility; a range of scrap materials (such as cardboard tubes and ropes), a complete level-2 training process for the staff; ongoing support and mentoring to support a quality play environment; and regular scrap material top-ups.

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This report proposes to discontinue the ChYpPS Play Pod service entirely from 31<sup>st</sup> March 2022 because:

- i. It has not been widely utilized by city schools (only 4 Play Pods have been delivered in city schools, 18 to out of city schools)
- ii. The scheme does not, as was intended, generate income to subsidize other ChYpPS work, but instead has a net annual cost to the Council of £26k

- iii. Exit routes for schools with Pods have already been identified and there is scope for another associate member to takeover coverage of city schools from 1<sup>st</sup> April 2022

This report proposes to cease operating the Scrap Store service in its current form from the Box Unit on Barnwell Road on 31<sup>st</sup> March 2022 and incorporate it in a new scheme because:

- i. A revised scheme could be better targeted to specifically to support the council's anti-poverty work
- ii. Like Play Pods, once staffing costs have been attributed, the scheme does not generate income to subsidize other ChYpPS work and the service has a net annual cost to the council of £46.5k per year
- iii. The service currently uses a council commercial unit at Barnwell Business Park, which could be re-let to generate £18k per year income for the council

The proposal is not to cease offering a scrap for re-use scheme but to work with community partners to review and widen the scope to support anti-poverty work across the city. Feasibility work will be undertaken during 2021-22 and consider concepts such as 'The Library of Things', which is founded on the principle that "borrowing is better than buying" (from both a climate change perspective and an anti-poverty perspective). The work will assess; ideas such as the demand for a targeted service that offers free arts and crafts materials and a loan scheme for items such as DIY tools, and gardening equipment; the costs and financial sustainability; implementation options; and how this could all be made more locally available to residents.

Funding for the feasibility work will be met from existing budgets. If there are any future funding requirements, officers will liaise with stakeholders to explore internal and external funding options.

## **4. Implications**

### **a) Financial Implications**

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The Play Pods and scrap store schemes have a net annual cost to the council of £72k. The Play Pod service will cease from 31<sup>st</sup> March 2022 and will create a saving of £26k in next FY. The staff costs within the budget for the Play Pods will be redeployed as part of the Community Services staffing review, to either community centres management operation, or community

development. Any savings arising will be assigned to the Our Cambridge corporate transformation programme saving target.

It is not possible to identify whether there will be any saving from the scrap store scheme, as this is subject to feasibility work to assess a broader service offer. However, it may no longer require use of the commercial unit on Barnwell Road, and this could be relet by Property Services for £18k income per year.

#### **b) Staffing Implications**

There are nine staff posts that currently deliver an element of the Play Pod and/or Scrap Store schemes. All these posts are part of a wider Community Services staffing reviewing which is now underway, that will see integration of the ChYpPS team into either community development or community facilities. Staff consultation on draft proposals will take place spring/summer 2022 and these will be put at risk from 31<sup>st</sup> March 2022.

The staffing review will seek to minimise redundancies as far as is possible, and to achieve this the reviews of community development, ChYpPS and community facilities will take place concurrently, while maintaining the current recruitment freeze.

The draft staffing review proposals will see creation of an expanded community development service with opportunities for staff to consider their skillset and interests as part of this new structure. Staff will be encouraged to address their skills gaps to maximise securing new roles between now and spring/summer 2022. Any unavoidable redundancies could take place in Q3 2022-23.

#### **c) Equality and Poverty Implications**

An EQIA has been completed at Appendix 1.

#### **d) Net Zero Carbon, Climate Change and Environmental Implications**

Net medium positive rating arising mainly from reduced transport use. A Climate change rating has been completed at Appendix 2.

#### **e) Procurement Implications**

None.

#### **f) Community Safety Implications**

None, but a risk assessment of the broader Library of Things service offer will be undertaken during the feasibility stage.

## **5. Consultation and communication considerations**

No formal consultation has taken place with users of the Play Pods or scrap store services.

The feasibility study for a broader scrap store service offer will undertake detailed consultation with community and voluntary sector organization's and with potential users of the new service in high need communities.

## **6. Background papers**

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

## **7. Appendices**

Appendix 1 – Equality Impact Assessment

Appendix 2 – Climate Change Rating Assessment

## **8. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact Allison Conder, Strategic Project Manager, tel: 01223 457862, email:

[Allison.conder@cambridge.gov.uk](mailto:Allison.conder@cambridge.gov.uk)

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<sup>i</sup> Charity number: 1008788

## 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](mailto:equalities@cambridge.gov.uk) or phone 01223 457046.

Once you have drafted the EqIA please send this to [equalities@cambridge.gov.uk](mailto:equalities@cambridge.gov.uk) for checking. For advice on consulting on equality impacts, please contact Graham Saint, Strategy Officer, ([graham.saint@cambridge.gov.uk](mailto:graham.saint@cambridge.gov.uk) or 01223 457044).

<b>1. Title of strategy, policy, plan, project, contract or major change to your service</b>
Decisions to support community services reviews.
<b>2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)</b>
Committee papers published here: <a href="https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=476&amp;MIId=3969&amp;Ver=4">https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=476&amp;MIId=3969&amp;Ver=4</a>
<b>3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?</b>
The first objective is to formalise an operational decision made by the Strategic Director on 26 <sup>th</sup> February 2019, to cease delivery of any more out-of-city Play Pods and is for the council to now cease Associate Membership of the Bristol Scrap Store Play Pods scheme and to discontinue the ChYpPs Play Pod service altogether from 31 <sup>st</sup> March 2022.  The second objective is to assess the feasibility for broadening the Scrap Store scheme into a new service that will be like 'The Library of Things' scheme, and made more available locally within communities, rather than from current scrap store location at The Box on Barnwell Rd. It is

anticipated that on conclusion of the feasibility work, the revised service will then commence at the start of next financial year 2022-23.

**4. Responsible service**

Community Services

**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):

Residents and children who are pupils at City schools.

**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:

Property Services (Dave Prinsep) – the Box on Barnwell Rd is a council owned asset

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

This report is going to the Environment and Communities Scrutiny Committee on 7<sup>th</sup> October 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?**

A review of Play Pods and Scrap Store was completed in 2019 and found that although Play Pods were set up in 2014 partly to raise funds to support other ChYpPs work, staffing costs in fact outweigh any income benefit, and the service has a net annual cost to the Council of £26k. The review also found that, since 2015, only four Play Pods had been delivered to city schools, but eighteen had been delivered to schools outside of the city.

Like the Play Pod scheme, one of the intentions of Scrap Store was to raise income to support other areas of ChYpPs work. However, the 2019 review found that, like Play Pods, once staffing costs had been attributed to the Scrap Store, the service has a net annual cost to the council of £46.5k. Even if footfall to The Box were to double, the Scrap Store scheme would still not be able to generate sufficient income to cover staffing costs. The service uses The Box Unit, a council commercial unit at Barnwell Business Park for £5k pa rent. However, the council could let The Box commercially to generate £18k council income per year. The scheme is also not targeted to specifically to support the council's anti-poverty work and corporate priority.

**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**

Play Pods scheme has provided creative play opportunity to children at four city schools. There is scope for another associate member to provide a Play Pod service to city schools from 1<sup>st</sup> April 2022.

The Scrap Store is currently delivered from one fixed location and the feasibility study will look at options including broadening this scheme to a loan/hire scheme within high need communities like 'The Library of Things' scheme, that is made available more locally within communities.

**(b) Disability**

Play Pods scheme has provided creative play opportunities with reasonable adjustments to disabled pupils at four city schools. There is scope for other associate members to continue to provide a Play Pod service to city schools from 1<sup>st</sup> April 2022

The Scrap Store is currently delivered from an accessible fixed location at The Box on Barnwell Rd, and the feasibility study will look at broadening this scheme to a loan/hire scheme located more locally within high need communities like 'The Library of Things' scheme, from fully accessible locations.

**(c) Gender reassignment**

No impact has been identified specific to this equality group

**(d) Marriage and civil partnership**

No impact has been identified specific to this equality group

**(e) Pregnancy and maternity**

No impact has been identified specific to this equality group

**(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.**

No impact has been identified specific to this equality group

**(g) Religion or belief**

No impact has been identified specific to this equality group

**(h) Sex**

No impact has been identified specific to this equality group

**(i) Sexual orientation**

No impact has 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**
- **Groups who have more than one protected characteristic that taken together create overlapping and interdependent systems of discrimination or disadvantage. (Here you are being asked to consider intersectionality, and for more information see: [https://media.ed.ac.uk/media/1\\_159kt25q](https://media.ed.ac.uk/media/1_159kt25q)).**

Low-income Groups - The scrap store feasibility work will be completed during 2021-22 to assess whether the Scrap Store could be evolved into a new scheme, like 'The Library of Things', which is founded on the principle that "borrowing is better than buying" (from both a climate change perspective and an anti-poverty perspective).

The work will assess; the demand for a targeted service to low-income communities that offers free arts and crafts materials and a loan scheme for items such as DIY tools, and gardening equipment; the costs and financial sustainability; implementation options; and how this could all be made more locally available to residents.

**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.)**

An EQIA will next be completed during the feasibility stage for the new scrap store scheme which will be completed by the end of this FY.

**12. Do you have any additional comments?**

[Click here to enter text.](#)

**13. Sign off**

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

Names and job titles of other assessment team members and people consulted: Ariadne Henry (CDO Inclusion and Engagement), Helen Crowther (Equality and Anti-Poverty Officer)

Date of EqIA sign off: [Click here to enter text.](#)

Date of next review of the equalities impact assessment: will next be completed during the feasibility stage for the new scrap store scheme which will be completed by the end of this FY.

Date to be published on Cambridge City Council website: 7th October 2021

**All EqIAs 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**

Project / Proposal Name or Reference: Decisions to support community services reviews

Date:

Your Name: Allison Corder

1. IMPACT ON CARBON EMISSIONS (MITIGATION OF CLIMATE CHANGE)						
HOW WILL THIS PROJECT/PROPOSAL AFFECT THE FOLLOWING KEY AREAS:	WHAT IS THE IMPACT CONSIDERED TO BE? <i>See guidance in the purple box, below, to help you assess the degree of the negative and positive impacts e.g. High, Medium or Low</i>	CLIMATE CHANGE RATING: <i>Use drop down list</i>	WILL THE PROJECT MOVE CAMBRIDGE CITY COUNCIL CLOSER TO THE OBJECTIVE OF A BEING NET ZERO CARBON BY 2030? <i>Use drop down list</i>	WILL THE PROJECT MOVE THE CITY CLOSER TO THE OBJECTIVE OF A NET ZERO CARBON CAMBRIDGE BY 2030? <i>Use drop down list</i>	PLEASE DETAIL HERE THE ACTION THAT WILL BE TAKEN TO AVOID, MITIGATE OR COMPENSATE FOR THE NEGATIVE IMPACTS AND MAXIMISE POSITIVE IMPACTS?	HAS A NET ZERO CARBON OPTION BEEN CONSIDERED? PLEASE PROVIDE DETAILS.
1 ENERGY USE	<p><b>Positive Impact:</b> Energy use will be reduced or renewable energy will be used</p> <p><b>NI Impact:</b> No extra energy use is involved</p> <p><b>Negative Impact:</b> More energy (gas and/or electricity) will be consumed (by CCC or others)</p>	Low Positive	Yes	Yes	<p><b>Consider:</b> Reducing demand for energy - Specifying energy efficiency measures (e.g. insulation, low energy lighting)</p> <p>- Generating renewable energy (e.g. heat pumps, solar photovoltaic panels)</p> <p>Creating Play Pods - There will be less energy required for transport to city and out of city schools</p> <p>Scrap Store - feasibility work is needed to assess a new delivery model, but it is likely to look at more local delivery within high need communities, so less individual journeys to The Box and on Barnwell Rd</p>	No, this is an extension to an existing 1960's concrete frame building and so net zero carbon is not achievable
2 WASTE GENERATION	<p><b>Positive Impact:</b> Less waste will be generated OR amount of waste that is reused/ recycled will be increased</p> <p><b>NI Impact:</b> No waste will be generated</p> <p><b>Negative Impact:</b> More waste will be generated (by CCC or others)</p>	Medium Positive	Yes	Yes	<p><b>Consider:</b> Will resources be reduced or reused? Will you use recycled goods? Will recycling facilities be increased?</p> <p>The scrap store realisation colour material which does not necessarily deliver any recycling benefit. The feasibility work will assess if this could be evolved into a new scheme, similar to The Library of Thought which is founded on the principle that "borrowing is better than buying" (from both a climate change perspective and an anti-poverty perspective)</p>	No, this is an extension to an existing 1960's concrete frame building and so net zero carbon is not achievable
3 USE OF TRANSPORT	<p><b>Positive Impact:</b> The use of transport and/or of fossil fuel-based transport will be reduced</p> <p><b>NI Impact:</b> No extra transport will be necessary</p> <p><b>Negative Impact:</b> CCC or others will need to travel more OR transport goods more often/further</p>	Medium Positive	Yes	Yes	<p><b>Consider:</b> Will you purchase an electric vehicle? Will you specify the use of public transport? How will you reduce the need to travel or transport goods?</p> <p>Creating Play Pods - There will be less energy required for transport to city and out of city schools</p> <p>Scrap Store - feasibility work is needed to assess a new delivery model, but it is likely to look at more local scheme within high need communities. May require less individual journeys to The Box and on Barnwell Rd</p>	No, this is an extension to an existing 1960's concrete frame building and so net zero carbon is not achievable
4 SUSTAINABLE FOOD	<p><b>Positive Impact:</b> Food will be locally grown and or made</p> <p><b>NI Impact:</b> No change in supply of food</p> <p><b>Negative Impact:</b> Food will travel long distances and include meat</p>	NI				

2. IMPACT ON RESILIENCE (ADAPTATION) TO THE EFFECTS OF CLIMATE CHANGE						
HOW WILL THIS PROJECT/PROPOSAL AFFECT THE FOLLOWING KEY AREAS:	WHAT IS THE IMPACT CONSIDERED TO BE? <i>See guidance in the purple box, below, to help you assess the degree of the negative and positive impacts e.g. High, Medium or Low</i>	CLIMATE CHANGE RATING: <i>Use drop down list</i>	WILL THE PROJECT HELP CAMBRIDGE AND/OR CCC TO BE MORE RESILIENT TO THE IMPACTS OF CLIMATE CHANGE?	WILL THE PROJECT HELP CAMBRIDGE AND/OR CCC TO BE MORE RESILIENT TO THE IMPACTS OF CLIMATE CHANGE?	PLEASE DETAIL HERE THE ACTION THAT WILL BE TAKEN TO AVOID, MITIGATE OR COMPENSATE FOR THE NEGATIVE IMPACTS AND MAXIMISE POSITIVE IMPACTS?	HAS A NET ZERO CARBON OPTION BEEN CONSIDERED? PLEASE PROVIDE DETAILS.
5 HEATWAVES	<p><b>Positive Impact:</b> Increased/improved shade &amp; natural ventilation</p> <p><b>NI Impact:</b> No impact on existing levels of shade &amp; ventilation</p> <p><b>Negative Impact:</b> Lack of or reduced shade (e.g. from trees or buildings) &amp; natural ventilation</p>	NI			<p><b>Consider:</b> Building orientation and installing measures such as Brice Solar to reduce heat gain, and plant hydration methods.</p>	
6 WATER AVAILABILITY	<p><b>Positive Impact:</b> Provision made for an enhancement of water efficiency measures to minimise the impact on water resource availability</p> <p><b>NI Impact:</b> Levels of water use will not be changed</p> <p><b>Negative Impact:</b> Water use will increase and/or no provision made for water management - flooding impact</p>	NI				
7 FLOODING	<p><b>Positive Impact:</b> Sustainable drainage measures incorporated, positive steps to reduce &amp; manage flood risk</p> <p><b>NI Impact:</b> Levels of surface water run-off &amp; flood risk are not affected</p> <p><b>Negative Impact:</b> Levels of surface water run-off will increase, no management of flood risk</p>	NI				
8 HIGH WINDS / STORMS	<p><b>Positive Impact:</b> Exposure to higher wind speeds is being actively managed &amp; reduced</p> <p><b>NI Impact:</b> No change to existing level of exposure to higher wind speeds</p> <p><b>Negative Impact:</b> Exposure to higher wind speeds is increased or is not managed - negative impact</p>	NI				
9 FOOD SECURITY	<p><b>Positive Impact:</b> Opportunities &amp; resources for local food production are increased/enhanced</p> <p><b>NI Impact:</b> No change to opportunities &amp; resources for local food production</p> <p><b>Negative Impact:</b> Opportunities &amp; resources for local food production are reduced</p>	NI				
10 BIODIVERSITY	<p><b>Positive Impact:</b> Biodiversity will be protected/enhanced</p> <p><b>NI Impact:</b> Level of biodiversity will not change</p> <p><b>Negative Impact:</b> Biodiversity will not decrease</p>	NI				

**Weighing up the negative and positive impacts of your project, what is the overall rating you are assigning to your project?** Not Medium Positive *This overall rating is what you need to include in your report/ budget proposal, together with your explanation to be included in the red box below*

Guidance on Assessing the Degree of Negative and Positive Impacts: <i>Note: Not all of the considerations/ criteria listed below will necessarily be relevant to your project</i>	
Low Impact (L)	<ul style="list-style-type: none"> <li>No publicity</li> <li>Relevant risks to the Council or community are Low or none</li> <li>No impact on service or corporate performance</li> <li>Years</li> </ul>
Medium Impact (M)	<ul style="list-style-type: none"> <li>Local publicity (good or bad)</li> <li>Relevant risks to the Council or community are Medium</li> <li>Affects delivery of corporate commitments</li> <li>Affects service performance (e.g. energy use, amount of waste, distance travelled) by more than 10%</li> <li>Capital assets with a lifetime of more than 3 years</li> </ul>
High Impact (H)	<ul style="list-style-type: none"> <li>National publicity (good or bad)</li> <li>Relevant risks to the Council or community are Significant or High</li> <li>Affects delivery of regulatory commitments</li> <li>Affects corporate performance by more than 10%</li> <li>Capital assets with a lifetime of more than 6 years</li> </ul>

In the box below please summarise the projects impacts (the reasons for the ratings given in column E and F above) to explain how the overall rating for the project/ proposal has been derived (Cell E37). Please also highlight any negative impacts your project may have and how you plan to avoid, mitigate or compensate for these (as you will have detailed in column I above).

Reduced energy use with transport is the main positive impact and overall rating as Net medium positive. There is high transport use for the Play Pods scheme (mainly to out of city schools) and this will cease. The scrap store scheme will evolve to become a lend/ hire scheme which is more accessible within high need communities, also reducing transport with individual journeys currently made to The Box location on Barnwell Rd.

Yes

No

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**To:**

Councillor Alex Collis, Executive Councillor for Open Spaces, Sustainable Food and Community Well-being (Substitute for Cllr Rosy Moore, Executive Councillor for Climate Change, Environment and City Centre)

**Report by:**

Jane Wilson, Director of Neighbourhoods and Communities

Tel: (01223) 457860 Email: [jane.wilson@cambridge.gov.uk](mailto:jane.wilson@cambridge.gov.uk)

**Subject:**

**Visit Cambridge Destination Management Organisation Legal Incorporation**

## 1. Executive summary

This paper sets out the work being undertaken by the Council and its partners, Cambridge BID, Fitzwilliam Museum Enterprises (trading arm of the University of Cambridge) and King's College, to establish a new destination management organisation (DMO), following the closure and liquidation of the former DMO, Visit Cambridge and Beyond, in July 2020.

The four partners have established an DMO 'working group' and brand known as 'Visit Cambridge', using the former VCB branding and other intangible assets, which they successfully acquired last autumn. The working group has identified the need for the new DMO to be legally incorporated to enable it to be independent and effectively fulfil its organisational

development and management needs, including business banking, entering into legal agreements/ contracts and procuring goods and services to support its DMO function and the recovery and development of a sustainable visitor economy.

This paper sets out the proposed business case for the new DMO and its proposed incorporation as a Community Interest Company (CIC), informed by learning from the former VCB business model performance and the impact of the COVID 19 pandemic on the city's visitor economy. The decision to pursue CIC incorporation has been informed by independent legal advice sought by both the Visit Cambridge working group and, separately, by the Council.

Subject to the Council supporting the incorporation of Visit Cambridge as a CIC, the Visit Cambridge working group is inviting the Council to nominate a representative to sit as a company director. Based on legal advice and the predominantly operational nature of the DMO business, this paper is recommending that the Council nominates an Officer, rather than elected Member, to sit as a Director on the CIC Board.

## **2. Recommendations**

**The Executive Councillor for Open Spaces, Sustainable Food and Community Well-being is recommended:**

**a) To approve the establishment of Visit Cambridge as a Community Interest Company (CIC)**

**b) To delegate authority to the Director of Neighbourhoods and Communities to complete all practical, financial and legal matters to enable Visit Cambridge CIC to be**

**established including approval of the final form of all necessary legal documentation.**

**c) To approve the City Council's officer representation on the Board of Visit Cambridge CIC, with the officer nominee decision to be delegated to the Director of Neighbourhoods and Communities**

### **3. Background**

- 3.1 In January 2016, the Council run tourism service, including staff, office and Visitor Information Centre (VIC), transferred under a formal business transfer agreement to the newly established independent legal entity, Visit Cambridge and Beyond (VCB). Under the terms of the agreement, the Council staff transferred to VCB's employment on their existing Council contractual terms and conditions in accordance with TUPE (Transfer of Undertakings (Protection of Employment) Regulations). Based on the approved business case for the externalisation of the tourism service to VCB, the Council committed to support VCB with an initial set up loan and three year tapering annual grant support package.
- 3.2 Despite the approved business plan and associated Council support package, including approved Guildhall office and VIC rental holidays, VCB was unable to generate sufficient income from traded activities achieve financial sustainability, posting annual account losses in each of its first three years.
- 3.3 In mid-2019, VCB advised its members that it had financial difficulties, and, in response, the Council convened a high-level roundtable with tourism partners, who agreed that clearer direction was required for tourism development and agreed to jointly commission work on a Destination Management Plan (DMP), to be funded by external partners, which would support the re-design of VCB, and any future

agreements on funding or other relationships with stakeholders.

- 3.4 Despite starting work on the DMP and service re-design, in January 2020, an already financially vulnerable VCB business was hit by the dramatic loss of the international visitor market and associated income, arising from the global COVID-19 pandemic; and, from March 2020, subsequent national lock down. In response, VCB undertook a strategic options review, which culminated in the VCB Board approving the strategic restructure of the service to a core tourism business development function (1 FTE), but this quickly proved unsustainable; and in June 2020, the VCB Board approved the formal closure of the VCB business and company liquidation.
  
- 3.5 In July 2020, the Council convened a high-level meeting with the University of Cambridge, Cambridge BID and other strategic tourism stakeholder interests to discuss the implications of VCB's closure and associated immediate, short-term tourism development needs. The outcome of the discussion was an expression of interest from the University and BID to work with the Council to acquire the VCB intangible assets and establish a Destination Management Organisation (DMO) to support the recovery of the city's tourism market.
  
- 3.6 In September 2020, the Council, in partnership with Cambridge BID, Fitzwilliam Museum Enterprises Ltd (FME) (the trading arm of the University of Cambridge) and King's College, successfully acquired the liquidated intangible assets of VCB, including its web domain name and brand identity, at auction. The full cost of the acquisition was £42K, with the Council and Cambridge BID each investing £14K; and FME and King's College, each investing £7K. The aim of the acquisition was to protect the VCB brand and associated intangible DMO assets for the benefit of the community.

- 3.7 The Council and its asset owning partners have since been operating, as a 'working group' to establish a new DMO to support the recovery and development of the city's tourism sector, and to use any income generated to reinvest in supporting sustainable tourism development. The new DMO will have a Cambridge city focus and, in recognition of this and of the acquired VCB brand assets, be officially named 'Visit Cambridge'.
- 3.8 The Visit Cambridge operation is currently being overseen as an unincorporated organisation under a Memorandum of Understanding (MoU) (appendix A) between the four asset owning partners – Cambridge City Council, Cambridge BID, FME and King's College. These four partners are currently each represented on the Visit Cambridge working group by a single senior officer representative. The chairmanship and secretarial functions of the working group are currently fulfilled by the Council.

### **Business case for DMO and incorporation**

- 3.9 The COVID 19 pandemic and associated international and national lock downs/ travel restrictions has had a significant impact on the Cambridge economy and, in particular, the local tourism sector, including visitor attractions and hospitality and accommodation providers.
- 3.10 Despite summer 2021 city centre footfall levels returning to c20% below pre-COVID 2019 levels for the same period, the international tourism market has yet to return and is not expected to do so, to any degree, until summer 2022.
- 3.11 As set out in the MoU in appendix A, Visit Cambridge's overarching aim is to fulfil the role of a DMO for Cambridge city. Based on its DMO function, given the impact and

opportunity presented by the COVID pandemic to 'build back better', Visit Cambridge's short-term focus is on the following business objectives:

- To support the recovery and sustainable development of the city's tourism sector
- To market and promote the city and represent the city's tourism sector locally, regionally, nationally and international

3.12 Taking the learning from VCB and its associated unsustainable business model, Visit Cambridge's approach is to operate as a lean and agile organisation with minimal overheads, ie. office, staff, etc. Rather than directly employing staff, Visit Cambridge will use the available capacity of its constituent partners, especially the Council, Cambridge BID and FME, and its acquired VCB intangible assets, to fulfil its DMO aim and objectives and develop and deliver associated tourism infrastructure projects and associated marketing activity.

3.13 Using the acquired VCB intangible assets, Visit Cambridge has already developed a corporate logo and associated brand collateral; and built a 'static' interim visitor website, while it develops a fully digital dynamic web platform and app, with bookable product functionality, using funding secured through the Combined Authority. Rather than investing in the development and running of a 'bricks and mortar' VIC, Visit Cambridge is working with the Council to procure a mobile unit with 'pop up' functionality.

3.14 Visit Cambridge aims to use its digital and mobile assets to generate a modest sustainable revenue stream that will be used to manage an equally modest overhead costs

associated with running the DMO. Any surplus generated from Visit Cambridge's business operations will be invested back in the DMO and projects and activities to support sustainable tourism development in the city. In addition, Visit Cambridge will target 'soft' funding sources, including public grants and donations locally and, through its DMO status, Visit Britain and Visit England nationally, to fund the delivery of sustainable tourism development projects and activities. There is currently no plan for the DMO to directly employ staff; and instead, will use available capacity of its constituent partners, supplemented by external consultants, to deliver discrete externally funded project activity as required. Any future decision to invest in directly employed staff will be informed by a detailed business plan, covering business need and benefit and ability to cover associated revenue costs.

3.15 As well as delivering operational project and marketing activity, Visit Cambridge is committed to supporting strategic DMO activities, subject to available capacity, including acting as a 'voice' for the local tourism sector, supporting sector networking/ partnership building, advocacy and policy development. Visit Cambridge is also committed to work with strategic partners, including the Council, South Cambridgeshire District Council, Cambridgeshire and Peterborough Combined Authority, Visit East of England, Visit England and Visit Britain, to develop policies and plans which support the recovery and development of a sustainable visitor economy.

3.16 As Visit Cambridge is currently operating as an unincorporated organisation, it is fully dependent on its constituent partner organisations (the Council, Cambridge BID, FME and King's College) to be willing/ able to take on the liability of its organisational management needs,

including business banking, entering into legal agreements/ contracts and procuring goods and services. This dependency has been identified by the Visit Cambridge working group as a strategic risk and weakness and major constraint to Visit Cambridge being able to fulfil its DMO objectives and activities, efficiently and effectively, to support the recovery and development of the city's economic recovery.

- 3.17 To address this issue, the working group has resolved to pursue incorporation and appointed Hewitsons to provide independent legal advice on the following potential legal entity options: Company Limited by Share/ Guarantee; Community Interest Company (CIC) and Community Interest Organisation (CIO). Based on Hewitsons legal advice and Visit Cambridge's DMO community interest objectives and activities, the working group has resolved to pursue incorporation of Visit Cambridge as a CIC. Incorporation will enable Visit Cambridge to be legally independent and effectively fulfil its DMO function to support the short, medium and long-term recovery and sustainable development of the local visitor economy.
- 3.18 Each Visit Cambridge working group constituent member has committed to take this resolution through their respective corporate decision-making processes. To date, Cambridge BID, FME and King's College have each formally considered and confirmed their approval to establish Visit Cambridge as a CIC and to nominate directors to sit on its board.
- 3.19 To inform its own corporate decision making on the incorporation of Visit Cambridge as a CIC and representation on its board, the Council has sought its own independent legal review of Hewitsons options assessment

and associated board representation advice. This review work was undertaken by Bevan Brittan.

3.20 In summary, the legal views of Hewitsons and Bevan Brittan are consistent, with both concluding that the best legal entity option for Visit Cambridge is to be incorporated as a Company Limited by Guarantee or CIC, depending on the Visit Cambridge working group's evaluation of respective burdens and benefits of each. In reaching the decision to pursue CIC incorporation, the Visit Cambridge working group identified the greater community transparency, including need for community involvement in decision making, and use of company 'profits' for the benefit of the city community, to be the principal determining factors.

#### **a) Community Interest Company**

3.21 A CIC is defined by Hewitsons as: "*A limited company, with special additional features, created for the use of people who want to conduct a business or other activity for community benefit, and not purely for private advantage.*" CICs are registered with Companies House and regulated by the CIC Regulator.

3.22 To be accepted as a CIC, Visit Cambridge must satisfy the CIC 'community interest' test, by providing a formal statement declaring that its activities will be carried out for the benefit of the community and explaining how this will be achieved. The community interest statement must satisfy the regulator that a reasonable person would consider the CIC's activities will be carried on for the benefit of the community. The CIC must provide a report each year detailing how its activities have benefited the community for which it was set up and continue to meet the test throughout its life. Based on both Hewitsons and Bevan Brittan's assessments of the

CIC option, Visit Cambridge's activities are considered to satisfy the CIC community interest test.

- 3.23 Under the CIC option, company directors have the same decision-making role as in any limited company, but they also owe an obligation to the wider community that the CIC serves. This means that they should involve community stakeholders in activities or decisions where relevant. This added requirement is seen as a positive, given Visit Cambridge's city DMO function and the need for transparency in decision making.
- 3.24 As a CIC is a separate legal entity, it is able to enter into contracts, hold property and employ staff itself, rather than in the names of the individual directors or CIC members. Consequently, it is the CIC, rather than the directors, that would be primarily liable for any liabilities arising from such arrangements, except in certain cases, for example fraud, deliberate misconduct or where personal guarantees have been given. The liability of CIC members (in their capacity as owners of the CIC) is limited to the amount they have invested in the incorporated entity, which, for the Council, to date, is its £14K stake in the intangible assets of VCB.
- 3.25 The CIC regulations specify that a CIC cannot transfer its assets (including any profits or other surpluses generated by its activities) for less than market value, unless transferring them to another CIC or charity (that is either specified in its articles or consented to by the Regulator); or if the transfer is for the benefit of the community it was set up to serve (known as the 'asset lock'). This asset lock is set out in the articles of association of the CIC. CICs must consider the asset lock when entering into commercial relationships and when deciding remuneration for any employees and directors. The asset lock protects the assets of the CIC and

ensures that the assets and profits of the CIC will be devoted to the benefit of the community and not for rewarding CIC owners and directors.

## **b) Board representation**

- 3.26 The Council was previously represented on the former VCB Board by the Executive Councillor for Climate Change, Environment and City Centre, who was nominated by the Council to sit as a company director on the VCB Board. To support the Council's elected representative and corporate continuity, the Council's Head of Environmental Services and senior officer lead for tourism, also participated in VCB Board meetings in a non-voting/ advisory only capacity.
- 3.27 Given VCB's liquidation, the Executive Councillor for Climate Change, Environment and City Centre and, though less likely, the Head of Environmental Services are both caught by section 216 of the Insolvency Act 1986. Based on Hewitsons and Bevan Brittans legal advice, section 216 of the Act catches any person who was a director or shadow director in the 12 months prior to VCB going into liquidation, given the name of the new company (Visit Cambridge) is so similar to the name of the company (VCB) which went into insolvent liquidation.
- 3.28 Based on the legal advice, if either the current Executive Councillor for Climate Change, Environment and City Centre or current Head of Environmental Services (if that officer were deemed to be a shadow director) were to stand as directors of Visit Cambridge or take part in the promotion, formation or management of the new company, they would risk committing a criminal offence under the Insolvency Act, which could result in imprisonment, penalties, disqualification and/or company liabilities, if found guilty. As a result, neither

will participate in the formal Committee decision making process relating to this paper and its recommendations.

- 3.29 To address this risk and enable either to sit as directors of the recommended Visit Cambridge CIC, both Hewitsons and Bevan Brittan recommend making an application to the court for leave to carry on the Visit Cambridge business in the way set out in the MoU (appendix A), including the appointment of former VCB directors/ shadow directors on to the CIC Board. Bevan Brittan has advised that in general terms the recommended court application process should be relatively low cost/ risk procedure; and could take 3-4 months to complete. Should the application to court not be pursued or fail, then the current Executive Councillor for Climate Change, Environment and City Centre and current Head of Environmental Services would not be able to stand as Visit Cambridge Directors.
- 3.30 Subject to the Council approving the incorporation of Visit Cambridge, the Council has the option, legally, of either nominating an elected Council Member or Officer to sit on the Visit Cambridge Board as a Company Director. Based on legal advice obtained, a Member or Officer appointed to act as a Director would be bound by all of the duties imposed on Directors. This would include the following legal duties (ref. Companies Act 2006):
- a) Act within powers ([section 171](#)) (see [Consequences of exceeding authority](#)).
  - b) Promote the success of the company ([section 172](#)).
  - c) Exercise independent judgement ([section 173](#)) (see [Duty to act for the company and risk of local authority becoming a shadow director](#)).
  - d) Exercise reasonable skill, care and diligence ([section 174](#)) (see [Requirement for appropriate level of skill and](#)

[expertise](#)).

- e) Avoid conflicts of interest ([section 175](#)).
- f) Not accept benefits from third parties ([section 176](#)).
- g) Declare interest in a proposed transaction or arrangement with the company ([section 177](#)).

3.31 Given the personal legal risk and Visit Cambridge's predominantly operational management focus, ie. tourism project development and marketing activity, a Council Officer nominee to sit on the Visit Cambridge board is considered the preferred option.

3.32 That said, to address the CIC legal entity requirement to involve community stakeholders in organisational activities or decisions where relevant and to ensure the associated CIC 'community interest' test is met, the Visit Cambridge working group has committed to establish a community stakeholder advisory group. Legally, this group would not be able to have any formal decision-making powers in relation to Visit Cambridge but would instead be able to support the Board with any required strategy or policy development advice. As a key community stakeholder, the Council would be invited to be represented on the advisory group, both by a nominated elected Member and Officer(s).

## **4. Implications**

### **a) Financial implications**

The Council will use its available tourism budget, previously used to support VCB, to support the operation and activities of Visit Cambridge and other related tourism development needs and opportunities.

### **b) Staffing implications**

None

**c) Equality and poverty implications**

None

**d) Net Zero Carbon, Climate Change and Environment implications**

Given the sustainable tourism development principles which underpin Visit Cambridge's DMO function, as set out in its MoU (appendix A), the incorporated CIC will promote net zero carbon and associated climate change mitigation and adaptation principles in its project delivery and advocacy work. It will also work with partners to inform and shape policy which supports sustainable tourism development in the city. As such, using the Council Climate Change Rating assessment tool, Visit Cambridge will deliver an overall Net Medium Positive Climate Change Rating.

**e) Procurement implications**

None

**f) Community Safety implications**

None

**g) Consultation and communication considerations**

None

**5. Background papers**

None

## **6. Appendices**

Appendix A: Visit Cambridge DMO Memorandum of Understanding

## **7. Inspection of papers**

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

Jane Wilson, Director of Neighbourhoods and Communities  
Tel: 01223 457860      Email: [jane.wilson@cambridge.gov.uk](mailto:jane.wilson@cambridge.gov.uk)

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# Appendix A

## Visit Cambridge Memorandum of Understanding

## Contents

1	Background	3
2	Partnership aims and objectives	3
3	Partnership activities	4
4	Partnership governance and oversight	5
5	Financial contributions	6
6	Disclaimer	7

## 1. Background

- 1.1 Cambridge City Council, Cambridge BID (Business Improvement District), Fitzwilliam Museum (Enterprises) Ltd and King's College, Cambridge, have formed a partnership to establish a Destination Management Organisation (DMO)<sup>1</sup> for Cambridge city to be titled – 'Visit Cambridge'.
- 1.2 The partnership was established to support the continuation of DMO services following the closure of the previous DMO company, Visit Cambridge and Beyond (VCB), in July, 2020. The four founding partners collectively acquired the former DMO's intangible assets at auction; and are making them available to support the establishment of the new DMO partnership.

## 2. Aims and objectives

- 2.1 The overarching aim of the partnership is to fulfil the role of a DMO for Cambridge city.
- 2.2 The partnership's specific objectives are:

---

<sup>1</sup> A DMO is defined by the UNWTO (United Nations World Tourism Organisation) as, "the leading organisational entity which may encompass the various authorities, stakeholders and professionals and facilitates partnerships towards a collective destination vision". A DMO's role is to lead and coordinate activities under a coherent strategy in pursuit of a common goal, namely the competitiveness and sustainability of the tourism destination.

- 2.2.1 To develop and manage the delivery of a Destination Management Plan (DMP) for the city, based on sustainable development principles<sup>2</sup>
- 2.2.2 To support the recovery and sustainable development of the city's tourism sector
- 2.2.3 To market and promote the city and represent the city's tourism sector locally, regionally, nationally and internationally
- 2.2.4 To manage the DMOs assets in accordance with sustainable development principles and use any income generated to reinvest in the DMO and sustainable tourism development.

### **3. Activities**

3.1 The core activities to be delivered by the partnership are as follows:

- Visitor welcome
- Quality assurance
- Marketing and promotion
- Strategic planning
- Project/ product development
- Partnership development
- Lobbying

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<sup>2</sup> Sustainable tourism development is defined by UNWTO as, "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities".

3.2 The initial timeframe for partnership activities will be 3 years, commencing in 2020/21

3.3 Activities will be reviewed annually to ensure that they are being delivered as agreed, and that they are having the intended impact.

## **4. Governance**

4.1 The partnership will be known as 'Visit Cambridge'

4.2 The partnership has no legal status, though the need for becoming legally constituted will be kept under review.

4.3 The partnership is made up of the following organisations, with each organisation identifying an agreed representative to sit on the DMO Board:

- Cambridge City Council
- Cambridge BID Ltd
- Fitwilliam Museum (Enterprises) Ltd
- King's College, Cambridge

4.4 The Board will consider applications for partnership membership against agreed criteria.

4.5 The Board is able to co-opt additional members, either to fill strategic gaps in representation or to address specific skill/ resource needs, as required.

4.6 The DMO management board will be chaired by Cambridge City Council's nominated lead officer. The chair will be responsible for convening Board

meetings and agreeing associated agendas and supporting papers for circulation by the secretariat.

- 4.7 The secretariat of the Board will be provided by Cambridge City Council. The secretariat will be responsible for taking a note of the meeting, which will be circulated within 5 working days of the meeting; and for circulating the meeting agenda and associated supporting papers no less than 2 working days prior to a meeting.
- 4.8 The partnership will set up a bank account in its name. The partnership's finances will be managed by Cambridge City Council, who will provide the Board with required financial reports, including an annual budget plan and end of year report.
- 4.9 The Board will make decisions based on consensus. Where a consensus cannot be achieved, the decision will be put to a vote, with the results formally recorded in the note of the meeting. Each organisation represented on the Board has a single vote facility, with the Board chair having a casting vote.

## **5. Asset management**

- 5.1 Cambridge City Council, Cambridge BID Ltd, Fitzwilliam Museum (Enterprises) Ltd and King's College, Cambridge, have collectively acquired the former DMO's intangible assets at auction. An inventory of these acquired assets and associated equity partner share is included in appendix A.
- 5.2 The owners of the acquired assets (as detailed in appendix A) have agreed

for these assets to be made available to the DMO to develop and manage.

- 5.3 Should any owner of the acquired assets wish to sell their equity stake in the assets, this should be offered, in the first instance, to the other remaining owners to acquire. Should the remaining asset owners not be willing to acquire any available stake, then it can only be sold to an approved third party organisation, as agreed by the other remaining asset owners.

## 6. Disclaimer

- 6.1 It should be noted that by signing this document or by participating in the DMO partnership, the partners are not committing to legally binding obligations. It is intended that the partners remain independent of each other and that their collaboration and use of the term 'partner' does not constitute the creation of a legal entity, nor authorise the entry into a commitment for or on behalf of each other.

Signed on behalf of **Cambridge City Council**



..... Date ..17<sup>th</sup> June 2021.....  
[NAME, POSITION] Joel Carré, Head of Environmental Services

Signed on behalf of **Cambridge BID Ltd**



..... Date ...18<sup>th</sup> June 2021  
[NAME, POSITION] Ian Sandison CEO

Signed on behalf of **Fitzwilliam Museum (Enterprises) Ltd**

.....  ..... Date ..... 18 June 2021 .....

[NAME, POSITION]

Signed on behalf of **King's College, Cambridge**

.....  ..... *Domus Bursar* ..... Date ..... 18/6/21 .....

[NAME, POSITION]

## Appendix A:

### Visit Cambridge and Beyond assets acquired at auction

Cambridge City Council, Cambridge BID Ltd, Fitzwilliam Museum (Enterprises) Ltd and King's College, Cambridge, collectively acquired the following former DMO's Intangible assets at auction in July, 2020; and are making them available to support the establishment of the new DMO partnership. The respective partner financial contributions to acquire the assets at auction is as follows:

- Cambridge City Council - £14000
- Cambridge BID Ltd - £14000
- Fitzwilliam Museum (Enterprises) Ltd - £7000
- King's College, Cambridge - £7000

#### The company trading name & style

The company traded as Visit Cambridge & Beyond and provided the main tourism board in Cambridge offering tours, tour guides, selling tickets and all other related products for marketing the city and surrounding area. Previously part of the local authority the tourism sector was privatised in 2015 when Visit Cambridge & Beyond was established.

#### The company website domain & content

The web domain URL is [www.visitcambridge.org](http://www.visitcambridge.org) is owned by the company and the site administered by Netservers. The site is currently suspended, but at its peak attracted up to two million visitors a year. More recently visitor numbers to the site have been circa 1.75 million per annum. Emails are linked to this address.

The booking engine and associated database of private clients is held by a third party. It may be possible to negotiate an arrangement for the third party to continue to act on behalf of a purchaser.

#### Company Profiles and Ratings

The company has profiles on GetYourGuide and TripAdvisor (Viator) under the brand "Official Guided Tours of Cambridge".

## **Appendix 2: UNWTO (United Nations World Tourism Organisation) - Destination Management guidance**

The following extracts relating to Destination Management are taken from the UNWTO website: <https://www.unwto.org/policy-destination-management>

### **DESTINATION MANAGEMENT**

Destination management consists of the coordinated management of all the elements that make up a tourism destination. Destination management takes a strategic approach to link-up these sometimes very separate elements for the better management of the destination. Joined up management can help to avoid overlapping functions and duplication of effort with regards to promotion, visitor services, training, business support and identify any management gaps that are not being addressed.

Destination management calls for a coalition of many organisations and interests working towards a common goal, ultimately being the assurance of the competitiveness and sustainability of the tourism destination. The Destination Management Organization's (DMO) role should be to lead and coordinate activities under a coherent strategy in pursuit of this common goal.

Though DMOs have typically undertaken marketing activities, their remit is becoming far broader, to become a strategic leader in destination development. This is a vital ingredient for success in every tourism destination and many destinations now have DMOs to lead the way.

From a traditionally marketing and promotion focus the trend is to become leading organisations with a broader mandate which includes strategic planning, coordination and management of activities within an adequate governance structure with the integration of different stakeholders operating in the destination under a common goal. Destinations wherein such an organisation is not still in place are increasingly creating or plan to create a DMO as the organisational entity to lead the way.

UNWTO has identified three areas of key performance in destination management at DMO level: Strategic Leadership, Effective Implementation and Efficient Governance.

UNWTO supports its Members and Destination Management/Marketing Organisations through the [UNWTO.QUEST](#) - a **DMO Certification System**. **UNWTO.QUEST** promotes quality and excellence in DMOs planning, management and governance of tourism, by means of capacity building. UNWTO.QUEST Certification evaluates the three areas of key performance in destination management at DMO level: Strategic Leadership, Effective Implementation and Efficient Governance. With a training and capacity building component, UNWTO.QUEST is a strategic tool which allows the DMOs to implement an improvement plan to achieve the criteria and standards of the Certification with the aim of enhancing their management processes and thus contribute to the competitiveness and sustainability of the destinations they represent.

### **DESTINATION MANAGEMENT ORGANISATION**

A destination management organisation (DMO) is "the leading organisational entity which may encompass the various authorities, stakeholders and professionals and facilitates partnerships towards a collective destination vision".

The governance structures of DMOs vary from a single public authority to a public-private partnership model – to a lesser extent also entirely private models are found – with the key role of initiating, coordinating and managing certain activities which will be further explored in the next pages.

The functions of the DMOs may vary from national to regional and local levels depending on the current and potential needs, as well as on the decentralisation level of the public administration. Convention and Visitors Bureaus are also widely considered as DMOs, although their remit is primarily focused on promoting the destination for the meetings industry. Not all tourism destinations have a DMO.

It can be drawn up from the definition above, that traditionally responsible for destination marketing, the role of the DMO is becoming far broader. Development of sustainable governance institutions requires partnerships beyond traditional organisational boundaries to include community and non-governmental actors in decision-making and management. The governance models differ according to the areas to be covered and they increasingly require new ways of thinking and collaborating.

The DMO emerges as a key player in the development and management of tourism at destination level, although its mandate and scope of action will be determined by its context, maturity of the destination, level of decentralisation, priorities in the destination, resources and other factors. Accordingly, the starting point for a DMO should be to assess the destination's current situation for which ideally a consultation process should be conducted whereby all key stakeholders in the destination participate: both public and private, as well as civil society (local community and residents, academia, NGOs, indigenous communities, among others). Once the scene is set, the DMO will be positioned to fix a road map and formulate a strategy for the destination adapted to the needs, competences and priorities resulting from this participative process.

The successful performance of the DMO will be determined by its capacity to obtain the credibility and trust of all stakeholders in the destination and beyond its boundaries. As the leading organisational entity in the destination, the DMO needs to get the support of all acting stakeholders and be considered as the legitimised entity – institutionally, legally and operationally speaking – to lead the management of tourism in the destination. For this to happen, an appropriate governance model stands as a key element.

## **SUSTAINABLE DEVELOPMENT**

*UNWTO definition: "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities"*

Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

Thus, sustainable tourism should:

1. Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
3. Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.

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## Item

### **ANNUAL CLIMATE CHANGE STRATEGY AND CARBON MANAGEMENT PLAN UPDATE REPORT**

**To:**

Councillor Rosy Moore, Executive Councillor for Climate Change,  
Environment and City Centre  
Environment and Community Scrutiny Committee 07/10/2021

**Report by:**

Janet Fogg, Climate Change Officer and David Kidston, Strategy and  
Partnerships Manager  
Tel: 01223 457143, Email: david.kidston@cambridge.gov.uk

**Wards affected:**

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

**Not a Key Decision****1. Executive Summary**

1.1 This report provides an update on progress so far in 2021 on the 2021/22 actions of the Council's Climate Change Strategy 2021-26. As part of this, the report includes an update on progress in implementing the projects to reduce our direct carbon emissions from our corporate buildings, fleet vehicles and business travel as detailed in the Council's Carbon Management Plan 2021-26.

1.2 The report also provides an update on:

- The council's Greenhouse Gas Emissions for 2020/21
- UK100's Net Zero Pledge as in Appendix C

## 2. Recommendations

The Executive Councillor is recommended to:

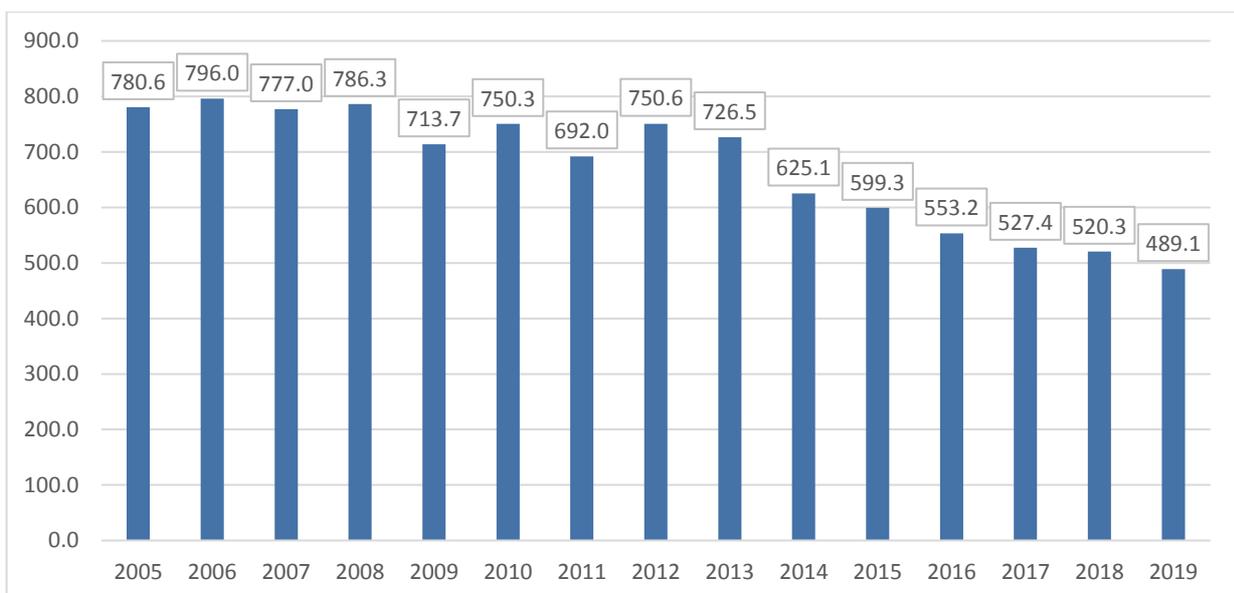
1. Note the progress achieved in the first five months of 2021/22 in implementing the actions in the Climate Change Strategy and Carbon Management Plan.
2. Approve the updated Climate Change Strategy action plan presented in Appendix A.
3. Sign UK100's new Net Zero Pledge as detailed at Appendix C.

## 3. Background

### Carbon emissions in Cambridge

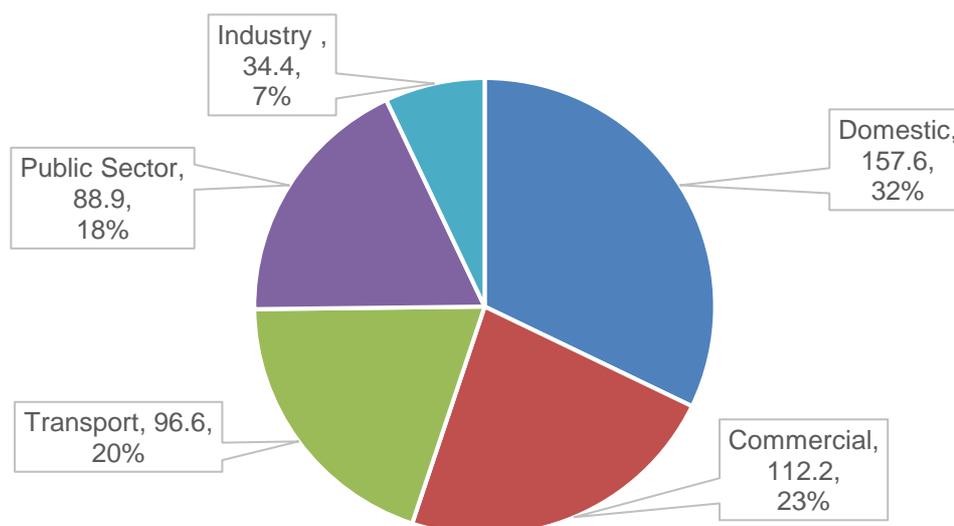
- 3.1 As shown in Chart 3 below, the latest available national carbon dioxide emissions estimates, produced by the Department for Business, Energy and Industrial Strategy (BEIS), show that total emissions in Cambridge have declined steadily over the last 14 years. Total emissions from Cambridge have reduced by more than a third (37%), from 780.6 ktCO<sub>2</sub> in 2005 to 489.1 ktCO<sub>2</sub> in 2019.

**Chart 1: Total Carbon Emissions in Cambridge 2005-2019 (ktCO<sub>2</sub>)**



- 3.2 While the Council, residents and partners in the city have taken a range of action over this period, the reduction in emissions from Cambridge (and other cities) in more recent years has been driven primarily by reduced use of coal in electricity generation and the increased use of renewable energy generation at a national level.
- 3.3 The Council’s Climate Change Strategy focusses on reducing direct carbon emissions from the key sources of emissions in the city and where the Council has most influence.
- 3.4 As shown by the chart below, the greatest source of emissions in Cambridge in 2019 was energy consumption (heating and powering homes) from domestic properties at 32% (UK average was 27%), which suggests that continued action is needed to reduce carbon emissions from homes in the city.

**Chart 2: Sources of Carbon Emissions in Cambridge in 2019 (ktCO<sub>2</sub>)**



- 3.5 For the first time, the industrial sector, commercial sector and public sector are presented separately in BEIS’ local authority area statistics<sup>1</sup>. Previously, these three sectors have been grouped together as the ‘Industrial and Commercial’ sector. In the new data set, emissions from commercial properties (shops and businesses) account for a significant

<sup>1</sup> [www.gov.uk/government/collections/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics](http://www.gov.uk/government/collections/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics)

proportion of emissions in Cambridge (23%) which is a much higher proportion compared to the UK average emissions from this source, which was 9%. In contrast, emissions from industry was the lowest proportion of emissions at 7% (the UK average for LA areas was 24%).

- 3.6 Transport was the second highest proportion at 20% (UK average was 36%), which suggests that actions to reduce emissions from transport are also important in reducing carbon emissions in the city.
- 3.7 Transport is closely followed by the public sector (councils, health and education bodies) at 18% which is high compared to the UK average for LA areas (4%). This is a result of the size and number of universities, hospitals and other public organisations in the city. Cambridge City Council was only directly responsible for 1.2% of total carbon emissions in the city in 2019, so there is a need for significant action by businesses and other public organisations in the city, to reduce their emissions if Cambridge is to become zero carbon.
- 3.8 Cambridge has the lowest per capita emissions (emissions per unit of population) in Cambridgeshire and Peterborough as shown in Table 1 below. Table 2 on the next page shows per capita emissions in Cambridge compared to cities in England with comparable populations (ranging from 99,000 to 195,000) and functions.

**Table 1**

<b>Cambridgeshire Local Authorities</b>	<b>Per Capita Emissions (tCO<sub>2</sub>)</b>
East Cambridgeshire	14.9
Fenland	14.2
Huntingdonshire	9.0
South Cambridgeshire	7.6
Peterborough	5.5
Cambridge	3.9

**Table 2**

<b>Local Authorities comparable to Cambridge</b>	<b>Per Capita Emissions (tCO<sub>2</sub>)</b>
Cheshire West & Chester	11.2
Peterborough	5.5
UK Average	5.2
Chelmsford	4.6
Oxford	4.0
Cambridge	3.9
York	3.8
Gloucester	3.7
Lincoln	3.2
Norwich	3.2
Exeter	3.1
Ipswich	2.8

### Climate Change Strategy

3.9 The Council's current Climate Change Strategy 2021-26 was approved at the Environment and Community Scrutiny Committee meeting in March 2021. The strategy shares a vision for Cambridge to be net zero carbon by 2030, subject to Government, industry and regulators implementing the necessary changes to enable the city and the rest of the UK to achieve this. This vision recognises that, while the Council can take the actions identified in the strategy's Action Plan and use its policies and regulatory powers to influence emissions in some sectors, the actions and choices of national government, businesses, organisations and individuals have a very significant impact on emissions in the city.

3.10 The Council's strategy sets out six key objectives for how we will address the causes and consequences of climate change:

1. Reducing carbon emissions from city council buildings, land, vehicles and services
2. Reducing energy consumption and carbon emissions from homes and buildings in Cambridge
3. Reducing carbon emissions from transport in Cambridge

4. Reducing consumption of resources, reducing waste, and increasing recycling in Cambridge
5. Promoting sustainable food
6. Supporting Council services, residents and businesses to adapt to the impacts of climate change

3.11 The Council is taking a wide range of direct actions, set out in the Climate Change Strategy Action Plan, which will contribute to reducing emissions in Cambridge to help deliver the vision for Cambridge to be net zero carbon by 2030. This report provides details of progress on some of the key actions during the first six months of the new strategy (see sections 4 to 9 below).

3.12 A revised and updated Action Plan is presented for approval at Appendix A. The key changes to the Action Plan are:

- Adding milestones to each action to provide an indication of when they will be delivered during the 5-year period of the strategy.
- Adding information on the resources allocated to actions.
- Providing targets, where appropriate, for the actions.

#### Communications, engagement and collaboration

3.13 To raise awareness and encourage action to help the city to achieve net zero carbon emissions, communication and engagement is a key priority for the Council's work on climate change. Council communications focus on a range of issues, including helping residents to make well-informed low carbon choices about their home, raising awareness and encouraging residents to recycle more and messages encouraging residents to choose sustainable, local food and to reduce meat consumption. Key communication and engagement activities carried out or underway in 2021:

#### City Leaders Climate Change Group and Local Climate Change Forum

3.14 The Council convened 6 thematic meetings of the City Leaders Climate Change group between 2017 and 2020, which brought together

businesses, universities, public sector organisations and voluntary and community groups to explore how emissions in the city can be reduced.

- 3.15 In 2021 the membership of the City Leaders Group was refocused to include the major businesses and public sector organisations (such as Cambridgeshire County Council, the University of Cambridge, Anglia Ruskin University and Cambridge University Hospitals Trust) that contribute most to direct carbon emissions in Cambridge, with a view to sharing good practice and exploring opportunities for collaboration.
- 3.16 At the first meeting of the refocused group in January 2021, Anglian Water presented their work towards achieving net zero carbon and increased resilience, and the group discussed the key priorities for the Council's new Climate Change Strategy. At a second meeting in July 2021, members of the group were invited to provide updates on activities to reduce their carbon emissions, and Cambridge Zero (the University of Cambridge climate change initiative) presented their plans to engage with businesses and support them to reduce emissions.
- 3.17 Since August 2020, the Council has also convened 5 meetings of the Climate Change Forum, which brings together the Council and local voluntary and community groups focusing on climate change issues (including Cambridge Carbon Footprint, Cambridge Sustainable Food, Carbon Neutral Cambridge, Friends of the Earth and Transition Cambridge). These meetings have provided an opportunity to comment on the Council's Climate Change Strategy and related activities, and to explore opportunities for collaborative activities to help address climate change. For example, in October 2021, the Council, CCF, CSF and Transition Cambridge will be running a joint online engagement event as part of the Cambridge Zero Festival, which will provide advice to residents on the practical steps they can take to reduce their emissions and help Cambridge to achieve net zero carbon emissions.

#### ClimateView

- 3.18 Since October 2020 we have been working with the ClimateView system to help identify and visualise the 33 interventions (e.g. retrofit of homes and commercial buildings, increasing electricity generation from

solar PV panels, shifting journeys from petrol and diesel vehicles to electric vehicles, cycling, walking and public transport etc.) that would be needed in different thematic areas (e.g. energy, transport and waste) in order for Cambridge to reach net zero carbon emissions.

3.19 The Cambridge ClimateBoard developed in ClimateView uses local and national data to identify the scale of change needed for each solution. The ClimateBoard is a work in progress, but we have provided extracts at Appendix D for one climate solution (heat pumps in homes) to illustrate how the system works.

3.20 ClimateView enables us to identify the rate of transition that would be needed for each climate solution. Using the example of heat pumps in homes, we have included two different transitions in Appendix D:

- one transition that would help achieve net zero carbon by 2050 (which is the current national legislative target).
- one transition that would help achieve net zero carbon emissions by 2030 (which is the Council's vision for Cambridge).

3.21 As the heat pump example illustrates, the 2050 transitions are more achievable because they are consistent with current Government policy and funding, whereas the 2030 transitions would be much more challenging to deliver without increased Government support:

- **Heat pumps 2050 transition** - Chart 1 shows a transition to 12% of homes in Cambridge heated by heat pumps in 2030, which could reduce carbon emissions in the city by 8 KtCO<sub>2</sub>e. This is consistent with the national Committee on Climate Change's analysis that to reach net zero carbon by 2050 nationally, 12% of UK homes would need heat pumps by 2030 and 52% would need heat pumps by 2050<sup>2</sup>. Currently only 1% of UK homes have heat pumps. Current Government policy would support this transition, such as the proposed ban on new boilers in new builds by 2025 and a requirement for replacement gas boilers to be phased out by the mid-2030s, and limited funding for renewable heat installations

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<sup>2</sup> UK Climate Change Committee, 2020, the Sixth Carbon Budget: the UK's path to Net Zero, <https://www.theccc.org.uk/publication/sixth-carbon-budget/>

and housing retrofit<sup>3</sup>.

- **Heat pumps 2030 transition** - Chart 2 shows a much more rapid transition to 52% of homes in Cambridge with heat pumps by 2030, bringing forward the Climate Change Committee's transition by 20 years. This could reduce emissions in Cambridge by 35 KtCO<sub>2e</sub> but would be much more challenging to achieve without changes in Government policy and funding.

3.22 ClimateView also allows us to identify actions that stakeholders in the city will take to help achieve these interventions. We are currently working with partners in the City Leaders Climate Change Group and the Climate Change Forum to identify actions, with a view to developing a city-wide action plan using ClimateView.

#### Cambridge Climate Change Charter

3.23 The Council supports residents to make well-informed low carbon choices about their home and other emissions and engages and encourages businesses to invest in their buildings through the Cambridge Climate Change Charter. The new Charter website, developed by Cambridge Carbon Footprint enables residents to calculate their carbon footprint and pledge to take specific actions to reduce this footprint, including emissions from their homes, transport and waste. Businesses can also sign the charter on the website and pledge to take specific actions to reduce their footprint. The Charter website also signposts residents and businesses to sources of further relevant information and support and can be found here: <https://cambridgecarbonfootprint.org/charter/>. The contract with CCF has been extended to continue until June 2022 to allow further activities, events and promotion of the Charter to continue into 2022.

#### Zero Carbon Bus tour

3.24 Cambridge hosted a stop on the national Zero Carbon Bus Tour on 31 August 2021 at Storey's Field Centre, Eddington. The UK's first 100% electric coach arrived at the event on its way to Glasgow for COP26. An

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<sup>3</sup> UK Government, December 2020, Energy White Paper, 'Powering our net zero future', <https://www.gov.uk/government/publications/energy-white-paper-powering-our-net-zero-future>

event for SMEs (small and medium sized businesses) was jointly hosted by the organisers Planet Mark, Cambridgeshire and Peterborough Combined Authority, Cambridgeshire County Council and Cambridge City Council. Attendees online and in person heard from a number of speakers including Dr Emily Shuckburgh from Cambridge Zero and representatives from local business that had embedded sustainability into their practices to inspire others to take action.

### Case studies

- 3.25 A recent press release<sup>4</sup> issued by the Local Government Association (LGA) on the climate emergency and biodiversity included the Cambridge Canopy Project<sup>5</sup> as an example of innovative and effective council plans to increase and protect biodiversity. This was as result of submitting a case study on the project to the LGA for their COP26<sup>6</sup> campaign.

### Staff training in carbon literacy

- 3.26 An Environmental Awareness course (CPD Certified<sup>7</sup>) which is available on the Council's new E-learning Service will be added to the staff induction programme and all staff will be asked to complete the 30-minute online training. Training for senior managers and councilors will be developed and will include key information about climate change, the actions the Council is delivering and how they can help the Council achieve the vision for the Council to be net zero carbon by 2030 and for the Council to reduce the direct carbon emissions from its corporate buildings, vehicle fleet and business mileage to net zero carbon by 2030 including use of the Council's Climate Change Rating tool to inform council decisions.

## UK100 Membership Pledge

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<sup>4</sup>[www.local.gov.uk/about/news/climate-emergency-lga-poll-shows-more-nine-10-residents-support-increased-biodiversity](http://www.local.gov.uk/about/news/climate-emergency-lga-poll-shows-more-nine-10-residents-support-increased-biodiversity)

<sup>5</sup> [www.local.gov.uk/case-studies/cambridge-city-council-cambridge-canopy-project-building-climate-resilience-future](http://www.local.gov.uk/case-studies/cambridge-city-council-cambridge-canopy-project-building-climate-resilience-future)

<sup>6</sup> The UK will host the 26th UN Climate Change Conference of the Parties (COP26) in Glasgow on 31 October – 12 November 2021: <https://ukcop26.org/>

<sup>7</sup> Continuing Professional Development Certification Service: <https://cpduk.co.uk/>

- 3.27 The UK100 is a network which brings together local authorities across the country to support the transition to net zero carbon emissions. UK 100 facilitates local authorities to share knowledge, collaborate, and jointly petition the UK government on net zero carbon issues.
- 3.28 The current UK100 Net Zero Pledge replaces the previous pledge that was launched in 2015 and was signed by the Council, which was a commitment of 100% clean energy by 2050. The new pledge has been introduced to reflect the significant increase in ambition and activity by councils since the previous pledge and is a wider commitment on climate action.
- 3.29 To become a member of UK100<sup>8</sup>, the council must sign and adopt the new Net Zero Pledge<sup>9</sup> which includes the following commitments:
1. Have set ambitious Net Zero targets for greenhouse emissions of 2030 for council operations and 2045 for area-wide emissions at the latest.
  2. Report their carbon emissions annually, for scope 1 and scope 2, for council emissions and areawide emissions.
  3. Commit to limiting the use of offsets, and if used, to be as local as possible.
- 3.30 The pledge aims to amplify the ambition of local leaders, and will be used in advocacy for greater powers, funding and collaboration from national government to enable local climate action and so is consistent with the element of our Climate Change Strategy on jointly lobbying Government for investment and regulatory change to enable net zero.

#### Cambridge City Council's carbon emissions and Carbon Management Plan 2021-26

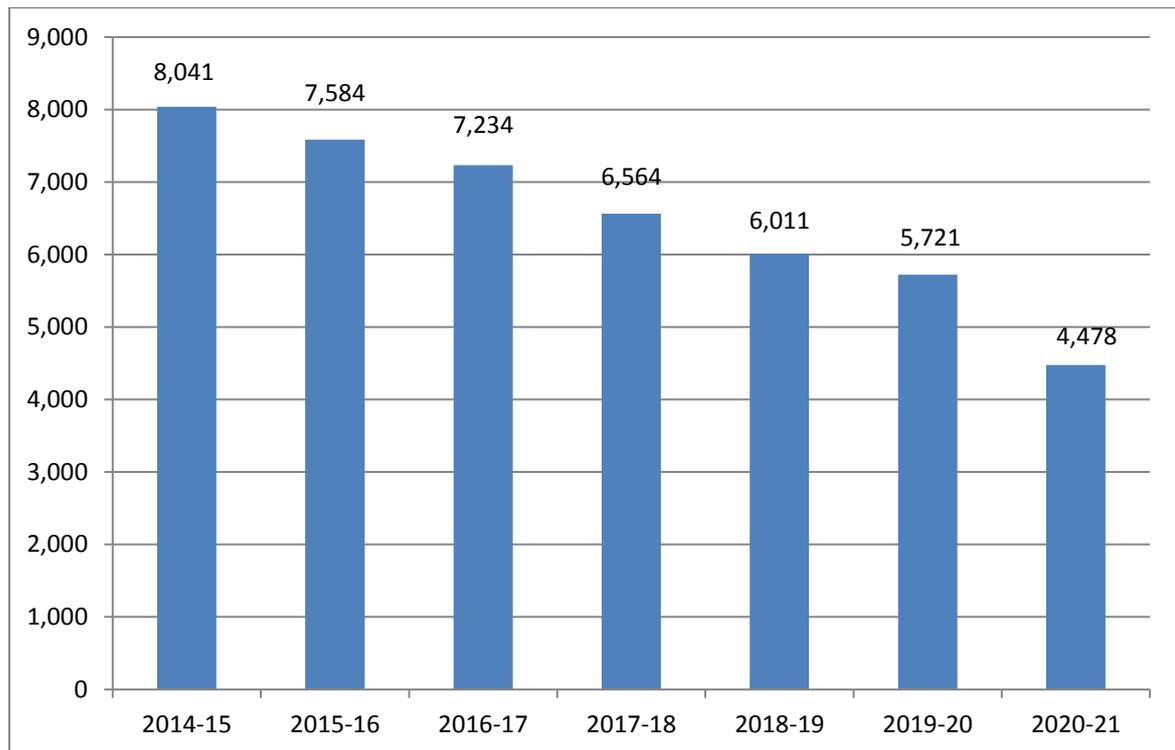
- 3.31 As shown by the chart on the next page, the Council's greenhouse gas emissions were 21.7% lower in 2020/21 than in 2019/20. Total gross emissions reduced from 5,721 tonnes of carbon dioxide equivalent (tCO<sub>2e</sub>) in 2019/20 to 4,478 tCO<sub>2e</sub> in 2020/21.

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<sup>8</sup> <https://www.uk100.org/membership>

<sup>9</sup> <https://www.uk100.org/publications/uk100-membership-pack>

**Chart 3. Council's Carbon Emissions (tonnes CO<sub>2</sub>)**



3.32 The Council had set a target in its Carbon Management Plan 2016-21 to reduce carbon emissions from its buildings and services by 15% by the end of March 2021, with an aspiration to reduce emissions by 20%. The Council's greenhouse gas emissions were 44.3% lower in 2020/21 than in 2014/15 (the baseline year for the Carbon Management Plan). Total gross emissions were lower by 3,563 tCO<sub>2</sub>e in this period, from 8,041 tCO<sub>2</sub>e in 2014/15 to 4,478 tCO<sub>2</sub>e in 2020/21.

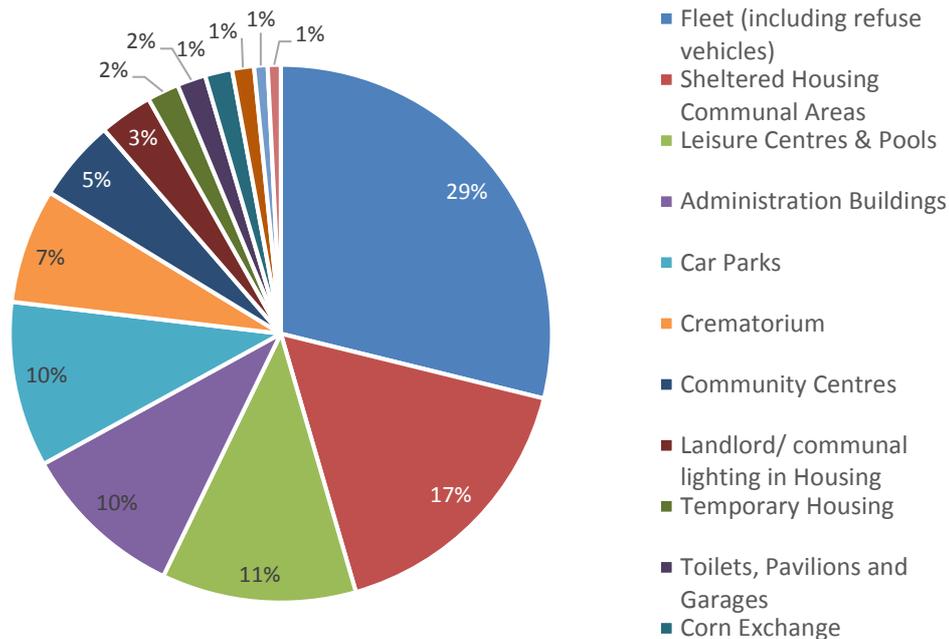
3.33 The reduction in the Council's carbon emissions from 2014/15 to 2019/20 was partly due to steps that the Council has taken, including rationalising its office accommodation, investing in energy efficiency and renewable energy measures in its buildings, and reducing carbon emissions from its fleet vehicles. The reduction was also partly due to the decarbonisation of electricity generation at a national level, through the progressive closure of coal-fired power stations and increasing renewable electricity generation.

- 3.34 It should be noted that 2020/21 was an exceptional year due to the impact of the coronavirus pandemic and the restrictions imposed by the government. In some cases, we could operate a near “business as usual” service, such as our collection of waste bins, but some other services had to be closed for certain periods, such as our swimming pools and community centres. Whilst use of some council services reduced significantly, the council had to respond to demands for other, new services and activities to support Cambridge’s businesses and communities in ways we hadn’t anticipated or planned for. We also saw a significant increase in demand for some of our existing services at different times of the year, as a sequence of national lockdowns were implemented and then lifted.
- 3.35 The exceptional nature of 2020/21 is reflected in significantly lower direct carbon emissions for the Council in that year. The restrictions imposed by government resulted in the closure of some buildings during the lockdown periods (such as the Council’s leisure centres) and reduced opening hours or capacity of other Council buildings. As a result, a number of council buildings consumed less electricity and gas during this period.
- 3.36 Carbon emissions from the Council’s vehicle fleet did not reduce significantly, as the Council continued to provide essential services such as refuse collection and street cleaning. However, there was a marked reduction in business mileage for staff and Councillors as a result of meetings being held online and non-essential travel being reduced.
- 3.37 The Council has set an ambitious target in the Carbon Management Plan 2021-26 to deliver Objective 1 of the strategy, which is to reduce direct carbon emissions from our corporate buildings (including swimming pools, office buildings, car parks, sheltered housing schemes, community centres, arts venues and the crematorium), fleet vehicles (including vans, trucks and refuse vehicles), and business travel, to net zero by 2030.
- 3.38 Details of the carbon reduction projects to be delivered during 2021/22 are provided in section 4 below, and a table providing further

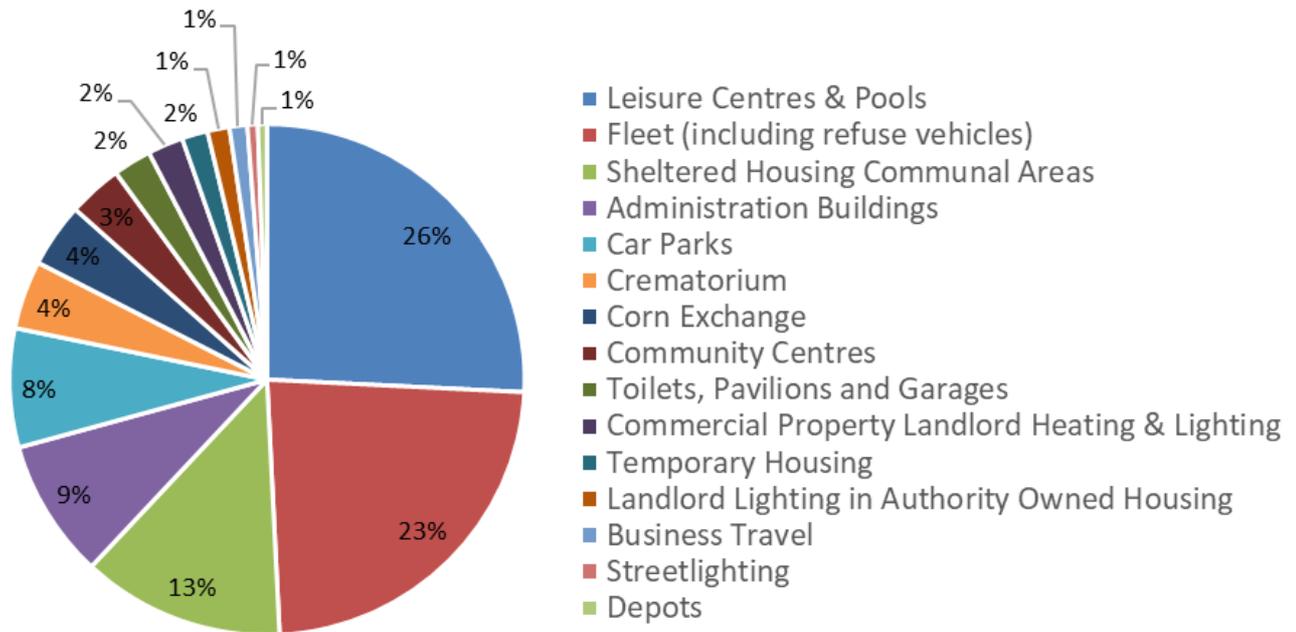
information on these projects is included in the Carbon Management Plan at Appendix B.

3.39 As shown by the chart below, in 2020/21 the council’s emissions came from a number of different sources. The greatest proportion of emissions during this exceptional year, came from the Council’s fleet vehicles (29%) (includes waste vehicles), followed by sheltered housing communal areas (17%), leisure centres and pools (11%), administration buildings (10%), car parks (10%), crematorium (7%), and community centres (5%). Given that 2020/21 was an exceptional year due to Covid, for comparison, Chart 5 on the next page shows carbon emissions by source for 2019/20, which was a more typical year. The Carbon Management Plan details carbon and energy reduction projects in the areas of activity which contribute most to the Council’s emissions.

**Chart 4: Council’s Carbon Emissions by Source (tCO<sub>2</sub>e) in 2020/21**



**Chart 5: Council’s Carbon Emissions by Source (tCO<sub>2</sub>e) in 2019/20**



Reporting Carbon Emissions

3.40 The Council calculates its carbon emissions from its estate and operations, and reports these to Government in our annual Greenhouse Gas report. The report for 2020/21 is available on the Council’s website here: [www.cambridge.gov.uk/carbon-management-plan](http://www.cambridge.gov.uk/carbon-management-plan).

3.41 Since 2016 the council has also reported the council’s activities to reduce the council’s and the city’s emissions and adapt to climate change to [CDP](#) (formerly the Carbon Disclosure Project). CDP run the global disclosure system that enables companies, cities, states and regions to measure and manage their environmental impacts. The Council’s 2020 response was awarded a score of B within the ‘Management’ scoring band (the Europe regional average was C). The Mitigation score indicates that “a Management level city has a clear understanding of their city-wide emissions through their inventory, their action plan is in implementation and the city has emission reduction targets and actions in place to mitigate the effects of climate change”. The adaptation score indicates that “a Management level city has assessed the impacts of climate change; an adaptation plan is in implementation and the city is taking action to adapt to the effects of climate change”.

3.42 Cambridge was one the first UK cities to report to CDP and was one of 33 UK cities to report to CDP in 2020. Only those cities that scored A were reported publicly, of which the Greater London Authority, Bristol, Newcastle, Bournemouth, Christchurch and Poole Council were the only UK cities to achieve this score.

#### **4. Progress in delivering the key actions under Objective 1**

##### Emissions from the Council's estate

##### 4.1 Action 1.1: Reducing emissions from the Council's building estate:

Objective 1 of the Climate Change Strategy, 'Reducing carbon emissions from the City Council's buildings, land, vehicles and services', will be delivered primarily through carbon and energy reduction projects as part of the Council's Carbon Management Plan 2021-26. We are exploring the possibility of heat networks to decarbonise some of the Council's more difficult buildings to get to net zero such as the Corn Exchange and Guildhall. The following projects were progressed on the Council's estate so far in 2020/21:

- Asset Management Plan – As agreed at Environment and Community Scrutiny Committee in March 2021, an officer group has been established to take forward work to develop an Asset Management Plan for the buildings included in the Greenhouse Gas Report which have the highest carbon emissions. The Asset Management Plan will set out a planned 30-year maintenance plan for these buildings, together with decarbonisation plans for each of these buildings between now and 2030 to allow the Council to meet its net zero carbon target. A full update on this work will be provided to Committee in March 2022.
- Parkside and Abbey Pools: Following successful applications for a total of £1.7m from the Government's Public Sector Decarbonisation Scheme (PSDS), the Council will install the following measures by March 2022 through Bouygues Energies & Services via the REFIT 3 Energy Performance Contract<sup>10</sup>:

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<sup>10</sup> <https://localpartnerships.org.uk/our-expertise/re-fit/>

- Parkside Pool: 2 air source heat pumps<sup>11</sup> (ASHP) (due to be delivered to site in October, planning permission has been approved), additional solar PV, an LED lighting upgrade, BEMS<sup>12</sup> and pipework insulation. The ASHPs will work with the existing CHP<sup>13</sup> unit to provide heat to the air plant and domestic hot water services at the pool. Improved controls will further reduce energy consumption.
- The current, aged boilers in the main plantroom will be replaced with new, smaller condensing gas boilers which will be much more energy efficient. These will serve as backup boilers for the ASHP, to be used when demand is high.
- All the measures listed above for Parkside Pool will reduce the energy consumption of Parkside Pool by approximately 37.5%, reducing emissions by approximately 368.3 tonnes of CO<sub>2</sub>, which will reduce the Council's total carbon emissions by approximately 6.4%.
- Abbey Pool: An air source heat pump (ASHP) (due to be delivered to site in October), BEMS, an LED lighting upgrade, and pipework insulation will be installed which will reduce the centre's energy consumption by approximately 47.5%, reduce carbon emissions by approximately 184 tonnes of CO<sub>2</sub> and reduce the Council's total carbon emissions by approximately 3.2%.
- Corn Exchange: New heating boilers are due to be installed by the end of October 2021. The measures, which also include a new air handling system and insulation to pipework; a BEMS to maximise the efficiency of mechanical plant and ventilation systems (including modification of the heating distribution system in the building), and LED lighting upgrade and insulation will reduce the building's energy consumption by approximately 18.9%, reduce carbon emissions by approximately 43 tonnes CO<sub>2</sub> and reduce the Council's total carbon

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<sup>11</sup> Heat pumps are a form of electric heating where energy is extracted from the air (ASHP) or the ground (GSHP) in order to provide space or water heating at a high efficiency. Installing a heat pump significantly reduces the requirement for gas for heating (which generates high levels of carbon emissions) as they use

<sup>12</sup> Building Energy Management Systems (BEMS) are integrated, computerised systems for monitoring and controlling energy-related building services plant and equipment such as heating, ventilation and air conditioning (HVAC) systems.

<sup>13</sup> Combined heat and power (CHP) is a highly efficient process that captures and utilises the heat that is a by-product of the electricity generation process. By generating heat and power simultaneously, CHP can reduce carbon emissions by up to 30% compared to the separate means of conventional generation via a boiler and power station.

emissions by approximately 0.8%. Ensuring that the building has a functional heating system in the near term will provide the time necessary to fully develop a longer-term scheme to further reduce carbon emissions, reduce the current carbon emissions, and also remove the immediate risks to the operation of the venue linked to a heating system failure.

- Sackville Close: Works are underway to replace the landlord lighting/communal lights at this Council housing location with LED lamps and appropriate controls and are due to be completed in September 2021.
- Park Street Car Park Redevelopment: The car park, which will be redeveloped and is due to re-open in August 2024, will be built to BREEAM<sup>14</sup> excellent standard and will include air-source heat pumps, mechanical ventilation heat recovery and solar PV panels. The car park will also initially provide 10% of its spaces with electric vehicle charging points with the infrastructure put in place to expand this to 100% to meet future demand.

#### Emissions from the Council's fleet vehicles and business mileage

4.2 Action 1.5 - Waste fleet replacement: Orders have been placed by the Greater Cambridge Shared Waste Service for two further electric Refuse Collection Vehicles (RCVs) for use across the service, which are due for delivery between December 2021 and the end of March 2022 to be commissioned by May 2022. This will bring the total number of electric RCVs to 3 and the service will seek to replace all RCVs with low carbon alternatives at the point when they are due for replacement.

4.3 E-Cargo bikes: Two E-Cargo bikes have been supplied to the Council following a joint funding bid to the Department for Transport with Cambridgeshire County Council. The bikes have been added to the Council's existing pool bike scheme, where staff can borrow bikes for journeys for council business instead of using a car or other vehicle.

#### Improvements to Commercial Properties:

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<sup>14</sup> BREEAM is an international scheme that provides independent third party certification of the assessment of the sustainability performance of individual buildings, communities and infrastructure projects:

[www.breeam.com/discover/how-breeam-certification-works/](http://www.breeam.com/discover/how-breeam-certification-works/)

4.4 Action 1.6 - Complete assessment of all Energy Performance Certificates for commercial properties - August 2021: Energy Performance Certificates (EPCs) have now been completed for most of the commercial properties owned by the Council and a provisional redevelopment programme has been agreed. Action plans for all properties will be prepared by November 2021 to identify prioritisation of works.

Additional Council carbon reduction actions

4.5 Action 1.12 - Revise and update the existing Climate Change Assessment tool: Council officers are required to complete a Climate Change Rating Tool for every committee report, business case and budget bid. The tool identifies positive or negative impacts on climate change mitigation and adaptation. The tool has been updated. to capture how projects will impact the Council's vision for Cambridge to be net zero carbon by 2030 and the target to reduce our own direct carbon emissions to net zero carbon by 2030, how negative impacts will be mitigated and whether a net zero carbon option has been considered.

4.6 The title of the committee report's 'Environmental Implications' section has also been amended to 'Net Zero Carbon, Climate Change and Environmental Implications' to reflect this change and include reference to net zero carbon and climate change implications, in addition to environmental implications.

## **5. Progress in delivering the key actions under Objective 2:**

5.1 The Council has assisted residents and businesses to reduce their carbon emissions through a range of measures in 2021 to improve the energy efficiency of existing homes in Cambridge, including:

5.2 Action 2.1 - Investing £2.5 million in energy efficiency improvements to Council homes with poor energy efficiency ratings: The Council is investing £2.5 million in energy efficiency improvements to Council homes with poor energy efficiency ratings (predominantly Energy Performance Certificate D to G rated stock) from 2020/21 to 2021/22,

with the aim of reaching a minimum EPC C (B where possible). The first phase of 62 council owned properties has been completed. External wall insulation and solar PV have been installed where possible. Additional measures such as underfloor insulation, smart thermostats and draughtproofing have been trialled as detailed below.

- 5.3 Retrofitting Council Homes: As part of the review of its own housing stock, in addition to its programme of installing external wall insulation (EWI), the Council has worked to understand how net zero carbon could be achieved in its properties. A whole house retrofit of a property that was undergoing external wall insulation was carried out which improved the Energy Performance Certificate (EPC) rating from D67 to B88. The chosen house was a typical Cambridge 1930s semi-detached property with solid walls forming the original part of the building and cavity walls for the extension at the rear. The following measures were installed or trialled at the property:
- A 2.24kW Solar PV system whilst the scaffolding was erected.
  - Different underfloor insulation options were explored. Q-Bot was trialled, which uses a robot to spray the underside of the floor with insulation and this innovative method of installation avoids lifting all ground floor floorboards.
  - The windows were not due to be replaced and so a low-cost draughtproofing system called Quattro seal, a robust liquid sealing system that deforms to any shape and style of window irrespective of fabric or size, was trialled to improve the air tightness.
  - A Switchee smart thermostat was also installed along with an Endotherm central heating additive and the old single glazed doors were replaced.

#### Net zero carbon Council homes study

- 5.4 In 2020, the Council procured an expert consultancy to carry out a high-level study to establish how existing Council homes could be retrofitted to meet different carbon emissions standards, including net zero carbon emissions.
- 5.5 The report focussed on 7 different property archetypes within the Council's housing stock and identified how they could be improved to

reach these standards. The study quantified the costs of reaching different standards, in terms of initial capital investment and ongoing maintenance costs for the Council, and running costs for Council tenants, and will inform the Council's future approach. The report has estimated that reaching net zero carbon in the Council's housing stock will cost over £500m, with a cost of between £56k-101k per property, depending on archetype and based on retrofitting one property at a time.

- 5.6 Action 2.2 - Building up to 1000 new homes to Passivhaus standards: The Council is currently building 500 new Council homes for rent, using £70m Government funding via the Cambridgeshire and Peterborough Devolution Deal. These homes are being built to high sustainability standards, with an average of 8 out of 10 schemes in the programme expected to attain carbon emissions standards of 35% below those required by building regulations.
- 5.7 Following the current new homes programme, the Council has an ambition to develop a further 1000 net additional council homes. Following research by Buro Happold into the implications of building the new programme to higher sustainability standards, in January 2021, the Council committed to build homes in this new '1000 homes' programme to Passivhaus standards, where technically feasible and subject to funding. The Council will target net zero carbon standards for Council homes built from 2030 onwards.
- 5.8 The first Passivhaus pilot site has been identified and planning permission gained as of June 2021 and construction is due to start in March 2022. The Council is also in discussions through Anglia Ruskin University with regards to ERDF funding to deliver a net zero carbon project pilot.
- 5.9 Action 2.3 - Promoting group-buying schemes for solar PV: The Council has worked with Cambridgeshire County Council to promote a solar PV collective purchase scheme which provides residents with solar PV and battery storage installations at a significantly reduced cost. The scheme is run as an auction, with interested residents registering with iChoosr (at no obligation) and installers then bidding to provide solar PV for the

group of interested residents. Following the first auction held in September 2020, 999 Cambridge residents registered for the scheme. 92 installations have been completed in Cambridge, with a further 7 booked in, and 105 remaining leads may result in more installations. A further round is being considered for later in 2021.

- 5.10 Action 2.4 – Commissioning a study to identify measures needed to retrofit different archetypes of private homes: It is estimated that it would cost at least of £35,000<sup>15</sup> to fully decarbonise each home in the UK. It would therefore cost in the order of £1.75 billion to retrofit all 44,000 private properties in Cambridge to a net zero carbon standard. The Council has procured an expert consultancy to carry out a retrofit study to identify which energy efficiency and renewable energy measures would need to be installed for different property archetypes in Cambridge to reach net zero carbon emissions, and model the capital costs, maintenance costs and running costs that will be needed.
- 5.11 The consultants will also produce engaging and accessible guidance for residents on which carbon reduction measures would be most effective in their property (based on common property archetypes) and how to go about installing them.

New action: Building control retrofit advice

- 5.12 The Council has provided extra training to building control officers and a pilot will start in autumn 2021 to provide residents with retrofitting advice. This will include use of thermal imaging to educate contractors and service users of the importance of ensuring any works are installed correctly and how to best live in properties to gain the optimum use. A series of educational virtual training will also be provided to complement the offer of advice and to promote good practice. In addition, team members will shortly be undertaking Passivhaus accreditation, to assist with promoting the highest standards that can be achieved.
- 5.13 Action 2.5 - Funding to deliver retrofitting of energy efficiency measures

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<sup>15</sup> Green Alliance, 2020, Reinventing Retrofit: how to scale up home energy efficiency in the UK, page 15 [https://www.green-alliance.org.uk/resources/reinventing\\_retrofit.pdf](https://www.green-alliance.org.uk/resources/reinventing_retrofit.pdf) – the report notes that costs of the Energie Sprong whole-house retrofit approach could reduce to £35,000 per home by 2025

to homes in Cambridge: In February 2021 the Council was successful in its consortium bid with other Cambridgeshire local authorities to the Government's Green Homes Grant Local Authority Delivery (LAD) scheme LAD1b fund and was awarded just over £2m to deliver the project which currently runs until October 2021. The bid was for improvements to 278 properties, including: external wall insulation and solar PV to 66 City Council homes, energy efficiency improvements to 62 housing association homes, and external wall insulation to 150 private homes. External wall insulation has been installed in 26 social housing properties, (this is expected to be 39 by the end of September) but there have been issues with delivery to private sector housing due to issues out of the Council's control including pressures from short delivery time frame, delay in the receipt of funding, installation standards changing affecting project focus, and lack of installation capacity due to multiple schemes being delivered nationally.

- 5.14 LAD2 is being delivered by the East of England Energy Hub up until December 2021 and the Council is supporting them with engagement and delivery. The Council has recently submitted a further £5.5m bid into the Sustainable Warmth Scheme which includes LAD3 and HUG1. The Council is again adopting a Cambridgeshire local authority consortium approach to this bid which is scheduled to be implemented between January 2022 and March 2023 if the bid is successful.
- 5.15 Action 2.6 - Taking enforcement action against private landlords if their properties do not meet the national Minimum Energy Efficiency Standards: From April 2021, the national Minimum Energy Efficiency Standards (MEES) require landlords and property managers to ensure that privately rented homes reach a minimum EPC rating of E. The Council will take enforcement action against private landlords whose properties do not meet these standards. In 2020/21 officer procedures were written with reference to the regulations including template letters/notices and desktop research to scope the issue in Cambridge and set an intervention target. In 2021 / 22 the target is to intervene in relation to 150 private rented sector properties and seek to improve energy efficiency standards of these properties.

- 5.16 Action 2.7 - Developing new policies requiring high standards on carbon emissions reduction and environmental sustainability for new homes and non-residential developments as part of the new Greater Cambridge Local Plan: The Council is currently working jointly with South Cambridgeshire District Council to prepare a Greater Cambridge Local Plan, which will set policies for new development from the date of adoption to 2041. One of the overarching themes proposed for the new Local Plan is: “Climate change – how the plan should contribute to achieving net zero carbon, and the mitigation and adaptation measures that should be required through developments.”
- 5.17 As part of the evidence base for the new Local Plan, the Greater Cambridge Shared Planning Service commissioned Bioregional and Etude to carry out an innovative net zero carbon study, which is considering the planning policies and targets that would be needed to achieve net zero carbon homes and buildings. Work is currently underway to draft the preferred options for the Greater Cambridge Local Plan, which will include policies related to net zero carbon buildings. These will be informed by the net zero carbon evidence base and the constraints of the national planning policy framework. The preferred options report will be considered by Committee in Autumn 2021 ahead of public consultation.

## **6. Progress in delivering the key actions under Objective 3:**

- 6.1 The Council has taken a number of steps so far in 2021 to improve transport infrastructure, increase the sustainability of transport, and encourage residents to shift to more sustainable modes of transport, such as bus travel and cycling. These actions include:
- 6.2 Action 3.1 - Supporting the Greater Cambridge Partnership (GCP) to deliver a range of walking, cycling and bus improvements on key routes into and across Cambridge: The Council is one of the key partners in the GCP, alongside Cambridgeshire County Council and South Cambridgeshire District Council. The GCP is delivering a comprehensive programme of sustainable transport initiatives. The

Cross City Cycling scheme has been completed, delivering improvements to 5 key cycle routes across the city (Arbury Road, Ditton Lane, Fulbourn Road, Hills Road, and links to Cambridge North Station and Cambridge Science Park). The Histon Road bus priority scheme is due to be opened in 2021 and the design for Milton Road bus priority scheme is being completed ahead of construction commencing. The GCP Executive Board has agreed to progress 12 Greenways schemes (providing radial cycling and walking routes connecting Cambridge and surrounding settlements and employment sites) and the design is underway.

- 6.3 Action 3.8 - Requiring all new taxis registered in Cambridge to be Ultra Low Emission Vehicles (ULEVs) or zero emissions vehicles from 2020, and all taxis to be ULEVs or zero emissions vehicles by 2028: Since the taxi licensing policy was implemented in April 2020, currently 42 fully electric (zero emission<sup>16</sup>), 6 Ultra Low Emission<sup>17</sup> and 57 hybrid taxis have been licensed, out of a total of approximately 500 licenced taxi vehicles in Cambridge, and numbers of electric taxis are increasing each year.
- 6.4 Action 3.10 - Procuring a commercial partner by 2022 to deliver electric vehicle charging infrastructure in Council car parks and other Council-owned land and sites: Procurement is currently underway for this work and the contract is expected to be awarded in September/ October 2021, with the first installation to start in late 2021.
- 6.5 Action 3.11 - Working with Cambridgeshire County Council and UK Power Networks to facilitate on-street residential electric charge points where there is no scope for off-street charging: 38 charge points will be deployed in two residential areas of West Chesterton and Abbey wards where off-street parking is extremely constrained. The majority will be 7kw chargers but four faster 50 kw chargers, two in each area will also be installed. The project is on track to be completed early in 2022. Funding was secured from UKPN (UK Power Networks) and OZEV

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<sup>16</sup> Zero emission vehicles are those that emit no emissions during their operation. These include battery electric vehicles, hydrogen fuel cell vehicles, and electric vehicles

<sup>17</sup> Plug-in hybrid vehicles or extended range electric vehicles (E-Rev) with CO<sub>2</sub> emissions less than 75g per km

(Office for Zero Emission Vehicles) in June 2021 and contractors have been secured. The County Council are leading the partnership with the City Council, as the deployment is predominantly on-street.

## **7. Progress in delivering the key actions under Objective 4:**

7.1 The Council has delivered or funded a number of activities so far in 2021 to encourage and support residents and businesses to reduce their consumption of resources, reduce waste and increase recycling. These actions include:

7.2 Action 4.1 – Funding activities through the Council’s Sustainable City Grants by voluntary and community groups to reduce consumption and increase repair, re-use and recycling: The Council has agreed to fund a number of activities during 2021/22 which will encourage residents and businesses to reduce consumption and repair, re-use and recycle goods, including funding Cambridge Carbon Footprint to run the Arbury “Swap, Collect, Fix Fest”. The event will be a one-stop shop for waste reduction activities in a low-income neighbourhood and will promote swapping, repairing and recycling. Activities will include a:

- ‘Give and take’ stall (run subject to Covid risk assessment)
- Community clothes swap (run subject to Covid risk assessment)
- Repair Café
- 1-to-1 advice to help residents create zero carbon action plans

7.3 Action 4.4 - Extending trials of separate collections of food waste to more households During 2020 the Greater Cambridge Shared Waste service carried out trials of separate food waste collections to 4000 households in an area of Chesterton. These trials showed that separating food waste can help increase recycling rates (by removing food waste from residual waste collections) and reduce waste (by showing people how much food they are throwing away, how much food they could have eaten, and how much food they didn’t need to buy in the first place). The third phase of the trial is being implemented

during 2021, which will extend the service to a further 5,000 households covering an area of Trumpington.

7.4 Action 4.5 - Continue communications campaigns to raise awareness and encourage residents to recycle more: The first phase of a food waste reduction campaign including bin stickers was implemented in May 2021 to 2,000 houses and the second phase is planned for December 2021.

## 8. Progress in delivering the key actions under Objective 5 (food)

8.1 Action 5.1 - Continuing to work with the Cambridge Sustainable Food network towards achieving the Sustainable Food Cities Network Silver Award for Cambridge, and exploring opportunities to apply for the Gold Award: Since achieving a Bronze Award in 2016, Cambridge Sustainable Food (CSF) and its Partnership Board, which includes the Council, has been successful in attaining the Silver Award<sup>18</sup> from Sustainable Food Places for the city in July 2021. Cambridge is one of only six cities in the country to have achieved this award, recognising the city's commitment towards positive food system change.

8.2 Glasgow Food and Climate Declaration: The Glasgow Food and Climate Declaration<sup>19</sup> is a commitment by cities, regions and sub-national states to tackle climate change through integrated food policies and a collective call on national governments to act, ahead of the COP26 Climate Change Summit in November. Following a motion to full Council in July 2021, the Council agreed to sign up to the principles in the Glasgow Food and Climate Declaration and lobby national government to:

- address the environmental impact of food waste
- recognise the fragility of food systems, as highlighted by COVID-19 and the demand on the city's food hubs.

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<sup>18</sup> <https://cambridgesustainablefood.org/silver-award>

<sup>19</sup> [www.glasgowdeclaration.org/](http://www.glasgowdeclaration.org/)

- implement a food systems approach to accelerate climate action (and also to promote biodiversity and access to healthy and sustainable diets for all, among other co-benefits).

8.3 Action 5.2 - Work in partnership with local voluntary and community groups to address food poverty, including working with Cambridge Food Poverty Alliance and Cambridge Sustainable Food to develop a food re-distribution hub: During 2020/21, the Council provided a central food preparation hub and provided staff and funding to support the establishment of 8 Food Hubs around Cambridge by local community groups during the coronavirus lockdown periods to collect and distribute food donations to households experiencing food shortages. In 2020, the Food Hubs received nearly 18,000 visitors who collected over 110 tonnes of food. Volunteers from the hubs reached out to over 1,200 households and delivered over 8,000 meals. Options appraisals for a more permanent food hub have been completed in 2021 and a stakeholder group is set to launch in September to shape the venture going forward.

8.4 Action 5.6 - Maintaining the current level of occupancy rates at existing allotments and supporting take-up of new community gardens and allotments in growth sites to encourage residents to grow their own food: The Council has recently taken ownership of a new allotment site at Clay Farm and has issued 155 new tenancy agreements for plots at this location, encouraging local residents to grow their own food.

8.5 Action 58 - Working with local voluntary and community groups and other partners to promote sustainable food practices to local businesses: The Council has agreed to fund Cambridge Sustainable Food through the Sustainable City Grants to deliver a range of activities during 2021/22, including:

- working in depth with 3 food SME businesses on a new climate change module to reduce carbon emissions
- launching the Sustainable Food Business Alliance
- organising meetings to bring the food business community together to share best practice on how to reduce their climate change impacts
- organising events on themes such as food waste, packaging, energy

and sustainable sourcing.

## **9. Progress in delivering the key actions under Objective 6 (adaptation)**

- 9.1 The Council recognises that in addition to reducing carbon emissions, it is equally important to ensure that Cambridge adapts to address the impacts of climate change, such as increases in flood events; water shortages and droughts; and increased summer temperatures and overheating. The council has commenced the following actions in 2020/21 to support Council services, residents and businesses to adapt to the impacts of climate change:
- 9.2 Action 6.5 - Exploring opportunities to manage climate risks through policies in the new Local Plan: Work is currently underway to draft the preferred options for the new Local Plan. This includes options related to responding to a changing climate, which sets out requirements to mitigate the risk of overheating in new developments, as well as options related to flood risk and sustainable drainage. The preferred options report will be considered by committee in Autumn 2021, ahead of public consultation.
- 9.3 Action 6.6 – Increasing the tree canopy cover through tree planting and protection on public and private land, and using parks, open spaces and other green infrastructure in the city to help regulate temperatures: During 2020/21 the Council planted approximately 800 trees and gave away approximately 450 trees (via the Free Trees for Babies scheme, the Neighbourhood Canopy Project and through gifting to CoFarm). On average we remove around 221 trees a year from Council land where necessary. A new tree planting scheme (approximately 400 trees) is currently out for consultation and new schemes for giving trees to others are currently underway.
- 9.4 Action 6.9 - Delivering a measurable biodiversity net gain on the City Council's estate: The Council has developed a new Biodiversity Strategy 2021-30 (to replace its existing Nature Conservation Strategy) and the draft strategy is currently under public consultation until 17

October 2021. The Strategy will focus on delivering a measurable biodiversity net gain on the Council's estate from a DEFRA metric baseline. This will be achieved through enhanced management of existing Local Nature Reserves (LNRs) and making parks and housing open spaces more hospitable to wildlife through creation of meadows, scrub and woodland. The strategy also focuses on engaging and influencing individuals, institutions and businesses to implement similar measures on their land to create a citywide network around the core LNRs.

- 9.5 Action 6.11 - Implementing projects to manage water courses and improve biodiversity, including a project to improve rare chalk stream habitats in Cambridge. With grant funding from Cambridge Water we have worked in partnership with the Wild Trout Trust, BCN Wildlife Trust, local Friends Groups and Streets & Open Spaces volunteers to implement 3 projects identified in the Greater Cambridge Chalk Stream report. In total over 450m of chalk stream habitats have been enhanced at Coldham's Brook on Stourbridge Common, Cherry Hinton Brook and Vicar's Brook at Coe Fen. Watercourse restoration works at Cherry Hinton Brook and Vicar's Brook in June 2021 included reduction of scrub to let in more light to the watercourse, bank reprofiling to improve their flow and storage capacity and introduction of gravels and dead wood features for spawning fish and invertebrates to deliver wider biodiversity benefits. A Pebble fund<sup>20</sup> bid has been submitted with Abbey People for scrub management and other enhancements along Coldham's Brook next to Barnwell West LNR.

## 10. Implications

### a) Financial Implications

Funding for projects included in the Carbon Management Plan comes from a number of different funding sources, including the Council's Climate Change Fund and existing General Fund or Housing Revenue Account (HRA) budgets for delivering services. The Climate Change Fund was established in 2008 to fund measures that will reduce the carbon footprint of the Council's

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<sup>20</sup> [PEBBLE Fund \(cambridge-water.co.uk\)](https://www.cambridge-water.co.uk/pebble-fund)

buildings, fleet and services. The Climate Change Fund has contributed a total of £1.4 million to projects delivered since 2008/09.

As noted in the new Carbon Management Plan, the schemes that the Council will need to invest in to reduce its emissions in future will potentially have a much higher capital cost, and the net savings on energy costs will not always cover the capital costs of some of the works

The Council will therefore make further allocations to the Climate Change Fund to deliver Carbon Management Plan projects through the Council's annual budget setting process. The Council will also seek Government funding for projects in the Carbon Management Plan, as opportunities arise. For example, in January 2021 the Council secured £1.7 million from the first round of the Public Sector Decarbonisation Scheme for carbon reduction measures at Parkside Pools and Abbey Pools.

The actions contained in the wider Climate Change Strategy will be funded through primarily through existing budgets for delivering key services. These fall within the General Fund or the HRA depending on the services involved.

We will also seek Government and other external funding sources for specific climate change initiatives, where this is available. For example, the installation of 20 electric charging points for taxis is being delivered with a combination of funding Government, the Greater Cambridge Partnership. In January 2021, we led a £2 million Cambridgeshire-wide bid to the Green Homes Grant Local Delivery Scheme for energy efficiency work in Council homes, housing association homes and private homes.

## **b) Staffing Implications**

Lead officers have been identified for projects in the Climate Change Strategy and Carbon Management Plan who have the capacity to deliver the projects within the stated timescales. The Climate Change Officers co-ordinate the overall delivery of the Climate Change Strategy and Carbon Management Plan, with support from the Environment Policy and Project Group, which is a corporate group that includes many of the lead officers.

### **c) Equality and Poverty Implications**

An Equalities Impact Assessment (EqIA) of the Climate Change Strategy and Carbon Management Plan has been carried out and is published on the Council's website: [www.cambridge.gov.uk/equality-impact-assessments](http://www.cambridge.gov.uk/equality-impact-assessments)

The EqIA did not identify any negative equality impacts from actions and projects identified in the strategy.

### **d) Net Zero Carbon, Climate Change and Environmental Implications**

The Climate Change Strategy and the Carbon Management Plan will have a high positive impact on the environment by setting out a planned approach to: reducing the Council's carbon emissions; setting high standards for residents, businesses and organisations to reduce their carbon emissions and manage climate risks; and working in partnership with, influencing and learning from other organisations to address the causes and effects of climate change.

### **e) Procurement Implications**

Recent projects identified in the previous Carbon Management Plan (including LED lighting installations in car parks, the Guildhall energy efficiency works and the programme of solar PV installations) have been delivered through the national REFIT 3 framework. The Council signed access agreements to allow it to make use of the RE-FIT framework specifically designed for energy performance contracting. This allowed us to access Bouygues Group PLC as a contractor to identify and deliver energy efficiency projects. The principle benefit of this arrangement is that Bouygues have guaranteed the energy savings predicted for the projects they have delivered for the Council (subject to the new equipment being managed within defined limits).

In April 2020, Cambridgeshire County Council led a consortium of local authorities including Cambridge City Council to procure a partner for future energy efficiency and renewable energy schemes. Bouygues were appointed as the contractor through this process.

### **f) Community Safety Implications**

The Climate Change Strategy and Carbon Management Plan have minimal impact on Community Safety.

## **11. Consultation and communication considerations**

To inform the development of the Climate Change Strategy, we carried out the following:

- 5 online workshops during November 2021, which were attended by a total of 75 residents. 3 of the workshops focused on specific themes in the strategy (housing, waste and sustainable food, and climate change adaptation) and 2 of the workshops covered the strategy as a whole. Each workshop included presentations by Council officers and University of Cambridge experts, followed by a facilitated discussion with participants.
- An online consultation survey, which was completed by 252 residents.
- 3 “Climate Change Forum” meetings between August 2020 and January 2021 with local environmental groups including Cambridge Carbon Footprint, Transition Cambridge, Cambridge Sustainable Food, Carbon Neutral Cambridge, and Friends of the Earth.
- Regular meetings with Cambridge Zero (the University of Cambridge’s new climate change initiative) and meetings other University of Cambridge and Anglia Ruskin academics with climate change expertise.
- A workshop with key businesses and institutions in Cambridge on 28 January 2021.
- Producing a net zero carbon animation, which was used to promote the workshops and the survey on the Council’s social media accounts. We also promoted the workshops and survey via all residents’ associations, members of local environmental groups, and to University of Cambridge staff and students.

The content of this report, and in particular the updated Action Plan, will be communicated to residents and businesses through media such as Cambridge Matters and made available on the council’s website.

## **12. Background papers**

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

## **13. Appendices**

- Appendix A – Climate Change Strategy – Action Plan
- Appendix B – Carbon Management Plan - 2021/22
- Appendix C – UK100 Net Zero Pledge
- Appendix D – ClimateView charts

## **14. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact David Kidston, Strategy and Partnerships Manager, tel: 01223 457043, email: [david.kidston@cambridge.gov.uk](mailto:david.kidston@cambridge.gov.uk)

## Appendix A – Climate Change Strategy – Action Plan

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
1.1	Deliver energy efficiency and renewable energy projects identified in the Council's Carbon Management Plan for 2021-2026 to reduce carbon emissions from corporate buildings (including swimming pools, sheltered and temporary housing, administrative buildings, car parks, community centres, the Corn Exchange and the crematorium).	Officers throughout the council. Climate Change Fund.	2021/22 Projects completed - March 2022	2022-26 projects identified, funding identified / applied for and measures installed/ implemented - March 2026		Ongoing to March	Net zero carbon emissions by 2030 for our corporate buildings
1.2	Bid for future central government funding and other green energy funding available for investments in energy efficiency and decarbonisation measures in the Council's corporate buildings	Corporate Energy Manager	Identify and prepare information in preparation for future funding rounds. March 2022	Apply for PSDS round if appropriate project. Date TBC (March 2023?)	Apply for PSDS or other funding round if appropriate March 2025	Ongoing to March 2026	TBC
1.3	Review the Council's Office Accommodation Strategy, including an assessment of whether existing office buildings should be retained or rationalised	Property Services, Estates & Facilities, Business Transformation resource required. Business case to be prepared to identify resource needs.	Prepare business case to agree approach, identify requirements post Covid/ Business Transformation programme, actions and outcomes and resource requirements. Oct 2021	Business case and resources approved and in place - April 2022	Report to Committee with recommendations - Date TBA	Jul-22	TBC

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
1.4	Purchase Ultra Low Emission Vehicles (ULEV) when replacing vans and trucks in the Council's fleet (where there is a suitable ULEV alternative and the infrastructure allows)	General fund BSR	Project reliant on EV charging infrastructure 2022/23	Vehicle specifications agreed with end user April 2023 and ongoing	Delivery of vehicles to spec September 2023 and ongoing	2030	4.39 ktCO2
1.5	Purchase ultra-low emission vehicles (electric or hydrogen) when replacing refuse lorries	Mainstream budget	May 2022 vehicle 2 and 3 commissioned	March 2025 vehicle 4 commissioned	March 29 vehicle 5,6,7 commissioned	2029	6 vehicles commissioned by 2029
1.6	Identify and assess the required improvements possible to remaining existing commercial properties (that will not be redeveloped as part of the commercial property redevelopment programme) to achieve net zero carbon, and obtain costs estimates for the improvement works	Property Services, Estates & Facilities	Complete assessment of all Energy Performance Certificates for commercial properties - August 2021	Action plans for all properties to be prepared to identify prioritisation and asset management decisions for costed programme through to 2030 - November 2021	Budget bids to be prepared for 2023/24 onwards for any costs not within existing allocated capital spend on commercial property - August 2022	Annually through to 2030	TBC although savings may be to tenants in occupation
1.7	Identify and assess the performance standards to achieve net zero carbon for any new commercial buildings or redevelopment of existing buildings	Existing staff resource and working with designers on a scheme by scheme basis	April 2022 – First General Fund redevelopment scheme proposal	As and when redevelopment schemes are proposed as each scheme may differ depending upon use/type		Ongoing for duration of General Fund redevelopment programme	Ongoing as schemes come forward and each scheme will be reported to Committee.
1.8	Identify a percentage of the Council's reserves to invest in innovative "green investments" to facilitate measures to offset climate change.	General Fund	MTFS 2021 - will identify prudent minimum balance of reserves and the amount of reserves required	BSR 2022	N/A	Mar-22	N/A

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
			to support the transformation programme. The balance would be available for investment				
1.9	Review standard tender packs to include the Council's expectations around climate change.	Climate Change Officer	Instruction to Bidders document (which forms part of the Tender Pack) - Environmental Factors section reviewed and updated - August 2021.	Updated Environmental Factors section included in Instruction to Bidders document – August 2021		August 2021 and then reviewed annually	Reduce emissions from future council contracts.
1.10	Provide written guidance for contract managers on climate change measures that could be included in contracts and include this information in procurement and contract management training for staff.	Climate Change Officer	Provision of guidance and inclusion in procurement and contract management training for staff - November 2021			November 2021 and then reviewed annually	Reduce emissions from future council contracts.
1.11	Explore the potential for a review of climate change and sustainability commitments by the Council's existing suppliers, and work with these suppliers to improve their performance.	Climate Change Officer				Starting July and working through a programme	Reduce emissions from current council contracts.
1.12	Revise and update the existing Climate Change Assessment tool to include net zero carbon considerations and use this to assess the climate change impacts	Climate Change Officer	Tool updated and communicated to staff - August 2021			Aug-21	

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
	of budget bids, business cases for capital projects and committee reports						

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
2.1	Investing £2.5 million in energy efficiency improvements to Council homes with poor energy efficiency ratings (predominantly Energy Performance Certificate D to G rated stock) from 2020/21 to 2021/22.	Energy Assessor/surveyor role and part of Corporate Energy Manager time	August 2021 Phase 1 of works completed.	March 2022 completion of project	n/a	March 2022	To reach a minimum of EPC C (B where possible) in at least 140 Council Properties that are currently an EPC D or below. Can provide ktCO <sub>2</sub> on completion of post EPCs.
2.2	Building 1000 new homes to Passivhaus standards (where technically feasible and subject to funding) and targeting net zero carbon standards for Council homes built from 2030 onwards.	Housing Development Agency (HDA) project teams	June 2021- first Passivhaus pilot site with planning	Mar -22 first Passivhaus scheme start on site		2021 onwards	To deliver new housing as low carbon- at least 35% reduction on 2013 building regulations and 80% with new SAP calculations
2.3	Promoting group-buying schemes, including working with Cambridgeshire County Council to promote the Solar Together collective scheme to homeowners, which provides residents with solar PV and battery storage installations at a significantly reduced cost	Environmental Projects Team Leader	First auction held in September 2020	A further round is being considered for later in 2021.		Ongoing to March 2026	No target set as first year implemented this project, and in the background of Covid.

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
2.4	Commissioning a study to identify measures needed to retrofit private homes in Cambridge to net zero carbon standards and producing detailed guidance for homeowners and landlords	Allocated – Climate Change Research and Projects budget	Procurement completed and contract awarded – September 2021	Final report – December 2021	Guidance for homeowners and landlords – March 2022	March 2022	N/A
2.5	Bidding for central government funding available for retrofitting energy efficiency measures to private homes, including future rounds of the Green Homes Grant Local Authority Delivery (LAD) scheme.	Environmental Projects Team Leader & Project Officer recruited from funding.	Cambridgeshire local authority consortium £5.5m bid into the Sustainable Warmth Scheme which includes LAD3 and HUG1 - scheduled to be implemented between January 2022 and March 2023 if the bid is successful.			Annually as opportunities arise	
2.6	Targeted enforcement of Minimum Energy Efficiency Standards Regulations where appropriate (EPC F and G rated private rented housing stock)	Existing Team staff resources	2021 / 22 - 150 MEES interventions any follow up action taken in line with Regulations, officer procedure & corporate enforcement policy.			Ongoing review milestones end 2020/21	2021 / 22 - targeted intervention in relation to 150 private rented sector properties and seeking to improve energy efficiency standards of these.
2.7	Developing new policies requiring high standards on carbon	Existing Greater Cambridge	Autumn 2021 - consultation on	Summer 2022 - consultation on	Submission of Local Plan for	Autumn 2023/Spring 2024	All new homes/non-

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
	emissions reduction and environmental sustainability for new homes and non-residential developments as part of the new Greater Cambridge Local Plan, taking into account the outcomes of the net zero evidence base study and other evidence informing the plan, as well as the national planning policy framework	Shared Planning Service service budgets	preferred options including policies related to net zero carbon buildings	draft Greater Cambridge Local Plan	examination in Autumn 2023/Spring 2024		residential buildings to meet the net zero carbon buildings requirements set out in the new Local Plan
2.8	Building control retrofit advice	Existing Team staff resources	A pilot will start in autumn 2021 to provide residents with retrofitting advice.				

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
3.1	Supporting the Greater Cambridge Partnership (GCP) to deliver a range of walking, cycling and bus improvements on key routes into and across Cambridge, including: <ul style="list-style-type: none"> <li>• The Chisholm Trail cycling route connecting Cambridge and Cambridge North Stations</li> <li>• 12 Greenways, providing radial cycling and walking routes connecting Cambridge and surrounding settlements and employment sites.</li> <li>• Bus, cycling and walking priority</li> </ul>	GCP Officer time, CCC support where required	Completion of initial projects, Histon Road and Chisholm Trail Phase 1 by early 2022	Approval of construction for Milton Road, Greenways and other cycling, walking and bus improvements by end of 2024	Construction of schemes ongoing to March 2026	Ongoing to March 2026	

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
	schemes on Histon Road and Milton Road <ul style="list-style-type: none"> <li>Public transport corridor schemes to connect growing communities to employment hubs</li> </ul>						
3.2	Implementing the Local Lettings Plan framework for new Council housing developments, which will give priority to people working within an agreed geographical radius of the development. This measure is intended to help reduce commuting by car from tenants of new Council housing developments	Existing staff resources	<a href="#">Darwin Green Local Lettings Plan developed as a pilot – published May/June 2021</a>	Consultation with Registered Providers (RPs) of social housing on wider framework by December 2021	Publication by March 2022	March 2022	
3.3	Building new Council housing developments in Cambridge with a target of less than one car parking space per home to encourage travel by walking, cycling or public transport, subject to individual development requirements	Existing staff resources	New sustainable housing design guide to include car parking ratios	New sustainable design guide issued		Ongoing	
3.4	Promote sustainable modes of transport through the planning system by: <ul style="list-style-type: none"> <li>Applying policies in the current Local Plan to support housing and non-residential development which prioritises access by walking, cycling and public transport.</li> <li>Develop new policies related to promoting sustainable transport and ensure that the accessibility of new development sites to sustainable transport infrastructure is a key aspect in decision making in</li> </ul>	Existing services budgets (note that for planning applications, advice related to sustainable transport is led by Cambridgeshire County Council)	Autumn 2021 - consultation on preferred options including policies related to sustainable transport	Summer 2022 - consultation on draft Greater Cambridge Local Plan	Submission of Local Plan for examination in Autumn 2023/Spring 2024	Autumn 2023/Spring 2024	Sustainable transport policies identified in new Local Plan implemented in new developments

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
	preparing the Greater Cambridge Local Plan.						
3.5	Developing and undertaking a programme of activities in the city to promote walking, cycling and the use of public transport across a range of settings including schools, colleges, workplaces, open spaces and communities (through the Active Travel Officer and Active Lifestyles Team)	Active Travel Officer (new post)	Job Description agreed and evaluated	Consultation paper on changes within Streets and Open Spaces structure	Implementation of structure changes and recruitment to Active Travel Officer	November 2021	
3.6	Encouraging attendees and contractors at Council run events, including the Cambridge Folk Festival and Corn Exchange, to consider more sustainable transport options when travelling to events, and working with the County Council transport team to ensure the city evening economy is served by sufficient bus transport taking people back out to outlying towns and villages.	Existing budget and staff resources.	Oct 21 and ongoing - Devise and implement a marketing campaign within the event marketing to communicate sustainable transport options.	Oct 21 and ongoing - Establish a joint marketing and services with Stagecoach and other public transport providers i.e. Shuttlebus from the station to Big Weekend.	Increase cycle parking at Bonfire Night and Big Weekend.	Ongoing to March 2026	
3.7	Completing installation of 18 rapid and 3 fast electric charge points for taxis in Cambridge by 2021	£100k City Capital; £100k GCP capital; £426k OLEV Grant Funding	Four Sites (8 Rapids by March 2019) Completed	Remaining 13 Chargers installed by end of December 2021		December 21	
3.8	Requiring all new taxis registered in Cambridge to be Ultra Low Emission Vehicles (ULEVs) or zero emissions vehicles from 2020, and all taxis to be ULEVs or zero emissions vehicles by 2028	Early adopter fee waiver budget of £150k, all other costs within normal revenue	Policy adopted; June 2019	Policy implemented from 1st April 2020	All Licensed Taxis ULEV by 31st December 2028	2028	

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
3.9	Using guidance in the Sustainable Design and Construction Supplementary Planning Document to require provision of electric vehicle charging points in future new housing and non-residential developments and consider the need for new policies in the Greater Cambridge Local Plan to support the electrification of transport.	Existing staff resources from Greater Cambridge Shared Planning Service (GCSP) and Environmental Health	Autumn 2021 - consultation on preferred options including policies related to EV charge point provision	Summer 2022 - consultation on draft Greater Cambridge Local Plan		Ongoing	% of active charge points provided as part of overall parking provision per application.
3.10	Procuring a commercial partner by 2022 to deliver electric vehicle charging infrastructure in Council car parks and other Council-owned land and sites.	Net zero capex/opex for the Council solution	Procurement currently underway	Award of contract Sept/Oct 21	First Install start late 21	December 2022	
3.11	Working with Cambridgeshire County Council and UK Power Networks to facilitate on-street residential electric charge points where there is no scope for off-street charging. 3 initial pilot schemes for 'charging collectives' will be procured during 2021.	£100K City Council Capital allocation; £119k OZEV ORCS Funding; £ 1 million+ UKPN Green Recovery Fund	Funding Secured from UKPN and OZEV completed in June 2021	Procure contractor for supply, installation, running, maintenance of charge points. (BP Chargemaster Pulse awarded July 2021)	Install and deliver 38 in street charging sockets for public use by April 2022	April 2022	
3.12	Working with Cambridgeshire County Council and the CPCA on a wider electric vehicle charging strategy.					Ongoing	

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
3.13	Working with GCP and bus operators to explore opportunities for further investment in electric buses.	City, GCP and CPCA officer time	February 2020 – launch of electric bus trial	August 2021 – CPCA submission of bid for DfT ZEBRA funding for 30 additional electric buses	[If bid is successful] deployment of additional buses from mid-2022	Ongoing	Reduction in carbon emissions in Cambridge as a result of reduced diesel fuel consumption by buses

Ref	Action - please review wording	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
4.1	Funding activities through the Council's Sustainable City Grants by voluntary and community groups to reduce consumption and increase repair, re-use and recycling	Climate change Officer - assessment of applications for funding from the Sustainable City Grant (SCG) and Grants Team officers - administration of grants process.	Applications for the 2022/23 SCG are assessed and funding agreements finalised.	Applications for the 2023/24 SCG are assessed and funding agreements finalised.	Applications for the 2024/25 SCG are assessed and funding agreements finalised.	Annually	Reduction in emissions in the City as a result of reduced energy consumption, waste or reduced transport powered by fossil fuels.
4.2	Supporting the national Refill campaign by promoting over 100 free drinking water taps in Cambridge, including a number of drinking taps and fountains provided by the Council.	Within existing staff resource and use of S106 monies (when appropriate)	Web site and Web App presence. <a href="https://www.refill.org.uk/refill-cambridge/">https://www.refill.org.uk/refill-cambridge/</a>	Additional water fountains installed.		Ongoing	

Ref	Action - please review wording	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
4.3	Reducing plastics usage at Council-run events such as Cambridge Folk Festival and the Big Weekend	Within existing budgets and staff resource	Oct 21 - Require caterers to not use single use plastics or plastic condiment sachet	Dec 2021 - Devise and implement influencing campaign to influence other departments and contractors	Jun 2022 - implement analysis of each event (by section) to provide quantitative data to measure against	Ongoing	
4.4	Extending trials of separate collections of food waste to more households (evidence to date suggests this increases recycling of food waste and ultimately reduces the amount of household food waste).	Within existing budget and, in the future, central government funding	December 2020-phase 2 of trial implemented to make 4,000 HH on trial in total	December 2021 phase 3 of trail implemented to add a further 5,000 on the trail	Winter 2021_22-outcome of national waste strategy to guide future development	Mar-22	Reduction of amount of food waste in the black bin, currently 30%. To be measured by Waste analysis
4.5	Continue communications campaigns to raise awareness and encourage residents to recycle more, using communications channels such as events, social media, leaflets and residents' magazines	Within existing budget	May 2021-delivery of food waste reduction bin sticker campaign to 2,000 houses	December 2021 phase 2 of bin sticker campaign	March 2022-participation in national food waste action week	Ongoing	Delivery of at least 5,000 stickers and delivery of national campaign locally
4.6	Encouraging businesses to take-up recycling and food-waste collections provided by the Council on a commercial basis	Within existing budgets	April 2022-number of new customers of proceeding year	April 2023-number of new customers of proceeding year	April 2024-number of new customers of proceeding year	Ongoing	60 per year
4.7	Working with leading businesses and manufacturers to reduce packaging and make products more re-useable and recyclable	Within existing budgets	December 2021 - review outcome of national waste strategy and impact of packaging production			Ongoing	

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
5.1	Incorporating sustainable food principles in council catering and at Council-run events where possible	This is dependent of food providers at council run events that are directed by the fair terms and conditions set out in council licenses and contracts.	Contracts and licenses are continually being reviewed to incorporate sustainable food principles, where possible, within the legal frameworks that apply.			Ongoing	
5.2	Work in partnership with local voluntary and community groups to address food poverty, including working with Cambridge Food Poverty Alliance and Cambridge Sustainable Food to develop a food re-distribution hub	a) use of county council funds to support fuel/food poverty projects b) £100K capital funds allocated for re-distribution hub c) Staffing resourced through community services baseline budget	August 2021: £30K (county funding) redistributed to vol orgs for summer hols, food/fuel poverty programmes	Re-distribution hub re-locates on/before Autumn 2022		Autumn 2022	
5.3	Supporting the work of local Community Food Hubs to provide free, sustainable food to residents affected by the Covid-19 pandemic	Staffing resourced through community services baseline budget. Funding provided through Covid funding streams	Funding provided to: CECF / CSF /Foodbank to support emergency food/ pandemic recovery			2021	
5.4	Continuing to work with the Cambridge Sustainable Food network towards achieving the Sustainable Food Cities Network Silver Award for Cambridge, and	CSF has provided resources in terms of officer time to assemble and submit applications.	The Silver Award was assigned by Sustainable Food Places to Cambridge City on 2 July. Work	Prepare a submission of interest for Gold Award for the city by the end of September 2021	Final application for Gold Award submitted by end of April 2022	Decision made in May 2022 and announcement provided at SFP annual	Gold Award achieved in June 2022

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
	exploring opportunities to apply for the Gold Award	Partners to contribute actions.	has begun to prepare an outline submission for Gold Award			conference in June 2022	
5.5	Encouraging residents to choose sustainable, local food and to reduce meat consumption through corporate communications messages	Existing staff resource	Communications prepared to coincide with COP26 in November 2021	Communications prepared to coincide with upcoming national awareness days		Ongoing to March 2026	Ongoing
5.6	Maintaining the current level of occupancy rates at existing allotments and supporting take-up of new community gardens and allotments in growth sites to encourage residents to grow their own food	Existing staff resource	Regular inspections for non-cultivation, followed by enforcement leading to termination so plots can be allocated to those on the waiting lists	Allocation of new and existing plots as soon as they are made available		Ongoing	Ongoing
5.7	Using guidance in the Sustainable Design and Construction Supplementary Planning Document (SPD) to encourage developers to incorporate food growing in new housing and non-residential development (e.g. providing fruit trees, roof top gardens and growing space as part of landscape design)	Existing service budgets				Ongoing until new Greater Cambridge Local Plan comes into force	
5.8	Working with local voluntary and community groups and other partners to promote sustainable	Use of Sustainable City Grant to fund activities	Projects funded for delivery in 2022/23	Projects funded for delivery in 2023/24	Projects funded for delivery in 2024/25	Ongoing to March 2026	Ongoing (annually through Sustainable City Grants)

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
	food practices to local businesses						

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
6.1	Developing an Environmental Management System (EMS) for Environmental Services activity and seek ISO40001 accreditation. This will include a focus on reducing water consumption, potentially through reduce plant watering and sourcing water through rainwater harvesting systems for plant watering and public toilets.	Existing staff resource	Audit and draft an EMS for S&OS.	Implement and carry out first assessment of EMS effectiveness	Modify EMA and seek achievement if accreditation to ISO 14001	March 2022	
6.2	Working with Cambridge Water to promote water saving messages to residents and businesses	Existing staff resource	Communications prepared to coincide with upcoming national awareness days			Ongoing to March 2026	Water consumption of homes and businesses reduced
6.3	Promoting the use of council pools/ paddling pools/ splash pads in the event of hosepipe bans in conjunction with the local water company, to encourage residents to utilise council facilities instead of using water to fill up garden paddling pools etc.	Social media and web-based messaging.	This action will only be implemented if there is a hose pipe ban and will come into actioning then	N/A	N/A	N/A	Ongoing
6.4	Requiring new housing to meet the water efficiency standards in the current Local Plan (maximum	Existing service budgets	Autumn 2021 - consultation on preferred	Summer 2022 - consultation on draft		Ongoing until adoption of the Greater	All housing developments to

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
	of 110 litres/person/day) and explore where higher standards may be needed in the new Local Plan.		options including options related to enhanced levels of water efficiency	Greater Cambridge Local Plan		Cambridge Local Plan (submission date for examination Autumn 2023/ Spring 2024)	achieve 110 litres/person/day
6.5	Exploring opportunities to manage climate risks through policies in the new Local Plan, subject to the outcomes of the current national consultation on planning reforms. This could include: water efficiency policies to help reduce water consumption and manage water resources; designing buildings that are simple to keep cool; and Sustainable Drainage Systems (SUDs) measures to help reduce flood risk.	Existing service budgets	Autumn 2021 - consultation on preferred options including options related to designing for a changing climate and flood risk and sustainable drainage	Summer 2022 - consultation on draft Greater Cambridge Local Plan	Submission of Local Plan for examination in autumn 2023/ spring 2024	Autumn 2023/ spring 2024	
6.6	Increasing the tree canopy cover through tree planting and protection on public and private land, and using parks, open spaces and other green infrastructure in the city to help regulate temperatures.	Existing service budgets and grant funding (e.g. Interreg funding for the Nature Smart Cities across the 2 Sea project and the Cambridge canopy project pilot)	Complete our commitments to the Nature Smart Cities across the 2 Seas project. 2022	New tree strategy. 2026	2% increase in tree canopy cover. 2050	2050	330.3 tCO <sub>2</sub>
6.7	Providing advice to residents on how to reduce health risks during heatwaves	Existing staff resources	Communications prepared to coincide with summer / usual			Ongoing to March 2026	Increased awareness of health risks during heatwaves

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
			heatwave periods				
6.8	Working with Cambridgeshire County Council and other partners in the Cambridgeshire & Peterborough Flood and Water Management Group (CP FloW) to manage climate change-related flood risks.	Existing staff resources	Continuing to work with the partnership including inputting into the local flood risk management strategy action plan - October 2021 deadline for review of the most recent draft	Local flood risk management strategy action plan approval due- December 2021		Ongoing	
6.9	Delivering a measurable biodiversity net gain on the City Council's estate through enhanced management of existing Local Nature Reserves and making parks and housing open spaces more hospitable to wildlife through creation of meadows, scrub and woodland.	Adoption and implementation of new Biodiversity Strategy and Action Plan- existing revenue budgets, S106 and EIP projects.	30/11/21 Complete consultation on draft Biodiversity Strategy, amend and create Action Plan	January 2022: Present final Biodiversity Strategy and Action Plan for adoption at Environment & Community Scrutiny Committee		Ongoing	Measurable biodiversity net gain on the City Council's estate
6.10	Engaging and influencing individuals, institutions and businesses to take steps to make their land more hospitable and permeable to wildlife and help create a citywide network of sites.	Adoption and implementation of new Biodiversity Strategy and Action Plan- existing revenue budgets, S106 and EIP projects.	30/11/21 Complete Consultation on draft Biodiversity Strategy, amend and create Action Plan	January 2022 - Present final Biodiversity Strategy and Action Plan for adoption at Environment & Community Scrutiny Committee		Ongoing	Ongoing

Ref	Action	Resources	Milestone 1	Milestone 2	Milestone 3	Completion date	Target
6.11	Implementing projects to manage water courses and improve biodiversity, including a project to improve rare chalk stream habitats in Cambridge. Initial work will focus on Cherry Hinton Brook, Vicars Brook at Coe Fen, and Coldham's Brook on Stourbridge Common.	June 2021 Cherry Hinton Brook and Vicars Brook works complete	Secure Pebble Funding - October 2021	December 2021 - Implement tree and scrub works along Coldham's Brook	March 2022 - Implement in channel Coldham's Brook enhancements approx 200m	Ongoing	Ongoing
6.12	Move to cease the use of herbicide on grass road verges and trial using a new grass cutting and collecting machine, which will reduce cuttings left on verges, reduce the fertility of the soil for wildlife and support biodiversity.	New resource secured on a temporary contract	Scope the use of a Trial following the Council Motion on the 22nd July 2021.	Report to Committee in late 2021 or early 2022	Trial underway in agreed locations Spring 2022	March 2022	

## Appendix B – Carbon Management Plan - 2021/22 projects

2021-22 Projects	Cost	Climate Change Fund contribution	Contribution from other sources	Estimated annual energy savings (kWh)	Estimated annual carbon savings (tCO2e)	Estimated annual financial savings	Financial payback	LATEST UPDATE ON PROJECT AS OF AUGUST 2021
<b>LEISURE SITES</b>								
Parkside Pool: Installation of 2 ASHP, additional solar PV, LED lighting, BEMS and pipework insulation.	£988,946	-	£988,946 PSDS application	1,739,437	336	£27,689	35.7	In Progress: Planning permission has been approved. Due to be completed before March 2022.
Parkside Pool: Replacement and reduction of boiler provision	£227,370	-	£227,370 Capital	175,674	32.3	£4,392	51.8	In Progress: Due for completion before March 2022 – linked to above project.
Abbey Leisure Complex: Installation of a 300kW ASHP, BEMS, LED lighting and pipework insulation.	£717,601	-	£717,601 PSDS application	872,384	184	£1,046	686	In Progress: Changed from GSHP to an ASHP. Due to be completed before March 2022.
<b>CORN EXCHANGE</b>								
Corn Exchange: New heating boilers, HVAC and insulation of pipework, BEMS and LED lighting.	£119,208	-	£119,208 Capital	208,534	43	£7,074	26.4	In Progress: ESPC & JCT Contracts to be signed imminently with Bouygues. Due for completion in October 2021.
<b>CREMATORIUM</b>								
Crematorium: HVAC improvements, BEMS, LED lighting, insulation.	Estimated: £39,902	-	£39,902	141,932	28	£4,327	9.2	Further Investigation Required: Ongoing.

2021-22 Projects	Cost	Climate Change Fund contribution	Contribution from other sources	Estimated annual energy savings (kWh)	Estimated annual carbon savings (tCO2e)	Estimated annual financial savings	Financial payback	LATEST UPDATE ON PROJECT AS OF AUGUST 2021
<b>STREETLIGHTING</b>								
Streetlighting: Replacement of remaining HRA street lamp columns and lanterns with LED units. Estimated 63% reduction on the baseline.	£1,013,205	-	£1,013,205	97,925	27.2	TBC	TBC	Delayed: There have been delays due to data issues. Surveys have been completed and contracts and the business case are currently being finalised to enable works with Bouygues to start. Project will need to be moved to 2022/23.
Stanton House: Replacement of existing heating system (gas boilers supplying 4 properties) with separate communal and flat heating systems.	Estimated: £850,000.	-	Estimated: £850,000.	TBC	TBC	TBC	TBC	Delayed: To be postponed until 2022/23 or 2023/24. Project is on the planned works programme but due to works not being able to be carried out in sheltered housing due to Covid and delays caused by exploring options including how the building could achieve net zero carbon, this project will need to be moved to a subsequent year.
<b>LANDLORD LIGHTING IN AUTHORITY OWNED HOUSING</b>								

2021-22 Projects	Cost	Climate Change Fund contribution	Contribution from other sources	Estimated annual energy savings (kWh)	Estimated annual carbon savings (tCO2e)	Estimated annual financial savings	Financial payback	LATEST UPDATE ON PROJECT AS OF AUGUST 2021
Sackville Close: Replacement of communal lights with LED lamps and appropriate controls.	£56,000	-	TBC	TBC	TBC	TBC	TBC	In progress: Works underway, completion expected in September 2021
<b>FLEET</b>								
Shared Waste Service: Purchase of 5 further electric Refuse Collection Vehicles (RCV) for use across the service.	TBC	-	TBC	TBC	TBC	TBC	TBC	In Progress: Orders have been placed for a further 2 electric RCVs which are due for delivery between Dec 2021 and the end of March 2022. The remaining 3 vehicles have not been ordered yet.
<b>CAR PARKS</b>								
Grand Arcade Annex: Air Handling Unit replacement	£38,564		£38,564	TBC	TBC	TBC		In progress: New fan motors have been installed and a building energy management system (BEMS) will be installed in 2021. The new fans are more efficient and a new the BEMS (Building Energy Management System) will improve control and therefore the efficiency of the operation of the fans.

## **Appendix C - UK100 Net Zero Pledge**

As local leaders across the UK, we recognise our responsibility to tackle the climate emergency and take bold action towards Net Zero.

We will continue to lead the UK's response to climate change, acting sooner than the government's goal by making substantial progress within the next decade to deliver Net Zero. We will use our experience and achievements to advocate to the UK government in order to accelerate the delivery of ambitious local climate action. With greater powers and funding, we would go further.

We commit to do everything within our power and influence to rapidly reduce our greenhouse gas emissions and work with our residents and businesses to bring our wider communities' emissions in line with Net Zero as soon as possible.

We pledge to understand our impact on climate change, prioritise where action needs to be taken and monitor progress towards our goals. We will reduce our emissions at source and limit the use of carbon offsets as part of the global effort to avoid the worst impacts of climate change.

We are closer to the people who live and work in our communities, so we have a better understanding of their needs. This means we can collaborate with them to build consensus for the solutions we need to transition to a Net Zero society that delivers multiple benefits and is fair, just and works for everyone.

## Appendix D – ClimateView charts

### Chart 1 – Heat pumps – zero carbon by 2050 transition



### Chart 2 - Heat pumps – 2030 zero carbon transition

