



Cambridge City Council  
**Strategy and Resources Scrutiny Committee**

**Date:** Monday, 5 July 2021

**Time:** 5.00 pm

**Venue:** Main Room - The Cambridge Corn Exchange, 2 Wheeler Street, Cambridge, CB2 3QB

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

**Agenda**

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Minutes (Pages 5 - 34)
- 4 Public Questions

**Decisions for the Executive Councillor for Strategy and External Partnerships**

- 5 Combined Authority Update (Pages 35 - 54)

**Decisions for the Executive Councillor for Finance and Resources**

- 6 3Cs Legal and ICT Services and Greater Cambridge  
- Internal Audit Shared Service - 2020/21 Annual  
Reports (Pages 55 - 78)
- 7 Annual Complaints Report 20/21 (Pages 79 -  
124)
- 8 Update on City Business Support and Recovery (Pages 125 -  
168)
- 9 Annual Treasury Management Outturn Report (Pages 169 -  
2020/21 190)
- 10 2020/21 General Fund Revenue and Capital (Pages 191 -  
Outturn, Carry Forwards and Significant Variances 242)

**Strategy and Resources Scrutiny Committee Members:** Robertson (Chair), H. Davies (Vice-Chair), Bick, Dalzell, Healy and S. Smith

**Alternates:** O'Reilly, Payne and Scutt

**Executive Councillors:** Davey (Executive Councillor for Finance and Resources) and Herbert (Executive Councillor for Strategy and External Partnerships)

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**STRATEGY AND RESOURCES SCRUTINY COMMITTEE**

8 February 2021

5.00 - 10.04 pm

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

Executive Councillors: Davey (Executive Councillor for Finance and Resources), Herbert (Executive Councillor for Strategy and External Partnerships) and Massey

**Other Councillors present:** Executive Councillors: Johnson, Massey, Moore, Smith and Thornburrow Opposition Spokes: Martinelli, Matthews, Payne and Porrer

**Officers:**

Interim Chief Executive: Andrew Grant

Director of Planning and Economic Development: Stephen Kelly

Strategic Director (FB): Fiona Bryant

Strategic Director (SH): Suzanne Hemingway

Head of Corporate Strategy: Andrew Limb

Benefits Manager: Naomi Armstrong

Head of Finance: Caroline Ryba

Head of Property Services: Dave Prinsep

Public Realm Engineering & Project Delivery Team Leader: John Richards

Committee Manager: Sarah Steed

Meeting Producer: Liam Martin

**FOR THE INFORMATION OF THE COUNCIL****21/1/SR      Apologies for Absence**

No apologies were received.

**21/2/SR      Declarations of Interest**

Name	Item	Interest
Councillor Barnett	21/15/SR	Personal: Referred to fees and charges element of agenda item 15. Employer (Addenbrookes) may incur charges.

**21/3/SR Minutes**

The minutes of the meeting held on 5 October 2020 were approved as a correct record and signed by the Chair.

**21/4/SR Public Questions**

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

**Question 1.**

- i. Was the Chair of the Federation of Cambridge Residents and a Friend of Cambridge Market.
- ii. Referred to BSR bid S4759 which proposed cutting the graziers' pinder out of hours emergency service, noted that the graziers said that Cambridge City Council received all the agricultural subsidy payments for the common land and would have additional income from the grazing.
- iii. The BSR bid I14754 referred to creating new business opportunities on Cambridge's Parks and Open Spaces. Noted that residents were concerned that 'riverscape' opportunities may make some spaces honeypot destinations and increase footfall on unique green spaces which were already very fragile. Last year with more people outdoors on the commons CamCattle said they had 4 cattle in the river. A young heifer died after swallowing a plastic bag.
- iv. Last year the Council granted planning permission for a trail of plastic cows on the city's parks and open spaces, which trail organisers described as being 'inspired by the rare Red Poll cattle breed, which in the warmer months can be found grazing on Midsummer Common'. The cows were scheduled to be on the city's parks and open spaces from April to June. Concrete plinths had already been installed on Queen's Green on the Backs. The Council was one of the cow trail sponsors.
- v. An article in the *New York Times* in 2018 highlighted that Cambridge's famous 'rus in urbe style' of cows grazing on Cambridge Commons was admired all over the world.
- vi. Residents questioned why the council and businesses were sponsoring plastic cows on the city's Backs and Commons inspired by the red poll cattle at the same time as they were cutting financial support for Cambridge's real cows.

- vii. Traders, residents and shoppers, reiterated concerns at the recent Environment and Community Scrutiny Committee that there appeared to be little knowledge about the operational running of a traditional market and the need for business continuity. Over 7330 people signed a petition to keep the market open so that locally produced food could be sold outside at Cambridge market.
- viii. The Cambridge Independent reported that established market traders such as CamCattle, whose red poll cattle graze on Midsummer Common and Grantchester Meadows, were seeking support. Over 80 % of CamCattle sales were at the market.
- ix. Asked if there had been any assessment of environmental capacity and the impacts that a) increased visitor numbers and b) income generating activities would have on the cows and wildlife on Cambridge's parks and commons.

The Executive Councillor for Planning Policy and Open spaces responded:

- i. The cows were a very important part of the city's tradition. As the land was common land, people were able to bring cows on to the common land.
- ii. Had been in discussion with the graziers about their needs. Was aware of the issue of cows making their way to the river and the bid included a ramp which would make it easier to get cows out of the river.
- iii. Had consulted with the graziers and the bid was only concerned with 'out of hours' cover.
- iv. Would be looking for expressions of interest and ideas to be brought forward for new activities to take place on open spaces. Biodiversity would need to be protected. Could consider an outdoor cinema. Could look at repurposing redundant buildings. Any idea would have an environmental impact assessment.

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

- i. The bid project could be a trail of anything, similar events had taken place across the UK. Local artists painted something which created a trail across the city.

The member of the public made the following supplementary points:

- i. Did not feel the Executive Councillor had addressed their question regarding environmental capacity.
- ii. Referred to Planning and Transport Scrutiny Committee where the Director of Planning stated that the 'Making Spaces document' was not going to be a supplementary planning document (SPD) this was instead going to be replaced by a higher level more agile strategy.
- iii. Asked if the Executive Councillor was privatising the open spaces. Referred to issues Edinburgh had experienced with 'underbelly'.

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

- i. Projects looked at so far included the improvement of toilets at Cherry Hinton Hall and the possibility of a café. This had a playground and there was a separate bid to improve the playground. This was about small projects to improve open spaces and provide better facilities to residents and visitors to the open spaces.

The Executive Councillor for Planning Policy and Open spaces responded:

- i. Any proposals regarding the open spaces would be assessed to ensure there was no impact on biodiversity / to the cows. Consultations would also be carried out with 'Friends' groups.

#### Question 2

- i. Had been a resident of Cambridge for over 40 years and had worked for the City Council for over 20 years. As Historic Environment Manager for the City Council, finalised the 2006 Historic Core Conservation Area Appraisal. Was a friend of Cambridge Market.
- ii. Sought public clarification of relationships between the projects for Cambridge Market Square, 'Making Spaces for People', and 'Cambridge Visitor Welcome'. These projects impinged on the public realm of the city centre, proposals for which are of concern to all who lived in Cambridge.
- iii. The brief outline of the 'Cambridge Visitor Welcome' project in Item 7 gave no detail of what was proposed or where. Referred to the Combined Authority Business Board's papers for the November meeting at which £710,000 was awarded to 'Cambridge Visitor Welcome' for Cambridge City Centre. Questioned why the key document was marked "Confidential" and why no details of the proposals had been made public since the decision.
- iv. Asked what was proposed. Asked if the proposals were only for the public realm, or if they used vacant shop units. Questioned their impact on the Market Square, on King's Parade, and other streets and spaces rated "Very High" or "High" significance in the Historic Core Conservation

Area Appraisal. Asked how it would be ensured that the Visitor Welcome project proposals were appropriate and of the quality essential for the historic city centre.

- ii. Asked where the proposed additional seating would go. Thought it would be good to clear out the bike racks on Peas Hill, which was paved and given back to pedestrians through the Historic Core Appraisal.
- iii. Noted the draft Market Square proposals showed cycle parking being displaced, not provided, within a city centre which had a very serious cycle parking capacity issue.
- iv. Asked what if any bids were being made for finance for long-term cycle parking solutions to free up space for people.
- v. Asked if the Executive Councillors would commit to:
  - a) ensuring that development of proposals for the city centre were subject to full transparency from now on, and
  - b) that there was full public involvement in the development of a long-term vision for the City Centre.
- vi. Noted that the Market Square was prime public space and that apart from the City and County Councils the entities involved in these projects were the university, corporate or private interests such as Cambridge BID and Cambridge Visitor Welcome. None of which were accountable to the public. Noted that it was the responsibility of councillors to ensure transparency and to safeguard the public interest for all the people of Cambridge.

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

- i. It wasn't the City Council's decision to make documents confidential. The City Council applied for grant funding from the Combined Authority. The Combined Authority made the decision that the documents were confidential.
- ii. Applied for funding for the next stage of the market square project. The Combined Authority Business Board wanted something which could be put in place immediately as the fund was specifically to support businesses as a result of the Covid pandemic. The target was to have things in place for Summer 2021.
- iii. Last summer businesses were limited as to how many customers they could accommodate. This was meant to enable more businesses to be able to seat customers outside. That was the purpose of the grant. Felt that the City Council should apply for funding where it was able to do so and try and make the City Council's actions transparent. This was a work in progress, there was no grand plan for where the seating / heating

pods would be located. This would be considered with city centre businesses.

The member of the public made the following supplementary points:

- i. Questioned if the climate change impact of external heating pods had been considered.
- ii. In relation to CAP 4787 for the Market Square project this sought approval for work on capital investment and procurement, asked how the Council would guarantee that further development of the project would be governed by what Cambridge people wanted rather than dictates of corporate finance.
- iii. Thought the scope of this bid needed to be revised. It wrongly assumed completion of RIBA Stage 2 (Concept Design) and moving on to Stages 3 and 4, when vital parts of Stage 1 had not been completed. The RIBA says that the outcome of Stage 1 should be "Project Brief approved by the client and confirmed that it can be accommodated on the site". The RIBA Plan of Work was designed for individual building projects, rather than major public interest schemes for public space in which the public was the end user and client. The Market Square Project brief had not received public approval. Nor had it been confirmed that the project's aspirations could be accommodated on the site. The incomplete feasibility study which had been undertaken did not consider the practicality and impacts of the proposed alternative uses.
- iv. The most fundamental issue, whether it was feasible to have removable market stalls, had not yet been established. As the Executive Councillor said at the Environment and Community Scrutiny meeting "The Council have asked for a prototype to be built, if lucky this will be available before the Committee date."
- v. The whole project depended on the viability and practicability of that prototype. Unless and until these had been established, it could not be confirmed that the project aspirations could be accommodated on the site, and the requirement of RIBA Stage 1 will not have been met.
- vi. The work needing to be done now on this project related to RIBA Stage 1, including full public consultation on the brief, and thorough feasibility assessment. The bid needed to be amended accordingly.

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

- i. The aim of the project was to improve the market. The flooring was uneven. Access was difficult for those with mobility concerns or people with buggies. There was no specific area for hot food sellers who then had to be spread out around the market.

- ii. The fountain was in disrepair.
- iii. The stalls were fixed, it would have been useful during the Covid pandemic if the stalls could be moved and spaced out more.
- iv. The highway wasn't regularly used, it was visible and gave the feel of a road.
- v. The stalls need updating.
- vi. Thought the first stage of the project would have been through committee and a consultation underway.
- vii. If public opinion did not support the market proposals the Executive Councillor would have to explain why the budget bid had not been spent.

### Question 3

- i. Was a local resident and speaking on behalf of Friends of Cambridge Market.
- ii. Central SPD was to create a framework for streets and spaces in central Cambridge and to safeguard the character of existing spaces. Any market square project put in place before the SPD would be premature.
- iii. Expressed concerns regarding the amount of money spent and committed without public consent. Expressed concerns that the vision and concept designed had been concealed and was pulled from the last Environment and Community Scrutiny Committee.
- iv. The market square project was being a steam roller which was wrong.
- v. Asked how much money had already been spent on the BDP study. Asked what the £320,000 bid CAP 4787 would be spent on.
- vi. The equalities assessment for CAP 4787 reviewed the impacts on different ethnicities, people with children and disabilities but it was silent and said there was no impact on poverty ratings. Asked if current and future market traders were factored into the calculation. Asked about shoppers on low incomes. Questioned who benefited from this £320,000. Questioned if the council should spend this funding if there was no impact on poverty ratings.
- vii. The Market Square was public property, so its opportunities must be shared more and not less equitably. The Council should protect and steward this space, for the benefit of all Cambridge residents and not favour those with ample power, voice and influence.
- viii. To serve the urgent needs of individual Traders, not the market as an entity residents and visitors, the Council should provide proactive and supportive management of the traditional open Cambridge Market – focussing first on its essential infrastructure. Then the robust fixed stalls should be restored - and left exactly where they were, with renewed iconic striped coverings. Asked where the comparative cost benefit analysis of this approach was rather than one driven by private powerful

stakeholders. This should be prioritised over expensive cosmetic superficial changes in the interests of visitors.

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

- i. Questioned who the powerful private stakeholders referred to were. Thought it might be the council itself.
- ii. £158,000 had been spent on this project.
- iii. The Market Square and the Market needed investment. It had cobbles, the fountain no longer acted as a fountain and had deteriorated over time. The drains and electrics needed work. Hot food stalls needed to be spread round the market; they couldn't all be in one place which meant there couldn't be a food area. If hot food was being cooked these stalls had to be dotted around the other stalls selling jewellery, books or clothing.
- iv. The cobbles were quite uneven, difficult to walk on and were sinking in places.
- v. The square itself had the highway around it. The current proposal in the concept design was to keep the access to the highway but stop it looking like a road, because this could make people feel unsafe.
- vi. The Market Team had created a little area with six picnic benches. More wanted to be made of this area so that there was space for people to dwell and to enjoy it.
- vii. The project needed doing and they felt that having moveable stalls would have been really useful in this time, to enable as many traders as possible to trade in a safe way. There were also times, although rarely, when it would be nice to have more space on the market, for example for night markets and film nights where the stalls could be moved to enable public events.
- viii. The proposals would be consulted upon and they encouraged members of the public to respond.

The member of the public made the following supplementary points:

- i. Expressed concerns that public money and assets should not be devoted to economically and socially misguided and divisive projects. The people in the city who had been asking for the market to be used for entertainment were not market traders or people who shopped at the market. What they wanted was better conditions and opportunities for those who worked on the market. That should be the priority for the City Council not the rare events for entertainment, fair and festivals.



- ii. The Friends of Cambridge Market would like to see the Council working to restore the market not just the essential services Councillor Moore mentioned.
- iii. Asked if the market could be operated on a two-shift basis; day and evening markets. So that twice as many traders had the opportunity to establish training employment and boost the economy. Asked if this had been considered. Natural surveillance would arise from this and prevent the stalls from being used for unsavoury practices and would be much safer and welcoming in the evening.
- iv. Wanted the market to be a diverse, welcoming and inclusive place for residents not just for visitors. The needs of traders and residents were different to visitors. The focus on Welcome Cambridge was alarming for residents. Wanted the Council to commit to respecting the market square as an urban common.

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

- i. Better conditions for the market traders was at the heart of the project. The new stalls would be much improved, more water tight, slightly bigger and they would provide a covered area for shoppers if it was raining.
- ii. The project included the underground area; the toilets would be re-done. Would be getting rid of the compacter above ground and the bins would hopefully be located underground to improve the surrounding area.
- iii. If the market was more attractive to shoppers and a nicer place to be in, traders would benefit as it would be nice for the market traders and attract more people to the market. The area should be more accessible as the cobbles would be worked on so that they were flat. There would be better lighting.
- iv. A second shift was considered for the night market, there was no evidence that traders wanted to trade in the evenings. Officers worked hard to encourage traders to come to the night markets, but this turned into a free film for residents with a couple of food traders. Would be happy to hear from people if circumstances changed.
- v. There had been a number of discussions regarding how to encourage new market traders. Last summer there was meant to be a National Young Market Traders Winners event which was unfortunately cancelled due to the Covid pandemic.

## **21/5/SR To note Officer Urgent Decision**

### **5a Discretionary Self-Isolation Payments**

The Committee made the following comment on the self-isolation payment officer urgent decisions:

- i. Thought there had only been a few applications, which had resulted in grants being made. Questioned the role of the council in making grant payments. Asked if the council was just imposing further conditions on top of national criteria or whether they were two different schemes.

The Benefit Manager responded:

- i. The scheme was broadly a national scheme, with nationally set criteria. For people who were in receipt of benefits they could claim £500.
- ii. Local Authorities had been given a discretionary pot of funding to deliver a locally based scheme. There was only a short timeframe within which to devise the scheme.
- iii. Cambridge initially had low rates of infection and therefore there were few applications.
- iv. Officers had reviewed the criteria and had opened the scheme up to people on a specified income, which was broadly in line with criteria that other local authorities were applying.
- v. Central Government provided further funding in January 2021, officers reviewed the criteria and made changes. This decision was done by an urgent officer decision so that the funding criteria could be available to members of the public as soon as possible. When the criteria were reviewed, applications which were previously refused were reviewed to see whether applicants but then able to access the grant funding.
- vi. The Council had to exercise care when awarding grant funding as once the funding pot had been used no further Central Government funding was expected. There was therefore a balance to be struck between ensuring that members of the public had access to funding but also ensuring that the grant fund was not spent all at once.

The decision was noted.

#### **5b Discretionary Self-Isolation Payments - revised**

The decision was noted.

#### **5c Addressing The Implications For Businesses And The City Centre In The Context Of The Coronavirus Restrictions**

The decision was noted.

**5d Discretionary Self-Isolation Payments - revised 28.1.21**

The decision was noted.

**21/6/SR King's Parade - Vehicular Access Restrictions****Matter for Decision**

The report sought the Executive Councillor for Transport and Community Safety's support for work to enable the existing temporary barrier apparatus to remain in place from July 2021, whilst a more suited longer-term solution is developed.

**Decision of the Executive Councillor for Transport and Community Safety**

- i. Noted the outcomes of public and stakeholder engagement and consultation, and behavioural monitoring, on the interim scheme introduced from January 2020;
- ii. Noted the impact of the Covid-19 pandemic on every-day life and visitor numbers to the city, and the limitations on undertaking a fully comprehensive evaluation of the scheme's effects, through 2020;
- iii. Supported a request to Cambridgeshire County Council for Traffic Regulation Orders to become permanent, enabling the existing controls and a fuller appraisal of their effects to continue beyond 13th July 2021;
- iv. Requested that officers continue to investigate and develop a more sympathetic and suited longer-term solution that addresses the primary limitations of the existing interim scheme and aligns with parallel work with partner organisations and groups to better manage access to the city-centre.

**Reason for the Decision**

As set out in the Officer's report.

**Scrutiny Considerations****Any Alternative Options Considered and Rejected**

Not applicable

**Scrutiny Considerations**

The Committee received a report from the Public Realm Engineering & Project Delivery Team Leader.

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

- i. Noted that more people disagreed that the barrier improved safety and the environment. The current barrier needed to be replaced with something better. Expressed concern that the committee were being asked to make a restriction permanent and that the current barrier's location may not be the most suitable permanent location. Questioned why the County Council as Highway Authority were not leading on this project.
- ii. Noted that a minority of consultation responses felt that the barrier provided safety and environmental improvements. Noted that work could be done to see if the barrier could be located somewhere else, but a barrier needed to be present to protect the public. Noted that the visual impact was not good and a longer-term solution was needed. Disabled drivers needed to be considered.
- iii. Noted that the threat of terrorism needed to be taken seriously but also noted the impact the control would have on the architecture in the area.
- iv. Noted that cyclists felt the barrier made them feel less safe.
- v. Noted at section 6.9 of the officer's report that there was little change in the personal injury reports. Also noted that 2020 was an unusual year and the respondents to the consultation may not reflect those if it was undertaken in more usual times.

In response the Public Realm Engineering & Project Delivery Team Leader said the following:

- i. The interim scheme had shown potential benefits of the barrier controls. Noted the consultation responses provided mixed views on the barrier. It was hoped that the negative features of the temporary barrier could be addressed in any replacement scheme which came forward.
- ii. Temporary and experimental orders had a maximum duration of 18 months this being considered a reasonable period to be able to test the benefits of the controls. After 18 months the controls are removed or made permanent.
- iii. The County Council were a party to the discussions and were supportive of bringing the controls forward. The City Council would lead on the introduction of controls because the City Council understood the city's needs more than the County Council.
- iv. The number of personal injury accidents did fluctuate, and it was better to judge this based on 3-5 year period. Personal injuries in the area were running at 1-2 per year. Noted in 2019 there were 4 cases. The County Council did not have any personal injury cases recorded however was aware from a consultation response that there had been a cycling conflict

incident. It seemed that the personal injury rates were similar to the rates before the temporary barrier was put in place.

The Executive Councillor for Transport and Community Safety commented:

- i. Work was in place for a new barrier location, the current location was not fixed.
- ii. Kings Parade was identified as a high-risk area.
- iii. Work was on-going and the public would be consulted on the final design to ensure that it suited the city and the historic core.

The Committee voted on recommendations 2.1 (i), (ii) and (iv) these were endorsed unanimously.

The Committee voted on recommendation 2.1 (iii) this was endorsed by 4 votes to 0.

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

## **21/7/SR      Update on the Work of Key External Partnerships**

### **Matter for Decision**

This report provided an update on the work of the following partnerships:

- The Cambridgeshire and Peterborough Combined Authority (including the Business Board)
- Greater Cambridge Partnership
- Fast Growing Cities
- London-Stanstead-Cambridge Consortium, and the
- Cambridge – Milton Keynes – Oxford Arc.

### **Decision of the Executive Councillor for Strategy and External Partnerships**

- i. Noted the contents of the report and agreed to continue to work with the Greater Cambridge Partnership, Cambridgeshire and Peterborough Combined Authority, Fast Growing Cities, London-Stanstead-Cambridge Consortium and the Cambridge – Milton Keynes – Oxford Arc, so that the Council and its partners can address the strategic issues and challenges affecting Cambridge City, to the overall benefit of citizens.

**Reason for the Decision**

As set out in the Officer's report.

**Scrutiny Considerations****Any Alternative Options Considered and Rejected**

Not applicable

**Scrutiny Considerations**

The Committee received a report from the Head of Corporate Strategy.

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

- i. Noted the County Council had put a number of residents parking schemes on hold. Asked whether there was any progress on this. Noted a motion had been tabled regarding this at the last County Council Full Council meeting.
- ii. Asked for an update on the Combined Authority's affordable housing programme and Eastern Access project.
- iii. Noted the Combined Authority were running an e-scooter pilot and asked whether there was a public process for people to be able to provide feedback.
- iv. With regards to the Cambridge to Oxford Arc noted concerns regarding sustainability of water supply and that earlier reports of the Arc stated that water usage could double which could impact on ecological issues.

In response the Executive Councillor for External Partnerships said the following:

- i. Expressed disappointment regarding the County Council's decision to put residents parking schemes on hold. Noted funding was still available and that a couple of schemes had been implemented.
- ii. Had questioned the Mayor on what had happened to the £45 million of the £100 million affordable housing scheme. The Combined Authority Mayor had stated that the scheme was about to be approved however he was not persuaded that the Civic Servants were persuaded. There had been a good response to the Eastern Access Project consultation and the dialogue would continue. There were a range of issues affecting the eastern wards. Improvements were required on Newmarket Road.
- iii. The Cambridge to Oxford Arc wasn't a massive growth zone; there were issues regarding connectivity and different needs of specific sections. A document had been published looking at the impact on Chalk Streams which was also being considered as part of the Joint Local Plan. Noted

that the Liberal Democrat amendment regarding water conservation options for the existing housing stock had been supported at Housing Scrutiny Committee.

The Executive Councillor for Transport and Community Safety said the following:

- i. Would discuss with officers how information could be put on the City Council's website to advise members of the public to direct any feedback regarding the Combined Authority's e-scooter pilot scheme to Voi and the Combined Authority.

The Committee noted the recommendations.

The Executive Councillor noted the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

## **21/8/SR      Cambridge City Housing Company Update**

### **Matter for Decision**

The report presented an update on the Council's intermediate housing company, Cambridge City Housing Company Limited (CCHC).

### **Decision of the Executive Councillor for Strategy and External Partnerships**

- i. Noted the comments of the Strategy & Resources Scrutiny Committee on the draft Business Plan; and
- ii. Informed the Board of Directors of Cambridge City Housing Company of the comments of the Strategy & Resources Scrutiny Committee/Council for consideration in finalising the Business Plan
- iii. Requested a further review of the Housing Company's acquisition policy and future plans prior to the Council's loan refinancing due in April 2022.

### **Reason for the Decision**

As set out in the Officer's report.

### **Scrutiny Considerations**

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

Not applicable

### **Scrutiny Considerations**

The Committee received a report from the Head of Finance.

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

- i. Noted that when the Housing Company was originally set up, properties were put into the company which the council intended to let at sub-market rent. Asked what level this was in relation to market rent.
- ii. Noted that properties released from the Housing Revenue Account which were used to house homeless people was an expansion of Town Hall lettings which was previously run through the private sector. The existing programme intended to provide sub-market rents.

The Scrutiny Committee resolved by 5 votes to 0 to exclude members of the public from the meeting on the grounds that, if they were present, there would be disclosure to them of information defined as exempt from publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. Responses to the members' questions are not included within the minutes as these were provided during exempt session.

The Committee unanimously endorsed the recommendations.

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

## **21/9/SR      Cambridge North East**

### **Matter for Decision**

The report provided an update on the North East Cambridge (NEC) programme and outlined progress against the three key projects associated with its strategic regeneration.

### **Decision of the Executive Councillor for Strategy and External Partnerships**

- i. Noted the update on progress across the programme
- ii. Noted the progress against the projects which are managed in line with their statutory and legal governance and management arrangements.



- iii. Noted that a further update will be submitted to Strategy and Resources committee in 2022 (any reserved matters decision requirements will be reported to the relevant Committee and Anglian Water's Board as required)

**Reason for the Decision**

As set out in the Officer's report.

**Scrutiny Considerations****Any Alternative Options Considered and Rejected**

Not applicable

**Scrutiny Considerations**

The Committee received a report from the Strategic Director.

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

- i. Noted a dip in housing provision since the Darwin Green development as there were no other major schemes which had been brought forward.
- ii. The NEC development was an important site which was adjacent to the city and was in a sustainable location but there was still a lot of work which needed to be done to address sustainability aspects of the development.
- iii. Asked for clarification regarding the density of the development.

In response the Strategic Director said the following:

- i. The proposals regarding the density of the development were still at an early stage; a balance was required between the needs of a new district and any planning framework determined. On the core part of the site there would be a normal range of housing with 2-3 storeys, 4-6 storeys and 8 storeys. The project was still in the early stages.

The Committee endorsed the recommendations.

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

**21/10/SR Combined Authority Update**

**Matter for Decision**

The Officer's report provided an update on the activities of the Cambridgeshire and Peterborough Combined Authority since the 5 October 2020 Strategy and Resources Scrutiny Committee.

**Decision of the Executive Councillor for Strategy and External Partnerships**

- i. Noted the update provided on issues considered at the meetings of the Combined Authority Board held on the 25 November (reconvened on 27 November 2020) and on 27 January 2021.

**Reason for the Decision**

As set out in the Officer's report.

**Scrutiny Considerations****Any Alternative Options Considered and Rejected**

Not applicable

**Scrutiny Considerations**

The Committee received a report from the Head of Corporate Strategy.

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

- i. Noted from the November Combined Authority Board meeting that a special purpose vehicle had been created for the Cam Metro project. Questioned the amount of money being spent on this project. Commented that the financial commitments being entered into were significant.
- ii. Noted that 3 affordable housing schemes had not received funding and thought that they would have received funding.

In response the Executive Councillor for Strategy and External Partnerships said the following:

- i. He had voted against the setting up of a special purpose vehicle for the Cam Metro project.
- ii. Noted that there were a number of affordable housing schemes which were being stalled. Ministers were waiting for the Combined Authority Mayor to respond to a letter.
- iii. Welcomed the work undertaken on the University of Peterborough.

The Committee noted the recommendations.

The Executive Councillor noted the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

**21/11/SR Delivery of General Fund Property Development Programme**

**Matter for Decision**

The Officer's report set out a proposal regarding the Delivery of General Fund Property Development Programme

**Decision of Executive Councillor for Finance and Resources**

- i. Approved Officer's recommendation

**Reason for the Decision**

As set out in the Officer's report.

**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

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

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

**21/12/SR Capital Strategy**

**Matter for Decision**

This report presents the capital strategy of the council together with a summary capital programme for the General Fund (GF) and Housing Revenue Account (HRA). The previous capital strategy was approved by the council on 25 February 2020. The strategy is focused on providing a framework for delivery of capital expenditure plans over a 10-30 year period.

**Decision of the Executive Councillor for Finance and Resources**

- i. To recommend Council approved the Capital Strategy as set out in the officer report.
- ii. Noted the summary capital programme

**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 Finance.

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

- i. Noted the report proposed the end of revenue funding of capital programme, which was a substantial change. Questioned the financial impact of borrowing over time and if there would be a burden on the revenue budget.
- ii. Noted commitment to building 1000 new council homes to Passivhaus standards but only where this was feasible.
- iii. Referred to 'Doughnut economics' which looked at what helped address economic issues and what was sustainable.
- iv. Referred to the Asset Management Plan and noted that maintenance did not appear to be done on a regular basis and commented this could lead to increased costs and carbon foot print by the time the works were completed.
- v. The New Homes Bonus used to be seen as funding for capital development but not anymore.
- vi. Thanked the Finance Team as they had maintained the Council in a good financial position so felt a new approach could be tried.
- vii. Asked what could be done to encourage development of officers especially Planning Officers.

In response the Head of Finance said the following:

- i. Agreed that there was a fundamental change to the way the council would fund its capital programme however it created a revenue saving to the council, £2.3 million would be returned to the revenue budget for service delivery. There would be a number of capital receipts totalling £25 million in the next 5 - 10 years. Work had been undertaken with services to identify capital works although this would need to be revisited

and extended. Where borrowing would increase the revenue pressure, this would be reviewed at the Medium-Term Financial Strategy.

- ii. Could not say how many councils used revenue resources to fund their capital programmes but considering the number of councils who borrow, and that borrowing can only be used to fund capital expenditure, there could not be many councils who had the capacity to do so.
- iii. Now was a good time to make changes to the way in which the capital programme was funded as there were significant challenges ahead. This linked to the transformation programme and was an opportunity to consider whether the council needed all the assets it had.

In response the Executive Councillor for Finance and Resources said the following:

- i. Their ambition was to build the new council homes to Passivhaus standards however this was where possible. Hoped would be operating on zero carbon as soon as possible but this had to be balanced against being able to build 1000 new council homes.
- ii. The Council were investigating the costs to retrofit council housing stock so that they were carbon neutral.
- iii. The recruitment and retention of staff was vital. The Planning Department was currently fully staffed. There had been some work carried out regarding 'golden hellos'.

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

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

## **21/13/SR Treasury Management Strategy Statement 2021/22 to 2023/24**

### **Matter for Decision**

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

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

- capital plans (including prudential indicators);

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

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

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

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

- the Prudential Code (2017 edition) prepared by CIPFA;
- the Treasury Management Code (2017 edition) prepared by CIPFA;
- the Statutory Guidance on Local Authority Investments prepared by Ministry of Housing, Communities and Local Government (MHCLG) (effective 1 April 2018); and
- the Statutory Guidance on Minimum Revenue Provision prepared by MHCLG (effective 1 April 2019).

## **Decision of the Executive Councillor for Finance and Resources**

### **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 Finance

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

- i. Did not have any concerns with the borrowing limits and thought that the council should be able to manage the level of debt.

The Committee unanimously resolved to endorse the recommendations.

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

**21/14/SR UK Municipal Bonds Agency Framework Agreement**

This item was withdrawn.

**21/15/SR General Fund Budget Setting Report 2021/22 to 2025/26**

**Matter for Decision**

The Budget-Setting Report (BSR) includes the updated Corporate Plan and detailed revenue bids and savings and capital proposals and sets out the key parameters for the detailed recommendations and budget finalisation being considered at this meeting. This report reflects recommendations that will be made to The Executive on 8 February 2021 and then to Council, for consideration at its meeting on 25 February 2021.

**Decision of the Executive Councillor for Finance and Resources**

To recommend the Executive to:

- i. Approve Revenue Pressures and Bids shown in Appendix C(b) and Savings shown in Appendix C(c).
- ii. Approve Non-Cash Limit items as shown in Appendix C(d).
- iii. Agree that there are no bids to be funded from External or Earmarked Funds (which would be included as Appendix C(e)).
- iv. Agree any recommendations for submission to the Executive in respect of the proposals outlined in Appendix D(a) for inclusion in the Capital Plan.

To recommend Council to:

- i. Approve delegation to the Chief Financial Officer (Head of Finance) of the calculation and determination of the Council Tax taxbase (including submission of the National Non-Domestic Rates Forecast Form, NNDR1, for each financial year) which is set out in Appendix A(a).

- ii. Approve the level of Council Tax for 2021/22 as set out in Appendix A (b) *(to follow for Council)* and Section 4 [page 20 of the BSR refers].

Note that the Cambridgeshire Police and Crime Panel will meet by 3 February 2021 to consider the precept proposed by the Police and Crime Commissioner, Cambridgeshire & Peterborough Fire Authority will meet on 11 February 2021 and Cambridgeshire County Council will meet on 9 or 12 February 2021 to consider the amounts in precepts to be issued to the City Council for the year 2021/22.

- iii. Approve delegation to the Head of Finance authority to finalise changes relating to any corporate and/or departmental restructuring and any reallocation of support service and central costs, in accordance with the CIPFA Service Reporting Code of Practice for Local Authorities (SeRCOP).
- iv. Approve the revised Capital Plan for the General Fund as set out in Appendix D(c) and the Funding as set out in Section 6, page 29 of the BSR.
- v. Note the impact of revenue and capital budget approvals and approve the resulting level of reserves to be used to support the budget proposals as set out in the table [Section 8, page 49 refers].
- vi. Approve the updated Corporate Plan 2019 - 2022, attached at Appendix B.

### **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 Finance.

Members of the Executive and Spokes Councillors who did not ordinarily attend the Strategy and Resources Scrutiny Committee joined the Committee for discussion on the budget.

In response to members' questions the Head of Finance confirmed:

- i. That the quarter 3 financial management report supported the assumption in the Budget Setting Report that the Council would have a balanced budget at the end of the financial year.
- ii. When the interim assessment was carried out in July a revised budget was put forward which proposed using £2million of reserves.



- iii. Had been through a couple more lockdowns since this period which posed additional pressures but there had also been additional funding from Central Government.
- iv. Were following requirements to spread the Collection Fund deficit over 3 years and currently anticipating that only £1million of reserves would have to be used. However they were yet to submit income compensation claims to government and go through the reconciliation process.

#### **S4682 Closure of Housing Cashiers [linked to S4698 – HRA]**

In response to members questions Councillor Davey confirmed:

- i. The Covid pandemic had provided the opportunity to look at the implications of potentially shutting the Housing Cashiers. Wanted to offer an improved and enhanced service. The consultation was currently on-going so they did not know whether there would be any redundancies. Was in constant discussion with Unions. There had been a 1% increase in arrears but did not think this was due to shutting down offices but due to the impacts of the Covid pandemic. The issue of poverty needed to be looked at.

#### **S4679 Housing Enabling Officer**

In response to members questions Councillor Davey confirmed:

- i. The post had been vacant for a few years this was why this post was being offered up as a saving.

#### **S4798 Selective Landlord Licensing [linked to RI4797]**

In response to members questions the Strategic Director (SH) and Councillor Johnson confirmed:

- i. Officers undertook a thorough investigation into this matter.
- ii. Noted discussions which had taken place at Housing Scrutiny Committee, some elements were clear, and some were not so clear. The feasibility study was useful as it provided a lot of information about the private sector and as a consequence, enforcement options could be considered.

#### **URP 4739 Review and consideration of possible alternative delivery models for the Arts Distribution Service (including a stop).**

In response to members questions the Strategic Director (SH) confirmed:

- i. The revenue pressure arose because there had been a reduction in income as a result of the pandemic.
- ii. A decision had not been made regarding the service and it was currently being reviewed.

- iii. Consideration was being given as to whether the service could be digitised.
- iv. Noted the description of this budget could have been clearer.

### **CAP 4787 Market Square project**

In response to members questions Councillor Moore confirmed:

- i. The project had been slightly delayed given the deferment of the item from Environment and Community Scrutiny Committee in January. It was anticipated that the item would be brought back to the March Committee. This did not prevent the bid being included in the budget. This would not affect any future consultation. The market needed investment and updating.

### **CAP 4741 Investment programme for public toilet re-purposed property assets [linked to II4754] and S4743 Public toilet review and policy implementation.**

In response to members questions Councillor Moore confirmed:

- i. There were 21 public toilets in varying states of condition. The review of the public toilets may result in closing the least used toilets and investing in the toilets used the most. Changing Places toilets were also being considered.

### **CAP4740 Creation of a new boat pumping station near or on Stourbridge Common.**

In response to members questions Councillor Thornburrow confirmed:

- i. Regular meetings had been held with Cam Boaters and a close eye would be kept on how much maintenance was undertaken. Would continue to have regular meetings with the community.

### **II4754 New business opportunities on Parks and Open Spaces (not event related) [ linked to CAP 4741].**

In response to members questions Councillor Thornburrow confirmed:

- i. Officers were working closely with Ward Councillors as this would affect certain wards more than others.
- ii. Questioned if the open spaces could be used for education or arts and culture events.
- iii. Once applications had been received regarding proposed new activities and these had been assessed, Ward Councillors would be consulted prior to the proposal moving ahead.
- iv. Wanted any business opportunities to reduce the use of diesel. If the activity involved food, would want this to be sustainable.

- v. Questioned if buildings could be repurposed for example as a hedgehog hospital.

**B4715 Community Seed Funding Scheme – grass root grants and B4813 Community Grants – additional Covid related support.**

In response to members questions Councillor Smith confirmed:

- i. There was a £30,000 uplift in funding under B4813 because of the greater use of community grants coming through because of Covid. This funding would be allocated through Area Committee funding. Noted that not every community group was large enough to be able to access the Area Committee grant process.

**CAP4706 Cambridge Corn Exchange – Infrastructure improvements and upgrades.**

In response to members questions the Strategic Director (SH) and Councillor Smith confirmed:

- i. The Council was currently gathering information on the carbon footprint of the Corn Exchange. The boiler work needed to be carried out urgently as it was extremely inefficient.
- ii. Before the pandemic the Corn Exchange had been achieving high numbers of audiences.
- iii. This was an opportune time to change the boiler as the Corn Exchange was closed because of the pandemic. The works would be as carbon neutral as possible
- iv. Maintenance of the boiler had been undertaken.
- v. A report would be brought to the next Environment and Community Scrutiny Committee to provide further detail.

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

The Executive Councillor approved the recommendations.

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

No conflicts of interest were declared by the Executive Councillor.

**21/16/SR Amendment to Budget Setting Report (General Fund) 2021/22 to 2025/26**

The purpose of the discussion was to ask questions of the Liberal Democrat Members on their group's budget amendment.

The Labour Members of the Committee and Executive Councillors asked the following question. The answer provided by Liberal Democrat Members immediately follow.

i. **B0002 – Postponement of Customer Services Review Saving.**

Queried caution about the review when members had voted for Housing Revenue Account (HRA) budget which included HRA share of revenue savings.

The budget bid B0002, Arbury Road was a separate budget item.

**21/17/SR To Note Record of Urgent Decision Taken by the Executive Councillor for Strategy and External Partnerships**

**17a** Appointment of Council Representative on the Greater Cambridge Partnership Executive Board

The decision was noted.

The meeting ended at 10.04 pm

**CHAIR**

**STRATEGY AND RESOURCES SCRUTINY COMMITTEE**

27 May 2021

1.50 - 1.55 pm

**Present:** Councillors Robertson (Chair), H. Davies (Vice-Chair), Bick, Dalzell, Healy and S. Smith

Executive Councillors: Davey (Executive Councillor for Finance and Resources) and Herbert (Executive Councillor for Strategy and External Partnerships)

<b>FOR THE INFORMATION OF THE COUNCIL</b>
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**21/18/SR Appointment to Outside Bodies**

The Scrutiny Committee recommended appointments to the outside bodies listed below as amended in the Full Council Information Pack:

**Greater Cambridge Partnership Executive Board**

Councillor – Herbert until and including 1.7.21 (D. Baigent from 2.7.21)

Alternate Councillor - Thornburrow

**Local Government Information Unit**

Councillor – Herbert

**East of England Local Government Association**

Councillor – Davey

**LGA General Assembly**

Councillor – Herbert

**Horizons Board**

Councillor – Robertson

**Cambridge Investment Partnership**

Councillor – Davey, Todd-Jones

**Brexit Advisory Group (joint with South Cambridgeshire District Council)**

Councillors – A. Smith, H. Davies, Gehring

Alternate: Lee

**District Councils Network**

Councillor – Herbert

**Joint Economic Recovery Group (joint with South Cambridgeshire District Council)**

Councillors – Scutt, Gawthrope Wood, Dalzell

**21/19/SR Appointment to Working Parties**

The Scrutiny Committee agreed the nominations below:

**Equalities Panel**

Councillors – Healy, Smart, S. Baigent, Cox, Flaubert

Alternate - Porrer

**Joint Staff Employment Forum**

Councillors – Bird (Chair), Moore (Vice-Chair), Sweeney, Bick, Hauk  
(Ex-Officio) - Davey

Alternate Councillor – Thornburrow, Porrer

The meeting ended at 1.55 pm

**CHAIR**



## Item

### **Cambridgeshire and Peterborough Combined Authority - Update**

**To:**

Councillor Lewis Herbert, Leader and Executive Councillor for Strategy and External Partnerships

Strategy & Resources Scrutiny Committee    5 July 2021

**Report by:**

Andrew Limb, Head of Corporate Strategy

Tel: 01223 457004    Email: Andrew.Limb@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 is a regular report to provide an update on the activities of the Cambridgeshire and Peterborough Combined Authority (CPCA) Board since the 8 February 2021 meeting of Strategy & Resources Scrutiny Committee.

#### **2. Recommendations**

- 2.1 The Executive Councillor is recommended:

To provide an update on issues considered at the meetings of the Combined Authority Board held on 24 March (reconvened on 26 March) and 2 and 30 June 2021.

### **3. Background**

- 3.1 Meetings of the Cambridgeshire and Peterborough Combined Authority Board were held on 24 March (reconvened on 26 March) and 2 and 30 June 2021. The decision sheets from the meetings are attached as Appendices A to C for the committee's consideration.

### **4. Implications**

- (a) **Financial Implications**
- (b) **Staffing Implications**
- (c) **Environmental Implications**
- (d) **Procurement**
- (e) **Community Safety**

There are no implications from this update report in relation to any of the categories listed above

- (f) **Equality and Poverty Implications**

An EqIA has not been produced as there are no direct equality and poverty implications from this update report.

- (g) **Consultation and communication**

The Combined Authority will continue to issue communications about its activities and consult on its work.

### **5. Background papers**

- 5.1 The background papers used in the preparation of this report are listed in the appendices below.

### **6. Appendices**

Appendix A Decision sheet for CPCA Board meeting 24.03.21

Appendix B Decision sheet for CPCA Board meeting 02.06.21 (to follow)

Appendix C Decision sheet for CPCA Board meeting 30.06.21 (to follow)

### **7. Inspection of papers**

To inspect the background papers or if you have a query on the report, please contact: Andrew Limb, Head of Corporate Strategy, tel: 01223 457004, email: [Andrew.Limb@cambridge.gov.uk](mailto:Andrew.Limb@cambridge.gov.uk).



## Combined Authority Board Decision Summary

Meeting: Wednesday 24 March 2021 (reconvened Friday 26 March 2021)

Published: Wednesday 31 March 2021

Decision Review deadline: Wednesday 7 April 2021

Each decision set out below will come into force, and may then be implemented at 5.00pm on the fifth full working day after the publication date, unless it is subject of a decision review. [see note on call in below].

### Part 1 - Governance Items

#### 1.1 Announcements, Apologies for Absence and Declarations of Interest

**Apologies for absence were received from Councillors R Fuller and B Smith and from co-opted member Councillor R Bisby, Acting Police and Crime Commissioner.**

**There were no declarations of interest.**

#### 1.2 Minutes of the Combined Authority Board meeting on 27 January 2021

The minutes of the meeting on 27 January 2021 were approved as an accurate record. A copy will be signed by the Mayor when it is practical to do so.

#### 1.3 Petitions

No petitions were received.

## 1.4 Public Questions

No public questions were received.

## 1.5 Forward Plan- 16 March 2021

**It was resolved to approve the Forward Plan.**

## 1.6 Combined Authority Appointments March 2021

It was resolved to:

- a) Ratify the appointment by Fenland District Council of Councillor Alex Miscandlon as one of its members on the Overview and Scrutiny Committee for the remainder of the municipal year 2020/2021.
- b) Ratify the appointment by Fenland District Council of Councillor Susan Wallwark as one of its substitute members on the Overview and Scrutiny Committee for the remainder of the municipal year 2020/2021.
- c) Ratify the appointment by Cambridgeshire County Council of Councillor Mark Goldsack as its member on the Housing and Communities Committee for the remainder of the municipal year 2020/2021.

## 1.7 Local Assurance Framework Annual Review

It was resolved to:

- a) Approve the revised draft of the Assurance Framework and note that a draft has been sent to the Cities and Local Growth Unit (CLGU) for sign off.
- b) Delegate authority to the Monitoring Officer, in consultation with the Mayor, to make further amendments to the draft Assurance Framework following feedback from CLGU.
- c) Approve adoption of the revised draft of the Assurance Framework following sign off from CLGU.

- d) Agree to a Lead Member from the Overview and Scrutiny Committee carrying out the role of shadowing the Business Board and agree the role description for that Lead Member
- e) Subject to (d) above, note that Councillor Murphy will undertake the role of Lead Member for the Business Board on behalf of the Overview and Scrutiny Committee.
- f) **Refer the recommendation of the Audit and Governance Committee, ‘that there should be a presumption that meetings of the Business Board are carried out in public (unless otherwise determined by the Chair)’, to the Business Board for comment and consideration.**

## Part 2 – Finance

### 2.1. Budget Monitor Report: March 2021

It was resolved to:

- a) Note the financial position of the Combined Authority for the year to date.
- b) Approve the provisional carry forwards as set out in the paper.
- c) Note the Chief Finance Officer's acceptance of four grants, and approval of associated spend for the two revenue grants.

### 2.2 Financial Strategies 2021-22

It was resolved to:

- a) Approve the following Financial Strategies:
  - i. The Capital Strategy 2021-22

ii. The Investment Strategy 2021-22

iii. The Treasury Management Strategy 2021-22

b) Approve the Minimum Revenue Provision Statement for 2021-22

## 2.3 Combined Authority Mayoral Elections 2021

It was resolved to:

Note the Combined Authority noted the cost estimates for the 2021 Mayoral Elections.

## Part 3 – Combined Authority Decisions

### 3.1 CAM Progress Report March 2021

It was resolved to:

a) Note the outcome of the conceptual design process with the three expert companies developing future public transport designs; Dromos Technologies, Egis Rail UK and Mott MacDonald.

b) Delegate authority to the Chief Executives to:

- i. award a framework agreement to the successful tenderers for Lot 2 (Engineering, Technology and Environment) and Lot 3 (Funding & Finance Advisors and Business Case Writing) following the completion of the procurement exercise and authorise the drawdown of budget for Lots 2 and 3 of up to £3.5 million.
- ii. to approve the call-off of the required task orders under these framework agreements in accordance with the confirmed budget and agreed scope of works/ programme timescales.
- iii. novate the Framework agreements and Task Orders to One CAM Ltd at the appropriate time.

c) Approve the appointments of:

- i. A Chief Executive Officer for One CAM Ltd.
- ii. **Timothy Keogh as** Chief Finance Officer for One CAM Ltd.
- iii. **Dr Joanna Dally** as Director of Strategy and Sponsorship for One CAM Ltd.

d) To approve the equity investment of £2m currently earmarked in the Medium Term Financial Plan to support the running costs of One CAM Ltd during the 2021/22 financial year.

### 3.2 Cambridgeshire and Peterborough Regional Transport Model

It was resolved to:

Approve the drawdown of £750,000 from the Medium Term Financial Plan for the development of a Regional Transport Model for the Cambridgeshire and Peterborough region.

### 3.3 A605 Stanground – Whittlesey Access Improvement

It was resolved to:

Approve additional funding of £220,000 for the A605 Stanground – Whittlesey Access Improvement

### 3.4 Market Towns Programme - Approval of Fourth Tranche of Project Proposals

It was resolved to:

- a) Approve project proposals received under the Market Towns Programme and in response to town centre Covid-19 recovery received from Fenland and Huntingdonshire to the sum of £778,679
- b) Authorise the Chief Legal Officer and Monitoring Officer to complete grant agreements with the grant recipients

### 3.5 Greater South East Energy Hub

It was resolved to:

- a) review the transfer of the Accountable Body for the Greater South East Energy Hub
- b) agree to retain the Accountable Body for the Greater South East Energy Hub as the Cambridgeshire and Peterborough Combined Authority
- c) approve the Greater South East Energy Hub Business Plan for the Combined Authority area and, subject to the grant being offered by BEIS, approve the creation of a budget line to deliver the services set out in the Memorandum of Understanding.
- d) Delegate Authority to the Chief Officer to enter into contracts for Managing Agent(s), works or other, as required, to spend the funding for the Green Home Grant Local Authority Delivery scheme.

### 3.6 Independent Commission on Climate Change - Interim report

It was resolved to:

- a) welcome the initial report of the Cambridgeshire and Peterborough Independent Commission on Climate (CPICC) and formally thank the Chair and members of the Commission for their work so far;
- b) develop a response to the Commission recommendations, with the engagement of member councils and the Business Board, to consider at an early future meeting of the Board.
- c) without prejudice to that full response, to:
  - i. immediately release £50,000 of revenue funding to provide support to the CPICC Fenland Peat Committee in the coming financial year; and
  - ii. Commission officers to commence preparatory work for the formation of the Climate Cabinet (as described in the CPICC report), as part of Overarching Recommendation 1, **although in recognition of the non-executive role of the body, references to a 'climate cabinet' should be changed to 'climate working group'.**

By recommendation to the Combined Authority Board

## Part 4 – Transport and Infrastructure Committee recommendations to the Combined Authority Board

### 4.1 Local Transport Plan and Low Emission Vehicles Strategy

It was resolved to:

Approve and allocate £200,000 from the Medium Term Financial Plan revenue budget for Local Transport Plan development work, in line with the proposals in the report to the Transport and Infrastructure Committee on 10 March 2021.

## 4.2 Fengate Phase 2 University Access

It was resolved to:

- a) Approve the drawdown of £160,000 from the Medium-Term Financial Plan to produce Phase One of the Outline Business Case and to carry forward £120,000 of subject to approval funding into 2021-22 financial year.
- b) Authorise the Director of Delivery and Strategy to conclude a Grant Funding Agreement with Peterborough City Council on terms approved by the Chief Legal Officer.

## 4.3 A47 Dualling

It was resolved to:

Note the content of the report to the Transport and Infrastructure Committee on 10 March 2021.

## 4.4 Wisbech Rail

It was resolved to:

Approve the drawdown of £300,000 capital funding from the Medium-Term Financial Plan to enable the next steps to progress and be spent in 2021/22.

## 4.5 St Ives

It was resolved to:

Approve the reallocation of revenue budget savings of £137,000, made through the efficient tendering of the A141 Strategic Outline Business Case project, to fund the Strategic Outline Business Case associated with St Ives.



#### 4.6 March Area Transport Study March 2021

It was resolved to:

Approve the drawdown of £60,000 from the Medium-Term Financial Plan to undertake additional work to establish a list of walking and cycling interventions.

#### 4.7 England's Economic Heartland Transport Strategy

It was resolved to:

Provide advice to the Mayor on the Combined Authority's position in relation to the revised Transport Strategy prepared by England's Economic Heartland (EEH), for him to take into account in attending EEH governance meetings.

### Part 5 – Housing and Communities Committee recommendations to the Combined Authority Board

#### 5.1 £100M Affordable Housing Programme

It was resolved to:

- a) Approve the revised proposals for the future delivery and completion of the £100m Affordable Housing Programme as outlined in paragraph 3.3 of the revised report to the Housing and Communities Committee on 15 March 2021.
- b) Note the revised arrangements for the operation and completion of the £70m Cambridge City Housing Programme.
- c) Instruct the Chief Executives to inform the MHCLG of the recommendation as agreed and bring forward a report to the Board on the arrangements for the implementation of the revised scheme.

## Part 6 – Skills Committee recommendations to the Combined Authority Board

### 6.1 Lifetime Skills Guarantee

It was resolved to:

- a) Note the additional funding from the Department for Education (DfE), delegated to Mayoral Combined Authorities as part of the Government's Lifetime Skills Guarantee, to deliver free Level 3 courses for adults aged 24+.
- b) Approve the approach to spending this additional ring-fenced funding through the Adult Education Board (AEB) Commissioning Principles set out in the report to the Skills Committee on 15 March 2021, including the creation of a 'Level 3 courses' budget line as shown in Table 2, and applying a 3.4% top slice.

## Part 7 – Business Board recommendations to the Combined Authority Board

### 7.1 Local Growth Fund Programme Management Review January 2021

It was resolved to:

Note the programme updates set out in the report to the Business Board on 16 March 2021.

### 7.2 Local Economic Recovery Strategy Updated Refresh

It was resolved to:

Approve the updated version of the Local Economic Recovery Strategy (LERS) for Cambridgeshire and Peterborough.

### 7.3 Resolution of Local Enterprise Partnership Overlaps

It was resolved to:

- a) Note and approve the revised geographical local enterprise partnership (LEP) boundary and resolution of delivery overlaps with neighbouring LEPs.
- b) Approve the Strategic Partnership Agreements (SPAs) with the remaining two neighbouring LEPs.

### 7.4 Business Growth Service

It was resolved to:

- a) Approve in principle raising the maximum grant limit from £150,000 to £500,000 on the Business Growth Service Capital Grant scheme, for the applicant as set out in the exempt Appendix 4, subject to the investment case of that company being approved by the Business Board;
- b) Note the Business Board Urgency Procedure Decision.
- c) Note the Mayoral Decision Notice.
- d) Note the Business Growth Service contractual and financial position.

## Part 8 – Motions on notice submitted under Proceedings of Meetings Rule 14

### 8.1 Motion on Notice from Councillor Bridget Smith

**On being put to the vote the motion was lost.**

## 8.2 Motion on Notice from Councillor Lewis Herbert

**On being put to the vote the motion was lost.**

Addition to the published agenda

Review of Overview and Scrutiny Arrangements – Centre for Governance and Scrutiny's Proposal

It was resolved to:

Agree that the Centre for Governance and Scrutiny carry out a review of the scrutiny arrangements for the CPCA.

### **Notes:**

- a) Statements in **bold type** indicate additional resolutions made at the meeting.
- b) Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board or an Officer for scrutiny by notifying the Monitoring Officer.

For more information contact: Richenda Greenhill at [Richenda.Greenhill@cambridgeshire.gov.uk](mailto:Richenda.Greenhill@cambridgeshire.gov.uk) or on 01223 699171.



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## Combined Authority Board Decision Summary

Meeting: Wednesday 2 June 2020

Published: Monday 7 June 2020

Decision Review deadline: Monday 14 June 2020

Each decision set out below will come into force and may then be implemented at 5.00pm on the fifth full working day after the publication date, unless it is subject of a decision review (call in). [see note below on call in].

### Part 1 - Governance Items

#### 1.1 The Mayor - Declaration of Acceptance of Office

**Mayor Dr Nik Johnson confirmed his acceptance of office.**

#### 1.2 Announcements, Apologies for Absence and Declarations of Interest

**Apologies were received from Councillor Lucy Nethsingha substituted by Councillor Elisa Meschini.**

**There were no declarations of interest.**

### 1.3 Deputy Mayor/s of the Combined Authority

**The Mayor announced the appointment of Councillor Wayne Fitzgerald as Statutory Deputy Mayor.**

### 1.4 Membership of the Combined Authority 2021/22

It was resolved to:

- a) note the Members and substitute Members appointed by constituent councils to the Combined Authority for the municipal year 2021/2022 (Appendix 1 – to follow);
- b) appoint the Business Board's nominations as Member and substitute Member to represent them on the Combined Authority for the municipal year 2021/22 (Appendix 1 – to follow);
- c) confirm that the following bodies be given co-opted member status for the municipal year 2021/22:
  - (i) The Police and Crime Commissioner for Cambridgeshire.
  - (ii) Cambridgeshire and Peterborough Fire Authority.
  - (iii) Cambridgeshire and Peterborough Clinical Commissioning Group.
- d) Note the named representative and substitute representative for each organisation as set out in the report.
- e) Agree that any late notifications of appointments to the Monitoring Officer shall take immediate effect.

### 1.5 Minutes of the Combined Authority Board meeting on 24 March 2021

**The minutes of the meeting on 24 March 2021 were approved as an accurate record and signed by the Mayor.**

## 1.6 Petitions

No petitions were received.

## 1.7 Public Questions

No public questions were received.

## 1.8 Forward Plan

**The Combined Authority Forward Plan was noted.**

## 1.9 Appointments to Executive Committees and Appointment of Chairs and Lead Members

It was resolved to:

- a) note and agree the Mayor's nominations to Lead Member responsibilities, **with the exception of the appointment of a Lead Member for Environment**, and the membership of the committees including the Chairs of committees for 2020/21 as set out in Appendix 1
- b) note the Members and substitute Members appointed by constituent councils to the Combined Authority for the municipal year 2021/2022 (Appendix 1).
- c) Note and agree the Membership for the Employment Committee for 2021/22 (Appendix 1)

## 1.10 Appointment of the Overview and Scrutiny Committee 2021/22

It was resolved to:

- a) confirm that the size of the Overview and Scrutiny Committee should be 14 members; two members from each constituent council and two substitute members for the municipal year 2021/2022.
- b) to agree the political balance on the committee as set out in Appendix 1.
- c) confirm the appointment of the Member and substitute Member nominated by constituent councils to the Overview and Scrutiny Committee for the municipal year 2020/21 as set out in Appendix 2.
- d) to request that the Overview and Scrutiny Committee consider the co-option of an independent member from a Constituent Council.

## 1.11 Appointment of the Audit and Governance Committee 2021/22

It was resolved to:

- a) confirm that the size of the Audit and Governance Committee should be eight members; one member and one substitute from each Constituent Council and one independent person.
- b) appoint Mr Alan John Pye as the independent person of the Audit and Governance Committee for a term of four years ending May 2025.
- c) raise the remuneration for the role of the Independent Person as the Chair of the committee on a pro-rated basis, to reflect the increased activity of the committee, to £3068 per annum.
- d) to agree the political balance on the committee as set out in Appendix 1;



- e) confirm the appointment of the Members and substitute Members nominated by Constituent Councils to the Committee for the municipal year 2021/2022 as set out in Appendix 2.(To follow)
- f) appoint a Chair of the Audit and Governance Committee for the municipal year 2021/2022 and delegate authority to elect the Vice Chair to the Audit and Governance Committee.

## 1.12 Calendar of Meetings 2021/22

The Combined Authority Calendar of Meetings for 2021/2022 was approved (Appendix 1).

### **Notes:**

- a) Statements in **bold type** indicate additional resolutions made at the meeting.
- b) Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board or an Officer for scrutiny by notifying the Monitoring Officer.

For more information contact: Richenda Greenhill at [Richenda.Greenhill@cambridgeshire.gov.uk](mailto:Richenda.Greenhill@cambridgeshire.gov.uk) or on 01223 699171.

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## Item

### **ANNUAL REPORTS 2020/21 OF 3Cs LEGAL AND ICT SERVICES AND GREATER CAMBRIDGE SHARED INTERNAL AUDIT SERVICE**

#### **To:**

Councillor Mike Davey, Executive Councillor for Finance and Resources

Strategy and Resources Scrutiny Committee 5th July 2021

#### **Report by:**

Fiona Bryant, Strategic Director Tel: 01223 - 457325 Email:  
[fiona.bryant@cambridge.gov.uk](mailto:fiona.bryant@cambridge.gov.uk)

#### **Wards affected:**

All

## **Not a Key Decision**

### **1. Executive Summary**

- 1.1 This report summarises the performance of the 3Cs Legal and ICT Services and the Greater Cambridge Shared Internal Audit Service during 2020/21.
- 1.2 The principle of producing a single Annual Report for each the 3Cs and Greater Cambridge (2Cs) shared services was agreed at committee in July 2015.
- 1.3 The overarching Annual Reports for the 3Cs Shared Services and the Greater Cambridge Shared Services cover ICT, Legal and Building Control Planning, Waste and Audit Shared Services. At the City Council, only the Legal, ICT and Internal Audit services fall under the remit of this Committee, and therefore their Annual Reports are extracted from the overarching reports and enclosed below.

### **2. Recommendation**

- 2.1 The Executive Councillor is recommended to note the content of the report.

### **3. Background**

- 3.1 Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council commenced sharing Legal, Building Control and ICT Services in October 2015 (known as 3C Shared Services). The shared services are based upon a “lead authority model” where an agreed lead Council is responsible for the operational delivery of the service. The formal partnership agreement between the authorities contains a requirement that an Annual Report is prepared on the services’ activities and performance. The original Shared Services Agreement for the 3C services was in place from 2015 and until 30th September 2020. The renewal process as defined in that Agreement was followed, with the result that a new Agreement was completed to last until 30th September 2025.
- 3.2 South Cambridgeshire District Council and Cambridge City Council have also developed a range of shared services comprising planning, waste and internal audit (known as Greater Cambridge Shared Services). The services have each identified service objectives.
- 3.3 The overarching Shared Services’ performance is monitored through the Shared Services Management Board (containing the lead directors from each authority), the Chief Executives’ Board and the Joint Shared Services Group (comprising of Executive Councillors of each of the Councils).
- 3.4 This report provides Members with the opportunity to consider the performance of the Legal, ICT and Internal Audit services that are being administered on a shared basis.

### **4. 3C Legal Shared Service Annual Report 2020/21**

#### **4.1 General Information**

- 4.1.1 At the end of 2019/20 The Practice was able to make a one-off saving of £119K (representing 10% of the budget) as a permanent reduction.
- 4.1.2 In the summer of 2020 internal audit carried out a review of the Practice and its performance against the original business case objectives, including governance arrangements, financial monitoring, spend on external legal advice, KPIs and training and professional development, as well as progress against this business plan.
- 4.1.3 The identified recommendations of the report have enabled improvement work to commence:
- a) The implementation of an improved way to commission external legal advice, including a simplified and consistent way to record the charges within the financial management system. This will ensure we commission and spend on external legal advice in a more consistent and efficient way.

- b) The introduction of consumption charging for each partner council. The benefit of this model is that it allows each partner to identify workstreams and potential need to streamline client processes, as well as to consider viability of schemes including legal costs based on historical data and considering cost recovery.

4.1.4 Overall, the Practice was also able to function efficiently and effectively during the challenges faced from the Covid-19 pandemic, due to the ability to work remotely and in a more flexible way. A text and “WhatsApp” group has been established to improve internal communication across the service and where possible use of this will be refined in the coming year. This additional communication process has been successful during recent network outages and ensured the Practice remained operational.

#### *The forecast for 2021/22*

4.1.5 The Practice is currently scoping out a review of the current service offering which will seek to further ensure that it is providing an effective, efficient and valuable service to all partners, aiming to commence this work in the coming months. The first stage is to understand the current and future demands from across the partnership (including continuation of the implementation of the recommendations within the audit report) to review the existing operating model.

#### *Key Performance Indicators*

4.1.6 The year to date has seen a continuation of the improvement in the level of hours recorded by fee earners.

4.1.7 The Practice continues to outperform against the KPI target of 90%, with this year seeing a 99% return on target hours, an increase from 92.5% last year. This is particularly encouraging given the challenges of dealing with the pandemic and against an increase in the target hours set this year.

4.1.8 The roll-out of Council Anywhere has certainly contributed greatly to providing the service with the necessary tools to deliver the service under a fully remote working platform and operation.

4.3.4 In relation to litigation success the figures demonstrate that the Practice has maintained a very steady success rate (94%) in excess of the KPI target (80%), whilst also handling an increased number of cases.

4.1.9 Additionally, The Practice has made positive progress in developing the role of the intelligent client and focusing on client needs, across the partner authorities. By working more closely with clients to understand their needs, the Practice will use their knowledge and expertise to source the most appropriate and cost-effective solution, on a case by case basis.

## **4.2 Financial Performance**

4.2.1 The Outturn for 2020/21 is as follows:

**Table 1** shows the budget for the year compared to the actual performance of the practice with a final column (variance) showing what this represents in terms of financial variance for the year.

<b>Outturn 2020-2021</b>				
<b>Descriptions</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Note</b>
Expenditure	1,443,150	1,290,100	-153,050	Favourable
External Income	-242,060	-182,936	59,124	Unfavourable
<b>Net</b>	<b>1,201,090</b>	<b>1,107,164</b>	<b>-93,926</b>	<b>Favourable</b>
*External Income budget is based on 2019-2020 actual income				

**Table 2** shows the percentage split of hours consumed across the three partner authorities with the actual cost for employee costs to each authority also shown

<b>Council</b>	<b>Hours Consumed</b>	<b>Actual £</b>
CCC	8996 (48.21%)	£400,697
HDC	3048 (18.01%)	£148,202
SCDC	5844 (33.78%)	£279,864

**Table 3** shows the budgetted contribution by each partner authority which was based on the previous year's consumption. The actual figure shown in column 2 reflects the cost of consumed hours plus operating costs of the practice allocated to each authority.

<b>Contribution 2020-2021</b>				
<b>Partners</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Note</b>
Cambridge CC	-601,690	-601,625	65	Underspend
Huntingdonshire DC	-179,830	-197,269	-17,439	Overspend
South Cambridgeshire DC	-419,570	-308,270	111,300	Underspend
<b>Total Contribution</b>	<b>-1,201,090</b>	<b>-1,107,164</b>	<b>93,926</b>	

**Table 4**

<b>Ringfenced Income 2020-2021</b>				
<b>Partners</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Note</b>
Cambridge CC	-116,360	-21,493	94,867	Underachieved
Huntingdonshire DC	-58,370	-33,997	24,373	Underachieved
South Cambridgeshire DC	-67,330	-127,446	-60,116	Overachieved
<b>Total Contribution</b>	<b>-242,060</b>	<b>-182,936</b>	<b>59,124</b>	
*City - Underachieved income due to COVID19 and an adjustment of £80k relating to previous years ringfenced income from CCC to SCDC				
*HDC - Underachieved income due to COVID19				
*SCDC - Overachieved income due to ringfenced income adjustment from City				

- 4.2.2 The outturn for 2020/21 is £1,107,164 against a budget net of external income of £1,201,090. This is an underspend of £93,926 which includes external income which has been ringfenced to individual partner authorities.
- 4.2.3 Table 2 above shows each Councils contribution together with hours consumed and the actual value of those hours as against that overall budget.
- 4.2.4 Performance against the external income target of £242,060 for 2020/21 has seen income of £182,936 delivered. The deficit is as a result of a fall in external income due to a decrease in mainly planning and court fees relating to the impact of Covid-19.

#### **4.3 Service Performance**

- 4.3.1 Staff productivity in terms of chargeable hours recorded comfortably exceeded the KPI of 90%. Taken against an individual target per fee earner (adjusted for those staff not working full time) of 1200 hours per annum, 17,888 hours were recorded in total across the Practice. If the equivalent of 1,200 hours per annum had been realised 15,859 hours would have been recorded. The Practice was therefore operating at 99% of total target level.
- 4.3.2 The success rate in litigation was 94% against a target of 80%. The figures are extremely encouraging and work currently underway with the client (developing the intelligent client role) will seek to build on this. HDC has a comparatively high number of cases in relation to debt recovery and parking prosecutions. Work is well underway to seek to enable the client to process more routine paperwork /activity on these matters which is a more effective mechanism for interfacing with court/public (HDC has just switched to processing claims via Money Claims On Line which will assist in reducing consumption moving forward).

#### **4.4 Customer Feedback**

- 4.4.1 Improved performance is also reflected in the customer satisfaction levels, with a 93% satisfaction reported for the year. Below a sample of the positive comments:

*"\*\*\*\* is always efficient, clear and keeps me in the loop. "*

*"The matter was handled really well. It was a non standard lease but the solicitor drafted the new clauses and progressed the lease renewal efficiently"*

*"This case was difficult to prosecute due to the age of the claimant and the pandemic crisis but \*\*\*\* achieved the outcome that the authority supported"*

*"I valued \*\*\*\*'s support and how responsive she was during the contract preparations. "*

## **4.5 Looking Forward**

- 4.5.1 The roll out of Council Anywhere is providing an improved working platform for the Practice which is crucial to enable its progression and increase its ability to attract and retain staff. Efficient and flexible working arrangements are an attractive prospect for staff and aids in promoting the Practice as an excellent environment in which to work. Better access to IKEN and improved ICT systems will enhance flexible working and help to improve the success of future recruitment strategies, enabling the Practice to effectively secure and retain permanent employees.
- 4.5.2 The Business Continuity Plan for the Practice has been developed in light of the current Covid-19 pandemic and to reflect advances in flexible working arrangements for the Practice with associated strengthening of resilience.
- 4.5.3 Work will continue to ensure that the commissioning of external legal advice is cost-effective, consistent and efficient, with the implementation of robust methods of assessment and a triage process as well as the recording of spend through the financial management system, working with all three partner council's financial teams.
- 4.5.4 Following on from the audit review and in line with good practice, the Practice is currently scoping out a review of the current service offering, which will seek to further ensure that it is providing an effective, efficient and valuable service to all partners. The first stage is to understand the current and future demands from across the partnership to assess if the existing operating model is fit for purpose and future ready; this work will commence in the coming months. Proposed options of any future target operating model will be presented to the Shared Services Management Board and relevant Councillors for review and decision in due course.
- 4.5.5 It is vital that the great work of the past 12 months in developing the effective and cohesive relationship between client and lawyer continues, including continued development of efficient working practices to ensure best value for both parties. The use of consumption data for engagement with clients has provided a positive tool to focus attention on process/procedure. It allows any bottlenecks to be identified and has encouraged clients to work with the Practice to streamline processes and procedures to make best use of legal resource. The feedback from the clients has been extremely encouraging and the journey together to make best use of resources is one which will continue to be refined.

## **5. 3C ICT Shared Service Annual Report 2020/21**

### **5.1 General Information**

- 5.1.1 This year has been dominated by our need to support and managing the risks associated with the council's response to Covid19. Without exception, all ICT projects and workstreams during the year have been impacted in some way by Covid 19. Whether that was risk of delays in supply chains for goods and services, suppliers and partners not being able to be on council premises or our



own staff having to work remotely, the impact was widespread and persistent. Alongside this, because all three councils went through rapid transformation of working practices, 3C ICT also had to respond quickly to new and additional demands and then continually adjust throughout the year to ensure staff / members were able to work effectively remotely and provide service to residents and members of the public.

- 5.1.2 This started in March 2020 when within a very short period of time after government announcements, staff were being asked to work from home, but needed to operate and access systems, services and support as if they were in the office. Within weeks, the vast majority of the office-based workforce were using their Council Anywhere devices to support home working. Consequently, there were heavy demands on multiple teams within ICT to support and guide users in the use of the technology and tools – Connecting remotely, how to use teams, diagnosing home broadband issues, requests for equipment to be shipped to home addresses, etc.
- 5.1.3 A combination of the design of the CA solution and the timing of the Council Anywhere roll out project made the switch to remote working possible in such a short period of time. Overall, staff feedback indicates a very positive experience and take up of the new technology that was delivered – numbers increased from a few hundred active users in Feb 2020 to over 1000 at the end of Q1. By the end of Q4 we have seen 2000 active users of Teams.
- 5.1.4 During the year, the councils have also taken the decision to increase the number of laptops and mobile phones issued to staff in order to support new methods of working. There has been a significant increase in the numbers of devices. In summary, 10% increase in laptops on the estate since March 2020, and 15% since the start of CA roll out. Alongside this the mobile device estate has also increased by 75%. This has added additional demand to teams within ICT with regards to supporting, managing, and maintaining equipment. A review of services will consider what recommendations to make to address any gaps with service delivery because of this increase.
- 5.1.5 While 2019/2020 FY was the year of major infrastructure projects, key projects continued to be delivered over the past 12 months, including delivery of some major applications supporting Housing, Waste and Shared planning service areas. In addition the wider ICT services also benefited from projects that provided increased data centre capacity, introduced a new mobile device management platform and some large scale infrastructure projects covering data centre resilience, firewall upgrades, Teams based telephony and the move of half of the data centre to a new location. The impact of Covid on projects when it hit in March 2020 was not able to be fully anticipated but the associated risks and issues have been well managed throughout and a series of projects have and programmes of work have continued to be successfully delivered.
- 5.1.6 Financial targets for the year have once again been broadly been achieved in line with the business case objectives. Reductions and cost avoidance have been a key consideration during procurement processes across routine expenditure, systems, and software renewals as well as new services and projects.

Underspends in some areas have been as a result of reduced demands, consolidating agreements, negotiations and supplier management processes. Examples include consolidating Microsoft licenses to make more efficient use of the enterprise agreement, discounts on mobile data excess charges, negotiation of contract reductions for City R&B contract renewal and removing parts of the MFD/printer fleet due to drop in demand and repositioning of devices.

- 5.1.7 The ICT Service Desk and the incident / request management process, which is often seen as the 'shop front' to 3C ICT has had to undergo significant change over the last 12 months to cater for different demands from staff. From a Covid point of view, operating procedures have had to adapt because of new working practices. Staff no longer have face to face access to support teams or the service desk. Therefore, 3C ICT have had to not only facilitate the service desk working remotely, but also change the way in which support is provided. This has been done through extra resource, greater use of; remote access tools, telephone advice, centralised management tools and additional health and safety measures if having to provide face to face service – in line with current Covid guidelines.
- 5.1.8 Following the initial spike in requests for service during Q1 and 2 due to Covid, we have seen a drop in the number of incidents and faults being reported by users in relation to their devices and applications. We observed this back in Feb and March 2020, but we are much more confident now that this is as a direct result of the introduction of Council Anywhere and the underpinning infrastructure. This means staff can have more confidence in the stability and reliability of the equipment they use and are now raising more requests for improvements and changes rather than faults.
- 5.1.9 The reductions in the numbers of faults logged with the service desk in comparison to 18/19 and 19/20, have been maintained throughout this year even though there were 2 major incidents that had impact on performance (Nov – Data centre outages, Feb/Mar – Lenovo laptop start up issues). This is a good position to build on in the coming year with the continuing trend of reduced numbers and lower impact of Priority 1 (P1) incidents. It has further evidenced that improvements in technology and well-designed solutions can deliver the required outcomes.

## 5.2 **Staffing and Recruitment**

- 5.2.1 This year has also been quite challenging for recruitment. Notwithstanding the logistics of running recruitment and onboarding in a remote manner we've seen the job market for ICT professionals change. It has taken several attempts to recruit a number of posts within ICT. Issues such as location, salary, uncertainty about public sector funding have been cited as reasons of withdrawing applications or declining offers. The benefit of flexible working/remote working is no longer a distinguishing factor. We are now working much closer with HR partners to understand and mitigate these issues as well as trying to 'market' ourselves differently.
- 5.2.2 The departure of the Head of ICT and Digital in Jan 2021 allowed ICT and the shared services directors to consider a number of options on what kind of senior

ICT management structure would best serve the councils in the short to medium term. The interim arrangement of having two deputy head of service roles supporting the head of service role has landed well so far. If the feedback received continues to be positive this will be included in the wider service review covering roles, responsibilities, functions and structure across the whole department.

- 5.2.3 In 20/21 the digital team continued with their recruitment of additional developers that were approved as part of the exercise of balancing the digital team budgets across the 3 councils. The recruitment process has been a little more difficult to run and manage under the current Covid restrictions, but eventually it has yielded results. The team scaled up steadily throughout the year rather than a big bang approach and the feedback so far is that the new capacity is being used, helped by the prioritisation of work from respective council digital boards/steering groups. The 'flex resource' has also been recruited and now gives the IC's additional options for delivery of digital work requests that are urgent / short notice and cannot wait for a future sprint to become available.
- 5.2.4 This year has also seen the digital team fill their key role of Digital Operation Manager. Issues such as monitoring and managing the day to day demands, the 'technical debt' of previous developments, implementing processes, procedures and technology for monitoring and reporting on public facing services are just a few areas that this role has started to progress and deliver.

### 5.3 **Financial Performance**

- 5.3.1 Financial management and reporting has also continued to improve throughout the year. And although overall the current outturn evidences that 3C ICT are delivering the savings as expected and in line with business plans, there is a risk that some reductions and savings achieved this year are not able to be tracked because they are not currently included in the baseline business case. Instead they are being swept up in recharges along with ad hoc ICT council spends.
- 5.3.2 The quarterly meetings with the council finance leads have been extremely useful and as a consequence we are close to agreeing a method of adjusting and quantifying the amounts to be included in the baseline business case – taking in to account growth and genuine recurring costs that should have been included in the original business case. In future years this will impact the total budget allocated by each council and may appear as an increase, but by being a more accurate reflection on costs, the ICT service can be better managed.

### 5.3.3 Provisional outturn position for 2020/2021:-

	BUDGET	FORECAST	VARIANCE
CCC	2,991,556	2,935,626	-55,930
HDC	2,084,951	2,073,801	-11,150
SCDC	1,375,465	1,355,735	-19,730
	6,451,972	6,365,162	-86,810

5.3.4 The overall financial outturn still demonstrates a saving over the budget based on re-profiled business case approved in February 2018. The council are paying less for their ICT service against that agreed baseline in spite of a very challenging year due to Covid and increases in demands.

### 5.4 Service Performance, Customer Feedback and Service Delivery

5.4.1 KPI 1 Customer Satisfaction with 3C ICT as measured by receipt of both unsolicited (complements, complaints and comments) and solicited feedback (feedback requests for all resolved calls and quarterly surveys), average remained just under target for the first 3 quarters of the year, mostly due to service outages during Aug (security certificate issue) and Nov (Data Centre networking issues). However, a rally with customer feedback during Q4 allowed the overall performance to be recovered and meet the annual target of 95%. KPI's 4 (3C ICT Resolution) and 5 (Request starters-moves-changes) performance has missed out on meeting performance by a couple of % with Amber overall for the year, but KPI3 Service Desk Resolution (measured by jobs resolved directly by the service desk at point of contact) has remained above target throughout the year. This fit well with the change of support model with the vast majority of staff having few options to come back in to the office for support and therefore relying more on the service desk. This was only possible due to the additional 'covid fund' funded additional service desk resource that had been brought in to assist.

5.4.2 Following the implementation of changes to the incident management process last year, problem management processes which look at root causes of incidents was introduced. This has had a positive impact by reducing the number of repeat incidents. Examples include RDS service issues, understanding performance issues certain applications, data centre resource capacity issues. This has contributed directly to the overall reduction in high priority (P1) incidents throughout the year.

5.4.3 The year hasn't been without its difficulties and challenges though. All three councils rely on the services and systems to be available. With Covid working practices, not only do staff need to access systems and services in different ways and for longer periods of the day, residents, businesses and members of the public have had a greater reliance on services. Especially access to Covid support and guidance.

- 5.4.4 A series of linked technical issues during Oct and Nov affected the data centre which meant availability (KPI2) fell below what 3C ICT aspired to. The entire 3C ICT team were acutely aware of the impact this had on not only council staff, but the quality of service being provided to residents, businesses and members of the public. Fixes were implemented as soon as the root cause (software bug) was identified, and since then stability has been restored. This has highlighted the reliance we have on a small number of global suppliers when using what is regarded as industry standard technology. This problem also surfaces when considering responding to cyber security alerts and risks – See Cyber security section below.

## **5.5. Cyber Security**

- 55.1 2020 to 2021 has seen the trend of increasing cyber security demand continue. At the beginning of the year, the incident that hit Redcar and Cleveland Council had an impact on all councils around the country. Reviews, data returns, assessments, audits had to be picked up and fed back to the 'centre'/MCLG. This in itself took a lot of time and effort from managers and technical staff. However as we moved through the year, major international/global cyber security incidents also took time and effort. Three supply chain attacks in 6 months on major vendors, who are regarded as industry standard and leaders in their field have shown this trend is on the increase – SolarWinds, Mimecast, Microsoft. Previously we've seen 1 a year where the impact has been very limited, but these three have resulted in 100's a hours of work across multiple teams. A review of what skills and resources we need to allow to try and stay on top of this growing risk area is now underway and will most likely lead to options being presented and budget bids for resources/tools/services to help keep the councils and safe and secure place to work and conduct business with.
- 55.2 Appendix A provides a summary of the current cyber security risk assessment based on NCSC good practice.

## **5.6. Project Performance**

- 56.1 Covid 19 response - Even though the Council Anywhere project completed roll out last year we are of the view that the benefits were not able to be fully realised or recognised until the impact of Covid hit the councils. Until that point the project had delivered the infrastructure improvements and replaced old laptops, but the value of enabling the work force to work remotely immediately and to allow continuity of service has only really been felt over the past 12 months. In addition, the ability to add telephony functionality to teams has allowed the council to continue to work from home and handle phone calls as if they were in the office. This was unplanned technical configuration work, but the phased roll out has meant by the middle of the year almost 1/3 of staff were already using Teams Telephony and valuable lessons were being learnt and able to be fed in to the formal telephony replacement programme.
- 56.2 Infrastructure and Data Centre - The project to disconnect the infrastructure from the legacy CPSN core network (which marked the closure of the EastNet Programme of Work) was achieved ahead of the hard cut off date. As well as the

migration of the City Unify telephony and contact centre on to EastNet. This included a test of the fall back service which had never been proven until that point.

- 563 Infrastructure projects also accounted for 2 of the biggest pieces of work over the past year. First off was the installation of the generator at PFH which greatly enhanced the resilience of the data centre services in the event of power supply issues in Huntingdon. Secondly the move of the Data Centre from Cambridge to Peterborough. Both projects required significant risk management relating to the availability and continuity of all on premise hosted services but these were managed successfully with no unscheduled downtime. These projects also provided the opportunity to run all hosted services from each half of the data centre infrastructure which provided assurance to each council that the integrity of data and services is protected in the event of a catastrophic failure at one site. There is one more test to perform during 2021 to 2021 which is running all services from the new site in Peterborough. This will be scheduled with agreement from the IC's and Directors in due course once peak activity relating to annual billing and elections is complete.
- 564 InTune - Migration of all mobile devices on to the new InTune management platform allowing the councils to make more of the investment in the Microsoft Enterprise agreement as well as supporting the roll out of Teams / O365 access to mobile devices. Also delivers better management, monitoring and security capability.
- 565 SCDC Telephony migration to Teams - Telephony service migration for SCDC was also another major project achievement during the year. This project not only migrated services for the entire council without any interruption to customer facing services, but significant unnecessary / unmanaged costs were identified with the legacy service. This is being fed into the wider Telephony and contact centre programme of work for the 3 councils taking place during 2021 to 2022.
- 566 Single print environment - This has delivered a truly integrated and seamless print service across all 3 councils allowing any member of staff to be able to print to / collect prints from any MFD device on any of the council sites. At the same time the number of MFD devices have also been reduced (by almost half) to allow further efficiencies and savings to be realised.
- 567 Waste Services - Follow on go live phases of the Yotta Alloy project have continued throughout the year with major go live milestones achieved – one for City and two for HDC.
- 568 Tascomi - For the majority of the year 3C ICT were delivering the technical elements of the programme of work, supporting service areas with their data migration processes and technical transition from separate legacy systems into a single cross partner solution. However, following the departure of the programme manager in Dec 2020, 3C ICT were asked to act as 'caretaker' programme manager to ensure risks that had emerged and put the overall programme at risk were adequately managed and that a basic implementation could go ahead on time so that legacy services could be decommissioned and

avoid costly renewals. The programme of work has now been re-assessed and split up into several follow up stages and is able to be handed over in a more manageable state to the service areas to pick up again.

- 56.9 PSN - The project for the PSN renewals for all 3 councils was completed with certificates of assurance being issued at different points during the year. However, the City pen testing had to be delayed and rescheduled due to Covid restrictions that affected all on site testing. This was done in consultation with and full disclosure to the national accreditors so as not to risk any kind of certificate lapse or exception reporting for City. Ultimately all 3 councils achieved PSN assurance, and for the coming year we've taken the first steps to consolidate the submissions with the aim of simplifying the process with the Cabinet Office. Pen testing and auditing for this has already started so that this year all 3 councils will align PSN submissions in to one document set for approval.
- 56.10 Project Processes - One of the objectives set last year was to implement changes to further develop the project and work request commissioning process. Previous feedback from within ICT, IC's and requestors pointed to issues relating to the transparency of scheduling and prioritisation decisions. Working closely with the IC's and key stakeholders a process review was undertaken and an updated assessment and scoring process was implemented and made visible to staff via SharePoint. This has been an enormous help in ensuring drivers and priorities are agreed collectively and all relevant parties are kept updated with decisions made. However due to volume of requests for projects and work requests, demand has far exceeded capacity. A backlog of 120+ items over and above what has been agreed with the IC's has built up. The interim Strategic Portfolio Manager is putting proposals together to be presented to IC's senior stakeholders on how to effectively and efficiently manage and report on the portfolio of work across the 3 councils. Initial findings show that the 130+ project requests combined with just 6 basic project monitoring points makes the overall portfolio of work unmanageable in it's current form.
- 56.11 3C ICT remain committed to working closely with the councils individually and collectively to manage those priorities and providing options on delivery of work highlighting risks and constraints that need addressing and presenting options and recommendations about changes to the overall approach.

## **5.7 Summary**

- 5.7.1 Of the KPI's being reported 3 are above target and green, and 3 are just below (within a few %) at Amber within tolerance.
- 5.7.2 Savings and reductions over the pre-shared service position and in line with business case objectives have been delivered
- 5.7.3 Infrastructure improvements to address risks have been delivered and major milestones in technical DR testing achieved.

- 5.7.4 New digital services and improvements to existing services have been delivered working closely with IC's on meeting priorities that have changed regularly. Business grants and website updates are of note here.
- 5.7.5 Adapted to a completely new operating model to support staff over an extended period of time who have transformed and, in some cases, re-invented the way they work at individual, team and service area level.
- 5.7.6 Delivered projects under difficult conditions where resources, timescales and requirements have had to change, but maintaining quality and costs. However a review of the overall approach to projects is required because demand is far greater than capacity to deliver.
- 5.7.7 Managing the ever changing and ever-present local cyber security risks against the backdrop of International/Global incidents. In particular supply chain attacks have been a major problem in the 6 months of the year that we have to keep on top of.

## **5.8 For the future**

- 5.8.1 Cyber security risks - Growth in the cyber security capacity and capability within ICT is needed as demonstrated by the unplanned for work during the year. Strategic and operational options and decisions required on what kind of approach we want to take.
- 5.8.2 Increased estate – Growth in devices across the estate has had an impact on the sustainability of 3C ICT support and management systems. Options and impact of different delivery models will be provided so that business cases can be developed to support additional funding for specific teams.
- 5.8.3 Infrastructure review and move to hosted/cloud – The output from the independent data centre technical review is currently in draft and will be presented to the Councils shortly. This will also include cost models for migrating to fully hosted services. This will give the Councils options to consider on how quickly or whether moving to externally hosted solutions provides the right balance of risk/cost/benefit.
- 5.8.4 Budget/baseline business case costs – Following a year of financial analysis associated with providing and developing ICT services, it's clear that there are many costs and charges respective finance teams would like to see included in the main business case charges. The introduction of these changes will require careful management so that the aims, objectives, savings and reductions outlined in the original business case agreement are not lost or ignored.
- 5.8.5 Flex resource for digital team – With more requests for integration of data and systems to support the digital growth agenda as well as the expected growth in interest in developing mobile applications, the flex resource within the digital team should be called upon more often this year. We understand that service areas are finding it difficult to plan sufficiently far ahead to secure time in sprints, and rather than pushing work to the back of the queue, this will provide the IC's and



Service Area's with more options to obtain digital team resource at short notice if funding is available outside of the annual bid process.

- 5.8.6 Benefits realisation and review of project delivery approach – This year CA has evidenced the benefits and value from the project to implement and roll out the new technology, but this is not done as a matter of routine by project/programme sponsors. The councils should consider if and how this needs to be covered within the project and programme management processes as it can fundamentally change project briefs and business cases. The way in which ICT projects and work requests are commissioned, managed and delivered are also undergoing change now that scoring and prioritisation by the IC's is embedded. During Q1 we expect to consult on and issue guidance on key roles, responsibilities and accountabilities and process for ICT managing projects as well as controlling and reporting on the backlog.
- 5.8.7 Telephony and Contact Centre – The core telephony plus contact centre replacement will be a major technology transformation programme of work this year. It links to a number of major work streams that support multiple council priorities. This work has the potential to impact and transform every service area in each council and will need strong sponsorship, support, significant technical and non technical resources to be delivered successfully and provide the expected benefits.
- 5.8.8 Supplier management – Whilst this has improved a lot this year (as shown with City R&B renewal) and the Microsoft license consolidation work) it has also show this area still needs a lot more time and effort if it's to continue to deliver financial and service benefits across more services. Complexities due to the 3 council partnership arrangements and 3C ICT legal status are now emerging that were not fully appreciated previously. 3C ICT will continue to invest as much time as practical to ensure best value is derived from the priority and critical contracts as agreed with the IC's and councils.

## Appendix A – Cyber Security Risk Management Summary

<b>AREAS FOR MONITORING AND MANAGING CYBER SECURITY RISKS.</b>				
	NCSC 10 Steps Theme	Rating <sup>1</sup>	RAG (0-3 red, 4-6 amber, 7-10 green)	Direction of travel since last Q. review
	Risk Management	6	AMBER	↔
	Secure Configuration	7	GREEN	↔
	Network Security	7	GREEN	↔
	Managing user privileges	7	GREEN	↔
	Incident management	5	AMBER	↔
	User education and awareness	6	AMBER	↑
	Malware prevention	8	GREEN	↔
	Monitoring	6	AMBER	↔
	Removable media controls	8	GREEN	↔
	Mobile Working	7	GREEN	↔

The Improvements in the User Education and Awareness section this quarter is centred around the updated version of the IT Security Policy / Acceptable Use policy that is currently going through the Information Governance Groups at each council. “versions of the policy are currently being considered and awaiting sign off. One is an ‘abridged/cut down’ version which is a summary and provides all the main points in a short document, the second version is the detailed/full version which links from the summary version. Once this is signed off and a method of recording staff reading and understanding the policy, we will move from amber to green.

The steps required to bring the remaining themes to Green are as follows:-

Risk Management - Once we receive the final version of the audit relating to this process (due by the end of May 2021) and we complete any high/critical recommendations we can move this from amber to green. The aim is then to maintain Green by sharing the quarterly summary more widely than the Shared Service board, to also include, but not limited to each Councils Information Governance groups, and other senior managers within each council.

<sup>1</sup> Rating based on recognised good practice where zero is no controls in place or yet to be initiated, 5 is defined and managed and 10 is fully optimised and mature controls.

Incident Management - Work continues on the development of the Incident management section which involves internal sign off of the technical incident response plan. This should be complete by the end of May, and once we carry out some table top exercises to test the plan we can also move this from amber to green. To maintain Green there are a series of tests and exercises published by the NCSC we can run aimed at different stakeholder groups and levels.

User education and Awareness – This area is now being supported by the IG groups at each councils and once the joint update of the acceptable use policy is complete and the process of monitoring sign up is agreed, this can move from Amber to Green. To maintain green a review and update of annual refresher training is planned to be started this financial year with new and updated content to be published.

Monitoring – The activity required to move this theme from Amber to Green involves completing the implementation of additional monitoring and audit tools. This area is subject to regular reviews and change because of the continual changing threats that are emerging. Therefore maintaining green will be dependent on wider cyber security threat and risk trends and the development of a continual service improvement plan. This year will be the first time we have approached cyber security management this way and may benefit from a follow up audit review in 12months time.

### **Cyber Security briefing: -**

The Cyber security risk management process has been subject to an audit by BDO and the early feedback (final report is still going through approval process before being submitted to the council) is that the process being used and follows does provide assurance that the right areas of cyber security risk management are being covered. We have also been working with MHCLG and their cyber security working group who are trying to develop a risk management dashboard. This approach (above) is more detailed than the early releases we have been asked to review, but we'll continue to monitor their developments in case it provides additional benefits.

### **Cyber security incidents of note**

This quarter we have seen a number of global cyber security incidents that have affected us locally within the council.

The Fire Eye tools 'theft' that was mentioned last quarter that impacted the Solar Winds network monitoring tool that we use still continues to incur work for the technical teams as more information and data is released about the impact. The teams completed a rebuild of the environment in December and January, but have to continue applying out of cycle updates and patches as the supplier disclose more details about potential risks and vulnerabilities. This has taken several weeks work from 2 infrastructure engineers during this time.

At the end of Jan Mimecast disclosed details relating to compromise of security certificates that would undermine the security of some of their products. One of which we use as part of our email security layer. This required several days of work – often out of hours by the infrastructure team to run tests, apply updated certificates and checking logs to ensure our system had not been impacted by this breach.

At the beginning of March another major global cyber security incident involving Microsoft exchange services was disclosed. This related to a previously unknown vulnerability that was being actively exploited worldwide in the 10's of thousands. Even though our systems were configured in such a way that we weren't immediately vulnerable to the exploit, the issue was so severe that all users of Microsoft Exchange were strongly advised to apply updates and check their systems for signs of compromise. There was a significant amount of advice and information coming out regarding this issue and updated advice continues to be sent out. To date this has required 2 engineers almost full time over almost 3 weeks to keep on top of this.

The trend over the past 2 or 3 quarters is that global supply chain attacks such as this are becoming more frequent. Instead of seeing 1 or 2 a year we are seeing several each quarter. This additional demand will be considered as part of our service review and may lead to a request for additional funding for cyber security resources.

## 6. Greater Cambridge Shared Audit Annual Report 2020/21

### 6.1 General Information

6.1.1 The role of Internal Audit is to provide independent assurance that an organisation's risk management, governance and internal control processes are operating effectively. The detailed role of Internal Audit is set out in the Internal Audit Charter, which is approved annually by the partners' relevant Audit Committee. To act successfully as a key business partner, Internal Audit teams need to be fit for purpose and provide assurance of the necessary quality, depth and coverage. The key service objective is to provide assurance on each Council's governance, risk and control environment.

6.1.3 A risk-based plan is completed at least annually, in consultation with management, to help ensure that work reflects both corporate priorities and corporate risks. The details of the plan are then presented to each Council's relevant audit committee for approval. The plan is designed to be flexible, so that work can be re-prioritised in response to the continually changing risk environment. This approach helps to ensure that the scarce resources are allocated in such a way that they add the most value to the Council. This has been particularly relevant in the context of Covid-19 pandemic, where the organisational demand has seen an increased focus on providing Consultancy based activities rather than traditional Audit and Assurance work.

### 6.2 Financial Performance

6.2.1 The outturn for 2020/21 is as follows:

	Budget	Actual	Variance
Total £ (Surplus)	341,030	286,996	(54,034)

The breakdown between the partner authorities is as follows:

Council	Cost £	Allocation %
Cambridge City Council	154,978	54
South Cambridgeshire District Council	132,018	46
Total	286.996	100

6.2.2 The underspend is mostly attributable to staff vacancies, and reduction in demand for audit work at the beginning of the pandemic. We have now recruited substantive employees into the vacant posts, and they will be onboarded in the first quarter of 2021/22. We did not backfill the vacancies with Agency Workers in the last quarter, to avoid the operational costs from onboarding team members in quick succession. The allocation of costs to each partner reflects the actual work delivered throughout the year and is less than originally budgeted. Our costs

are expected to normalise for the 2021/22 financial year as we reintroduce audit and assurance work with a full team.

### **6.3 Service Performance**

6.3.1 The service has performed well against its key performance indicators.

- The team has maintained professional quality standards for PSIAS (Public Sector Internal Audit Standards) and the LGAN (Local Government Application Note).
- Under our effectiveness indicator, the key documents (Annual Head of Audit Opinion and the draft Annual Governance Statement) were completed to statutory deadlines at both Councils.
- We measure our productive use of resources. We set a target of 80% and achieved 75% which is 2% improvement on the previous year. This includes annual leave, absence and bank holidays which, when discounted, would increase our performance to 86%.
- We value feedback following our reviews and measure positive customer satisfaction. We set a target of 80% and achieved 100% in the period.

6.3.2 The Covid-19 pandemic has had a significant impact on the team, as our risk-based plan has been adjusted to focus on consultancy activities which add value to both partners, rather than traditional audit and assurance work. For example, a significant amount of resource was allocated to supporting the Business Grants process. This was the most sensible approach, to effectively use our resources, but does impact the quality of the annual audit opinion at the end of the year. We kept the audit committees informed of this from the beginning of the pandemic, and this approach was subsequently supported by our professional bodies as best practice in the current environment. This adapted way of working has continued for longer than originally planned, and we will aim to progressively complete more audit and assurance work as the impact of the pandemic reduces. Despite this challenge we continued to deliver core assurance work to both partners during the pandemic, through completion of grant certifications, ISO accreditations, key audits, and statutory reports, which is a positive reflection of the team's performance.

### **6.4 Project Performance**

6.4.1 The service has undertaken two projects during the year. We have continued to undertake our maintenance of Public Sector Internal Audit Standards, which helps us identify continuous improvement of our internal processes. This approach ensured that we already in a good position to adapt promptly to the impact of Covid-19.

6.4.2 Councils are required to supply the Cabinet Office with data for the National Fraud Initiative every two years. This biennial exercise involves maintaining compliance with information governance standards, extracting data from multiple Council systems, and further processing and formatting data for upload within a strict timetable. The Cabinet Office has introduced financial penalties for submission

of late and poor-quality data for this exercise, and we provided this data without incurring the penalties, which is positive for both Councils. In addition, the Cabinet Office requested additional Business Grant datasets in response to Covid-19 and, while this work was unplanned, we provided these within the deadline as well.

## **6.5 Looking Forward**

- 6.5.1 The team developed a dynamic risk-based methodology for internal audit work, which enables us to quickly adapt to the rapidly changing governance, risk and control environment, and prioritise our resources to areas which add the most value to our customers. We plan to use this throughout 2021/2022 as our audit plan returns to a more 'business as usual' approach.
- 6.5.2 The team was an early adopter of the new ICT technology delivered through the Council Anywhere project, and we have already adapted a number of internal processes to work smarter. Our support of the Business Grants process has enabled us to develop our skills in data analytics. Building on this, our focus going forwards is to develop self-service continuous auditing solutions, now that other Council services are using the software. This should help us to become more efficient, will help to reduce the burden on teams being reviewed, and will be particularly beneficial in the current remote work-based environment.

## **7. Implications**

### **a) Financial Implications**

The financial implications are shown in sections 4.2, 5.3 and 6.2 above.

### **b) Staffing Implications**

There are no staffing implications.

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

Not required for this report.

### **d) Environmental Implications**

None for this report.

### **e) Procurement Implications**

None specific related to the service. Any procurement relating to the service provision is carried out in line with the Councils' policies.

**f) Community Safety Implications**

There are no community safety implications.

**g) Consultation and communication considerations**

This will be conducted in accordance with the Council's agreed policy.

**h) Background papers**

Background papers used in the preparation of this report:

Shared Service Quarterly reports  
GCP and 3C Shared Services 2019/20 Annual Reports  
GCP and 3C Shared Services 2020/21 Business Plans

**i) Appendices**

None

**j) Inspection of papers**

To inspect the background papers or if you have a query on the report please contact Fiona Bryant, Strategic Director, tel: 01223 - 457325, email: [fiona.bryant@cambridge.gov.uk](mailto:fiona.bryant@cambridge.gov.uk).





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Item

## **ANNUAL COMPLAINTS AND FEEDBACK REPORT 2020-21**

**To:**

Executive Councillor for Finance & Resources

Strategy & Resources Scrutiny Committee

**Report by:**

Tony Stead, Business & Development Manager, Customer Services

**Wards affected:**

All

### **1. Introduction / Executive Summary**

- 1.1 This report provides an analysis of the complaints and compliments received by the Council during 2020/21 under the Corporate Complaints, Compliments and Comments procedure.
- 1.2 The purpose of the report is to identify topics and trends in relation to complaints; identify areas of organisational learning that have taken place over the past year as a result of the complaints received and make further recommendations based on trend data to improve services.
- 1.3 The report also highlights those areas of good practice within the Council and seeks to identify themes and trends in relation to comments made by members of the public so that the Council can also take action where appropriate to improve services
- 1.4 The report explains that the persistent complainant policy has been revised to align more closely with the Ombudsman's guidance, following feedback from the Ombudsman's office on a case.

## **2. Recommendations**

### **2.1 The Executive Councillor for Finance and Resources to:**

- Consider the draft Annual Complaints Report for 2020/21 (appendix A) and approve for publication on the Council's website.
- Note the revisions to the Council's Persistent Complainant policy (appendix B)

## **3. Background**

- 3.1 The City Council has been recording information about complaints for the last 15 years and trend data is included in the report from 2018 onwards. In 2020/21 the Council received 791 complaints compared with 1145 in the previous year.
- 3.2 For context, the Council's Customer Service Centre received over 270,000 phone and electronic contacts, during 2020/21.
- 3.3 The majority of services saw a fall in the number of complaints this year, with only Environmental Services (Streets & Open Spaces and Environmental Health) seeing their totals increase. The reasons and responses are set out in the Head of Service commentaries in the report.
- 3.4 Like everything else, the number and nature of complaints received was impacted by Covid-19 and its impacts on the services provided by the Council. During the year, the Council supported the community Covid-19 response and delivered new or expanded functions such as administering multi-million pound business support grants or ensuring all homeless people were provided with accommodation. The year saw a number of services run at full capacity, while others ran at a reduced capacity. Cambridge Live for example were unable to run events, which was a key theme in last year's complaints totals.
- 3.5 Three complaints were upheld by the Local Government & Social Care Ombudsman from a total of 9 investigations. The number upheld is comparable to previous years. We will not know the final number of enquiries made to the Ombudsman until the [LGSCO's annual letter](#) to

the City Council is made available in mid-July. Once received, this will be published alongside the Annual Complaints Report online.

3.6 The report includes:

- A summary of complaints received, their trends and action taken
- Details of compliments and comments
- Complaints escalated to the Local Government Ombudsman
- Complaints relating to conduct of councillors

3.7 As well as complaints the Council also received 97 compliments and 5,414 positive comments about the Council's services and staff through the GovMetric system, out of a total of 9,909 comments received via this channel. A section on compliments is included in the report because in terms of providing a good service to residents, knowing where things are working well and are appreciated is as important as knowing where things are not working well.

3.8 Subject to approval by the Executive Councillor, officers will finalise and publish the report on the Council's website with hard copies being made available on request.

3.9 In June 2021, the Council received notification from the Ombudsman's office of a draft recommendation that the Council should Review its 'Unreasonable and Unreasonably Persistent Complainants' policy and consider whether it requires updating to ensure consistency with the Ombudsman's 'Guidance on managing unreasonable behaviour'. This was with regard to a complaint not covered in this report (as it was submitted to the Ombudsman after 1 April 2021).

3.10 Officers have reviewed the policy and have updated it to ensure greater consistency with the Ombudsman's guidance on the matter. The revised policy is attached at Appendix B.

## 4. Implications

### (a) Financial Implications

*Page: 3*

The time and resources spent on responding to complaints is a not insignificant cost to the Council. Our aim is to get things right first time as often as we can to reduce the cost of "failure demand".

## **(b) Staffing Implications**

None

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

Analysis and action taken as a result of complaints has an important role to play in ensuring that our services are accessible to all those who wish or need to use them and, that as far as possible, we are able to respond flexibly to the differing needs of our citizens and visitors.

## **(d) Environmental Implications**

None

## **(e) Procurement Implications**

None

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

None

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

The Annual Complaints Report will be published on the Council's website.

## **6. Background papers**

Background papers used in the preparation of this report:

(a) LGSCO's Annual Letter to Cambridge City Council

## **7. Appendices**

(a) Draft Annual Complaints Report 2020/21

(b) Revised Persistent Complainant Policy

## **8. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact Tony Stead, Business and Development Manager, tel: 01223 - 457501, email: [Tony.Stead@cambridge.gov.uk](mailto:Tony.Stead@cambridge.gov.uk).



# Cambridge City Council

## Annual Complaints and Feedback Report 2020 - 21

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## Cambridge City Council's Annual Complaints Report - Introduction

Every year Cambridge City Council publishes an Annual Complaints Report, which gives an overview of the complaints the Council has received and how we have dealt with them (though we do not publish names or other personal details of people who have complained).

Cambridge City Council welcomes customer feedback, to help us to identify and address problems for customers, and to improve our services. This report shows how we have increased customer feedback about services and how we are responding to complaints.

### Why we produce this report

- To learn from our mistakes so that we can improve our services.
- To encourage people who have cause to complain to make comments and suggestions to help us make these improvements.
- To show how we've responded to complaints and what we've done to try to put things right.
- To publicise and explain our complaints process.

### Our Complaints Procedure

#### What is a complaint?

A complaint can be wide-ranging, but can be defined as an expression of dissatisfaction with the service provided, or lack of action by the Council, or its staff. This can include failure to achieve specific standards of service.

It should be highlighted that issues brought to the Council for the first time, are dealt with as a request for service and so are not processed as a formal complaint. However service requests can then escalate into a stage 1 complaint if the customer remains unsatisfied. This may occur from delays in response or dissatisfaction with staff behaviour or policies.

Customers complain to the Council if they:

- Are unhappy about something we have or haven't done.
- Are not satisfied with the way a member of staff has treated them.
- Are not happy with the way a councillor has treated them.

Cambridge City Council has a two stage complaints process:

**Stage One:** An issue raised by a complainant which is escalated beyond a service request for the first time.

**Stage Two:** Internal review of a complaint where the complainant is unsatisfied with the response to their initial complaint or the way in which the complaint has been handled, and they wish for their complaint to be considered further.

The **Local Government Ombudsman (LGO)** is the final stage - the person affected must have gone through our internal complaints process before going to the LGO for an independent review.

## Complaints to Cambridge City Council in 2020-21: summary

### Total number of complaints received

In 2020-21, the total number of complaints received was 791, a reduction of 354 from the previous year's total of 1,145.

### Proportion resolved at stage 1 and stage 2

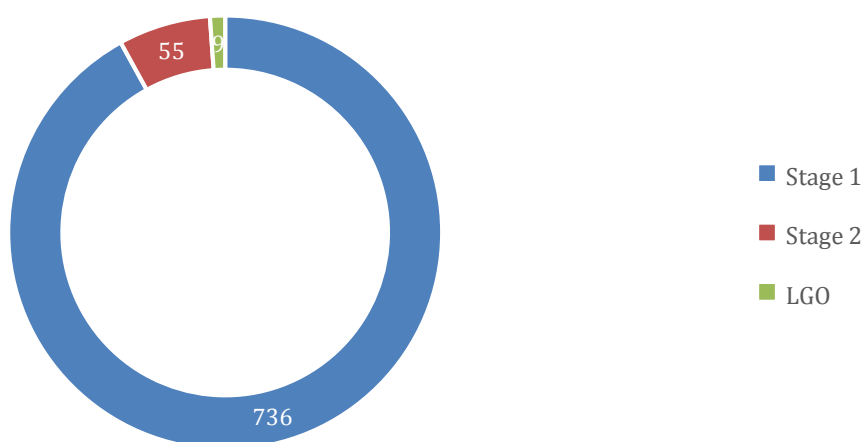
Of those 791 complaints, 93% were resolved successfully at the first stage without need for escalation. This compares with 92% in 2019-20, and 89% in 2018-19.

55 complaints were escalated to stage two, which is 20 fewer than the 75 in the previous year. These complaints were mainly escalated due to the fact that the complainants did not feel their complaint had been fully resolved at stage 1. See Fig 1.

### Proportion resolved within the target timescale

Across all complaints submitted, 85% were resolved within the target time of ten working days. This represents an improvement on recent years, where 81% were responded to within time in 2019-20, and 76% in 2018-19.

Fig 1. Total Complaints received, by resolution stage



## Overview of complaint trends

223 (28%) of all complaints received by the Council were for Waste Services. This represented a decrease of 175 from the 398 complaints received in 2019-20 which represented 35% of that year's total. As with previous years, the majority of these complaints were raised as a result of a missed bin. Despite having the highest amount of complaints in the year, the service also received a large amount of informal thanks and praise for continuing to deliver a good service throughout the Covid-19 Pandemic.

For the majority of council services, the number of complaints received decreased compared to the previous year. The only service that saw an increase in complaints was Environmental Services, covering Streets & Open Spaces and Environmental Health.

The Streets & Open Spaces increase was due to a single specific service issue in late December relating to the decision to close the Market temporarily on Covid-19 safety grounds. 55 complaints were submitted over two days as a result, and all of these complaints were responded to within the target time, with none escalating to further stages. Following the feedback, and taking account of further public health advice, the market was reopened in a phased approach beginning in late January.

### **The impact of Covid-19 restrictions**

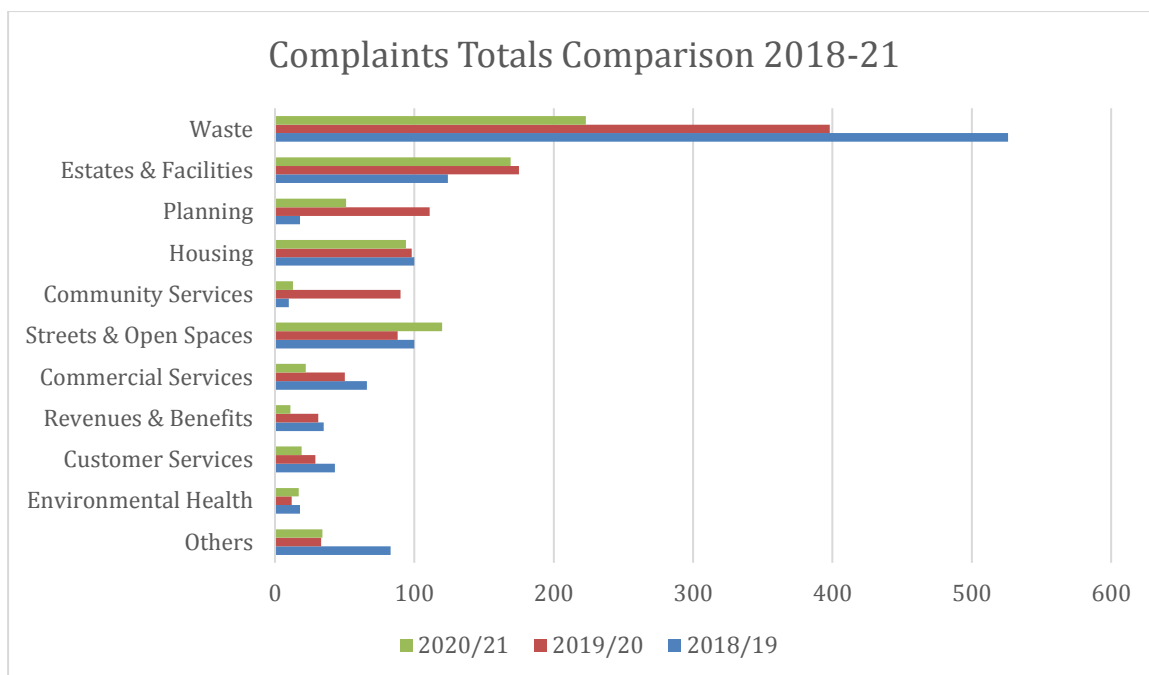
The Covid-19 pandemic undoubtedly had an impact on the amount of feedback received as some services were only able to provide a limited service due to Covid-19 restrictions, or having staff redeployed to support the Covid-19 response.

Community Services saw a decline from 90 complaints in 2019-20 to 13 this year. This is likely because venues were shut and as such, no public events could take place in the Guildhall or the Corn Exchange, which is where a large amount of the previous years complaints originated from. This reduction brought the number of Community Services complaints total down to the level where it was prior to Cambridge Live being reintroduced into the service.

Customer Services had to close the doors to the Customer Service Centre due to covid restrictions, and as such could not offer a regular face to face service. However, the team did continue to offer a telephone and email service whilst working remotely and had staff available for emergency face to face appointments two days per week.

However, the reduction in complaints cannot solely be credited to covid or other external influences. Services have been working hard to make improvements in response to complaints and feedback in previous years and implementing new ways of working.

For example, the Streets & Open Spaces team are in the final stages of implementing a new digital management system across their street cleansing, enforcement and grounds maintenance services. This will allow customers to report issues via the online customer portal, and request services in real time, with the job being assigned to an operative on their hand set immediately, enabling a more streamlined customer journey, and improved customer service as it will allow customers to track the progress of issues they have reported.



### Local Government Ombudsman (LGO)

9 complaints were made to the Local Government Ombudsman. Of these, four were progressed to be investigated by the LGO, and of those, three were upheld. (See pages 37-39 of this report for more detail).

### Reporting, monitoring and driving service improvement

The City Council's managers work hard to understand the reasons for the complaints, and where a consistent theme or issue has been established, have taken action to prevent the poor service that triggered those complaints from being repeated. We continue to work hard to deliver high quality services to all residents and customers and welcome all feedback on our services and suggestions for improvement.

The Lead Complaints Officer has continued to review data on a monthly and quarterly basis to establish themes and trends. This data is reported on a quarterly basis to Directors and Heads of Service to prompt reflection on what services need to do to improve, change or prevent a reoccurrence.

Particular attention is focused on responding appropriately to complaints first time and reducing complaints being escalated to the higher stages. This reporting has led to some constructive discussions with Senior Management, and as a result we have been able to take feedback and apply it across many areas of the complaints process.

## Customer contacts with the City Council - overview & context

During 2020-21 over 270,000 telephone and electronic contacts were received by Advisors in the Customer Service Centre. The CSC only recorded 60 face to face appointments due to the centre only being open for emergency appointments. Around 52,000 contacts were handled by the Council's Interactive Voice Response system. Of these, over 20,000 contacts had their enquiry resolved by the system. The number of complaints is relatively low in relation to the overall volume of customer contacts received by Council services.

We also received 9,909 instances of feedback through GovMetric, our customer satisfaction rating system. See the section on GovMetric below for further detail.

## Review of complaints process and improvement activity in 2019/20

The Business & Development team within Customer Services have continued to provide training and support to Officers within the Council, with a strong focus on Customer Service to ensure that a consistently good level of customer service is provided to the customer. Following feedback from Senior Management Team meetings, further training was also provided to Customer Services Advisors. These advisors are often the first point of contact for customers, and as such have the opportunity to resolve issues for potential complainants before a complaint is raised. The training focused on differentiating between a complaint and a service request, and how the advisors could think holistically to offer a resolution to the customer without the need to raise a complaint case.

### How complaints were received

Year	Email & Web	Telephone	Face to Face	Letter
2020-21	93%	6%	0%	1%
2019-20	89%	8%	2%	1%
2018-19	80%	14%	4%	2%

The majority of complaints were received via a digital channel, predominantly via customers submitting their complaints themselves. 79% of complaints were logged by members of the public using the web form to report directly into the Council's Complaints Tracker, which is a further increase on 73% from last year.

The face to face customer service offering was reduced to an appointment only emergency service, which dramatically reduced footfall. No complaints were received in person from any of these appointments.

## Compliments

In 2020-21 the Council received 97 compliments across all services via Complaints Tracker, which is a slight fall when compared to previous years. This could be due to the reduced service being provided due to covid restrictions, highlighted earlier. There were significantly fewer compliments left for Customer Services, as they are traditionally left via comment cards in the face to face service.

Estates & Facilities, Housing Services and Streets & Open Spaces received the highest number of compliments, with the majority relating to helpful staff members, and continuing to provide public services throughout the Covid-19 pandemic.

Officers were encouraged during training late in the year to formally record compliments more regularly going forward, as managers had mentioned more than once that the number of compliments formally recorded was lower than expected.

Whilst the Waste service saw a reduction of formal compliments this year. The service was pleased to see the number of informal thanks and praise received both in writing and directly to collection staff explode during April 2020 in relation to continuing to provide a service, even though reduced, during Covid-19 lockdown. Due to the nature that these were received it was not possible to log them formally, however they have been reproduced on the sides of two of our collection vehicles



## GovMetric - Customer Feedback System

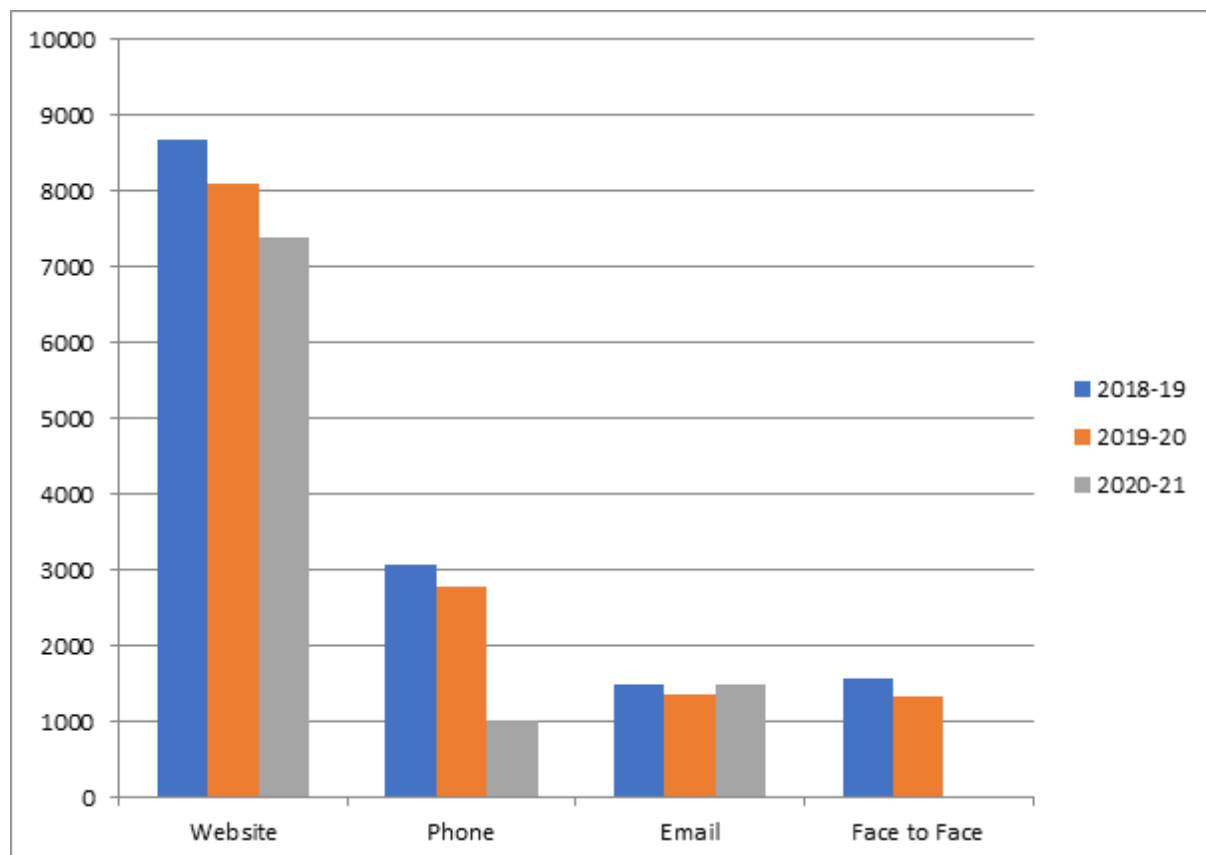
GovMetric was introduced by Customer Services as a way in which to gather customer feedback from a variety of different channels. This feedback tool allows us to review and track how customer feedback is submitted by the selection of three smiley faces: good, average or poor.

Once chosen their preferred smiley, the customer can then provide more specifics about their feedback, including service area and the opportunity to enter more details about their interaction with the council.

at the Customer Service Centre located at Mandela House, there is a Govmetric kiosk in the reception to allow customers to submit feedback, and emails and incoming telephone calls to the Customer Service Centre are also monitored using the Govmetric surveys.

### Total Feedback via GovMetric 2018-2021

The graph below provides an overview of the feedback received by the communication channels in comparison to the past two years. The table on the following page provides more of a breakdown of these numbers and the percentages of good, average and poor feedback.



### GovMetric feedback ratings by channel, 2018 – 2021

Channel	Date	Total	Good %	Average %	Poor %
Phone	2020-21	1026	92%	7%	2%
	2019-20	2775	89%	9%	2%
	2018-19	3067	88%	9%	3%
Face to Face	2020-21	4	25%	50%	25%
	2019-20	1345	77%	10%	13%
	2018-19	1572	81%	8%	11%
Email	2020-21	1481	57%	21%	22%
	2019-20	1369	61%	16%	22%
	2018-19	1482	49%	21%	30%
Web	2020-21	7398	49%	11%	40%
	2019-20	8104	45%	13%	42%
	2018-19	8674	35%	14%	51%

#### GovMetric Feedback received at the Customer Service Centre

Telephone feedback has decreased in volume by more than half this year, this is due to the decline in calls the Customer Service Centre received in response to Covid-19. Despite the total of calls received and the coronavirus pandemic, customers continued to be pleased with the service provided by the council with more phone feedback being “good” this year than in 2018 and 2019.

Customer Service managers continually monitor submitted feedback and create reports that automatically notify them of comments received from customers. These reports are used in monthly catch ups with advisors and are relied on as a training tool for the customer services team. Positive comments are sent to individual advisors notifying them on their excellent customer service skills, these are well received by the team.

The Customer Services reception was closed during 2020-21 due to Covid-19. However the number of feedback responses submitted via email increased which is in response to this closure as more customers were being contacted by advisors via email communications rather than in a face to face environment.

#### GovMetric Feedback received via the council’s website

##### *Comments from Hayley Snelgrove, Web Team Manager*

The web team check Govmetric comments, to see where we may need to make improvements to the website. From feedback, we make content improvements and fix any broken links that may not have been picked up elsewhere. We hope the upward trend in good feedback is a result of our ongoing efforts to make content easier to find and understand.



One example of an improvement following Govmetric feedback is that we updated our cookies functionality based on some customer comments about the ease of use of this, making it easier to get to from the cookie banner, and also improving the general accessibility of this function.

We had a spike in negative comments/feedback in March this year, which we have identified as probably caused by the council tax system not working for a few days (so people couldn't access their information) plus around this time there was also an issue with the bin calendar. When third party systems are not working, provided we are made aware by the service we will add a service update to the website, but customers will still often leave a negative report on that page.

Thanks to a colleague redeployed into the team this year we were able to liaise directly with services about feedback on their content, giving them the opportunity to make improvements.

As with previous years, negative feedback often is service related rather than relating to the website itself, e.g. notifying us about missed bins through this route. We do still also get comments about ease of contacting us.

## Service-by-Service Complaint Trends and Management Response

Each council department reviews the complaints and compliments it receives on a quarterly basis. This enables services to identify if there are any trends in the types of complaint being made or the services that complaints are being made about. As a result, changes can be made to services and how they are provided.

The next section of this report details comments from Services on actions they have taken to prevent, improve or change as a result of the feedback received in 2019-20. The total figure in the first column is the sum of Stage 1, 2 and ICI complaints.

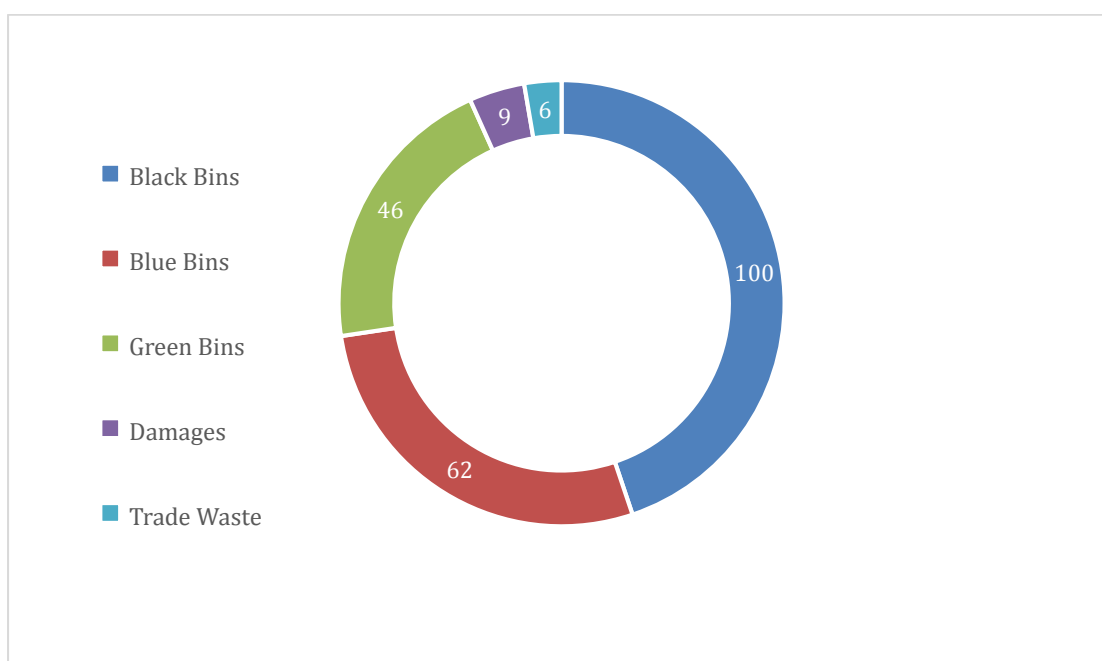
Complaints by sub-service are identified in the pie chart, this is how a service is broken down into the individual service request areas within. The bar graph displays resolution themes, or where these themes are too diffused and a trend cannot be identified, the bars will display root causes.

A resolution theme is the service specific content of the complaint (missed bin for example), whereas a root cause is a reason for the complaint which is generic across all services (service delivery failure).

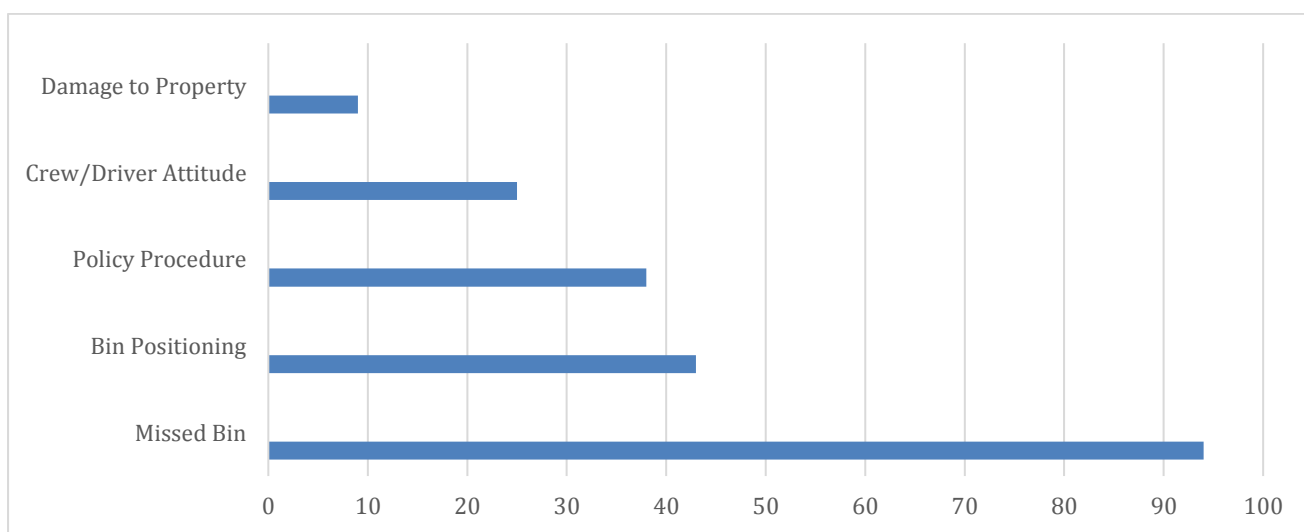
## Greater Cambridge Shared Waste Service

Waste	Total Complaints	Stage 2 Complaints	Complaints in Target	Multi-Service Complaints	Compliments
2020-21	223	12	83%	1	4
2019-20	398	16	82%	9	13
2018-19	526	31	69%	14	3

### Greater Cambridge Shared Waste: Cases by sub-service



### Greater Cambridge Shared Waste: Resolution Theme



## Greater Cambridge Shared Waste - Service Comments

***From Trevor Nicoll, Head of Greater Cambridge Shared Waste Service:***

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The Shared Waste Service undertakes in the region 675,000 collections per month, collecting 3 bins per household per fortnight, or approximately 316,300 bin collections per month within the City. The service has maintained the number of successful collections to over 99.84%.

In 2020-21, the service recorded 5383 bins that were not collected in the City on schedule for various reasons – at least 1778 of these are outside the control of the service such as blocked roads, vehicle breakdowns, or issues where the bin has not been put out for collection. However, these are normally collected within 24 hours.

Of the 5383, 3,605 were reported to the Council and dealt with appropriately as “service requests”.

The total number of recorded complaints for the service (including complaints relating to bin collections) fell from 526 in 2018-19, to 398 in 2019-20, to 223 in 2020-21, this was achieved against the pressures of Covid-19 which lead to staff storages and service suspensions in April and May 2020.

The service has work hard to reduce the number of complaints and the speed in resolving comments over the last year. This has involved all collection staff and managers undertaking customer service training, with a focus of putting the resident to the centre of our operations. Managers have also undertaken additional training to ensure that they respond to complaints more rapidly and to a higher standard, thus reducing complaints escalating to stage 2. This had led the service resolving all 83% of complaints within target and only 12 complaints being escalated.

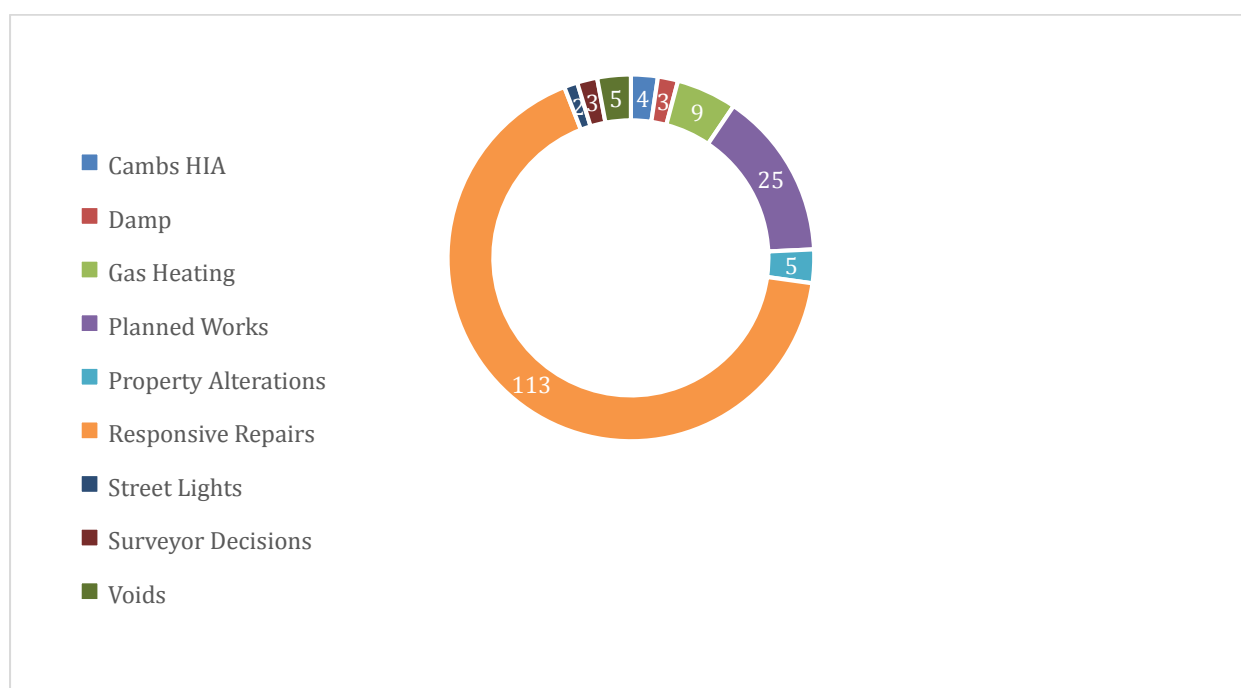
Whilst the service has seen a reduction of formal compliments this year, the service was pleased to see the number of informal thanks and praise received both in writing and directly to collection staff explode during April 2020 in relation to continuing to provide a service, even though reduced, during Covid-19 lockdown. Due to the nature that these were received it was not possible to log them, however they have been reproduced on the sides of two of our collection vehicles.

Complaints are currently running at around 1 per working day, generated from collecting in the region of 14,600 bins each day. Given that some complaints are generated by circumstances beyond our control such as traffic and street layout, I would anticipate this level of complaints may continue. The service remains committed to responding to complaints on time and to a satisfactory standard, and to reducing the number of complaints as far as possible.

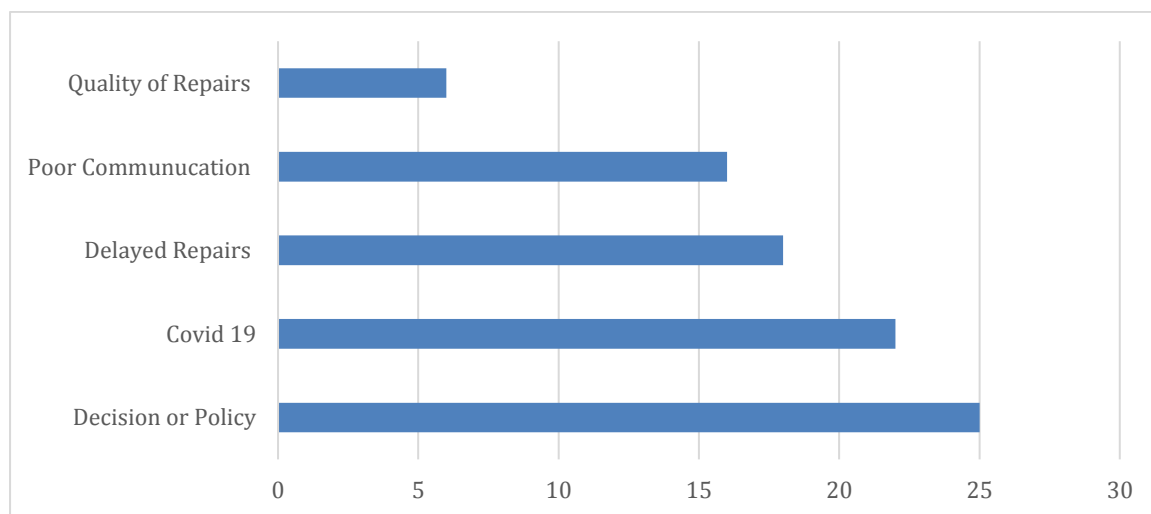
## Housing Maintenance & Assets

Waste	Total Complaints	Stage 2 Complaints	Complaints in Target	Multi-Service Complaints	Compliments
2020-21	169	12	86%	12	18
2019-20	175	14	95%	11	12
2018-19	124	8	58%	28	6

### Housing Maintenance: Cases by sub-service



### Housing Maintenance: Resolution Theme



## Housing Assets & Maintenance - Service Comments

***From Lynn Thomas, Head of Service:***

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During the 2020/21 financial year the service was affected by the impact of Covid-19 as you would expect. The volume of work we completed decreased because of the restrictions that were in place for a large proportion of the year. However, we did still complete over 11,000 responsive repair jobs (compared to 16,000 last year) and £10.3m of planned capital and revenue work.

While the overall number of complaints received is only slightly down on last year, we did see a considerable reduction from the previous year in complaints related to delayed repairs and the quality of repairs, but then a large number of complaints relating to the impact the Covid-19 restrictions had on the service we were able to provide.

I indicated in last year's annual complaints report that we had carried out analysis of our complaints and the root causes, and that actions to improve these were built into action plans to improve the service as part of our service review. There has been a considerable reduction in the number of complaints that have been received for delayed repairs and the quality of repairs which we believe to be a direct result of this pro-active approach and the changes made through the service review.

The highest number of complaints were recorded as Covid-19 impact & decision/policy resolution themes. When staff are following policy, we are not always able to provide customers with an outcome that is to their satisfaction, this can therefore lead to complaints under this theme. However, we are analysing this type of complaint to see if there is a specific policy or common decision that leads to complaints being made and if there is anything that can be done differently to address it.

We believe the complaints recorded under the Covid-19 Impact theme are an indication of the customers frustration at the reduced service that we were able to offer during the government restrictions and changes to the level of repairs and planned works we were able to undertake during certain times in the past year. This is something that was out of our control and as we move through the pandemic, the impact in the coming year should reduce.

The volume of complaints about poor communication have remained the same. I identified last year that we were working on a communication and engagement strategy and believed that the implementation of the housing management system upgrade and new repairs appointment system would improve how we interact with our customers. These were introduced towards the end of the last financial year and we are yet to see the real benefit of these in reducing complaints about poor communication.

In addition to this we are in the middle of implementing the Self Appointing Repairs System (SARS). SARS will allow the tenant to order repairs and view the status of repairs on their own address and in a communal block (if applicable).

It gives our customer control for when they want to book an appointment slot at their convenience, they can review or book this information any time of day or night and we feel this will assist with improved communication.

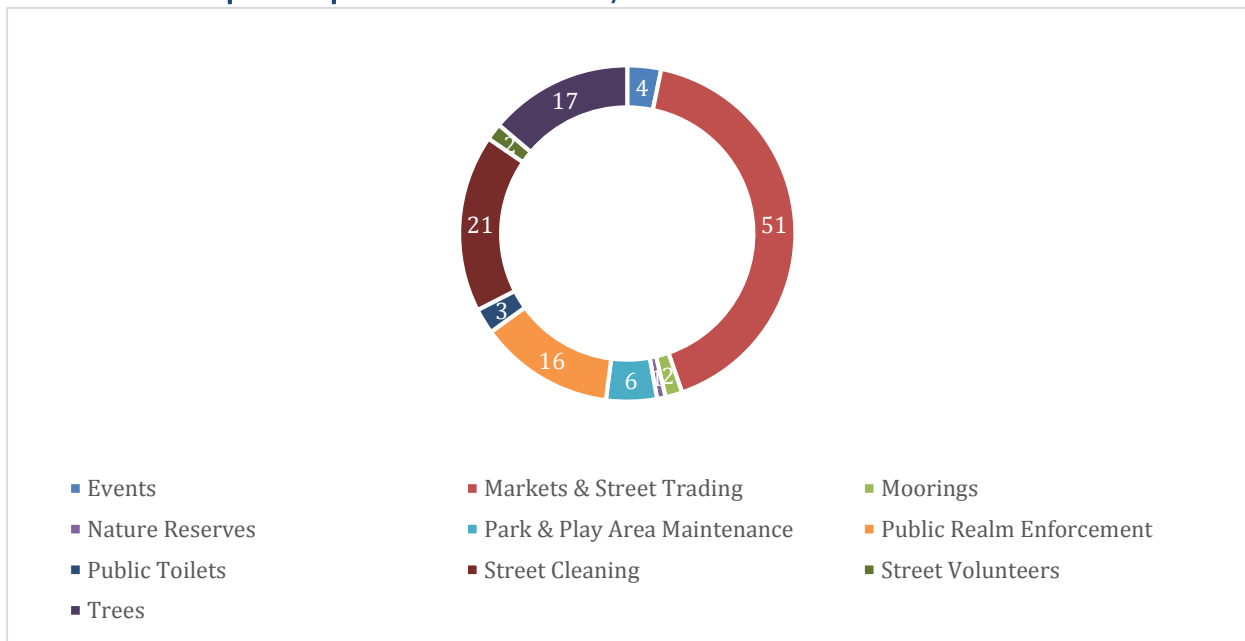
In the restructure of the service we introduced the role of Tenant Liaison Officer (TLO), we appointed to this role in January, one of the objectives of this role is to study the complaints made about poor communication and look for procedural improvement where possible. The TLO has started to complete email and telephone repair satisfaction surveys, although feedback is mostly positive, where an issue has been raised the TLO is making contact to resolve.

The TLO is carrying out analysis of those complaints that have been escalated to stage 2 to see what was done differently to resolve these at stage 2. The aim is to establish some practical learning that can be provided to those staff that deal with complaints at stage 1 to reduce escalation and resolve earlier for the customer.

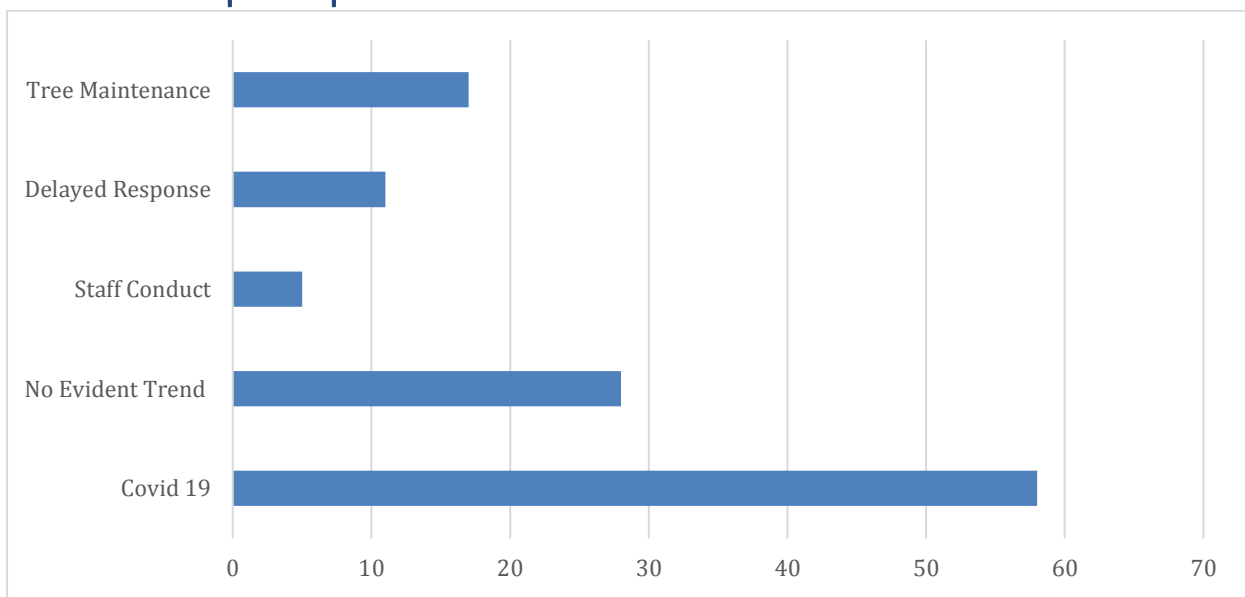
## Environmental Services – Streets & Open Spaces

Streets & Open Spaces	Total Complaints	Stage 2 Complaints	Complaints in Target	Multi-Service Complaints	Compliments
2020-21	120	3	85%	1	21
2019-20	88	6	76%	9	37
2018-19	100	2	59%	11	29

### Streets & Open Spaces: Cases by sub-service



### Streets & Open Spaces: Resolution Themes



## Streets & Open Spaces - Service Comments

***From Joel Carre, Head of Environmental Services:***

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**Streets and Open Spaces** (S&OS) service employs 130 staff and is responsible for managing the city's streets and parks and open spaces (300 hectares), including public tree stock (c240,000), play areas (c80); public toilets (20) and market and street trading pitches; and providing daily cleansing, grounds maintenance and street enforcement services.

Despite the Covid-19 pandemic, our S&OS service has been able to maintain a near 'business as usual' operation, with exception of a few specific areas, such as public toilets, play areas and tennis courts, which, unfortunately, had to be closed for certain periods, in accordance with Government restrictions at the time.

As a result of the Covid-19 pandemic, we have seen a significant increase in community use and enjoyment of our fantastic parks and open spaces for informal leisure and recreation. On the negative side, our Street Cleansing service has had to deal with high volumes of littering, especially from evening and night-time use of the main city parks, such as Jesus Green, and also significantly high volumes of predominantly domestic fly tipping across the city.

Our S&OS service received a total of 120 complaints (2019/20 - 88 cases). Of these 120 cases, the areas of service with the significantly highest case numbers were: Markets and Street Trading: 55 (2019-20 - 4 Street Cleansing (including Grounds Maintenance): 21 (2019/20 – 24); Trees: 17 (2019/20 – 4) and Street Enforcement: 16 (2019/20 – 16). The remaining areas of service complaint each accounted for 6 or less cases.

The service area with by far the single highest cases (55) was Markets and Street Trading. All 55 complaints relate to a single specific service issue, namely the emergency decision to temporarily close the city's outdoor market on Covid-19 safety grounds from 1<sup>st</sup> January 2021. All 55 complainants received a written response explaining how and why the decision was taken; and none were escalated to Stage 2. The market was re-opened on a phased basis from 18<sup>th</sup> January 2021, in accordance with the Government's lifting of 'lock down' restrictions and local Public Health approved risk assessments; and is now fully re-opened.

If we subtract, as 'exceptional', the 55 cases attributable to the closure of the market, the adjusted complaint figure for S&OS in 2020/21 is 65 cases, which is 23 less than the previous year (2019/20 – 88 cases).

It is also worth noting that the service significantly improved its 'Complaints in Target' response rate from 76% the previous year to 88% in 2020/21.

The area with the second highest cases (21 case) was Street Cleansing (including Grounds Maintenance). This large frontline service employs c70 operatives, who provide a 365 day a year, city wide operation, including emptying c1,000 public litter bins a day, cleaning all the city's streets and pavements and cutting the city's grass.



Given the scale of the operation; and with a population of c130,000 residents and the aforementioned service demands arising from the pandemic, this equates to fewer than one complaint per fortnight and there were no particular trends or causal themes.

The area with the third highest cases (17) was our Tree service, which is responsible for managing the Council's tree stock; and, on behalf of the County Council, the city's Highway trees – a total of c240,000 public trees. In 2020/21 the service responded to 752 tree service requests raised via dedicated tree webforms. This number does not include enquiries that came directly to officers, or via the Council's general enquiries form. The service also carried out 'tree surgery' management on 10,324 trees. Although the previous year, the service only received 4 complaints, an analysis of the 17 cases received in 2020/21 shows there were no particular trends or causal themes to report.

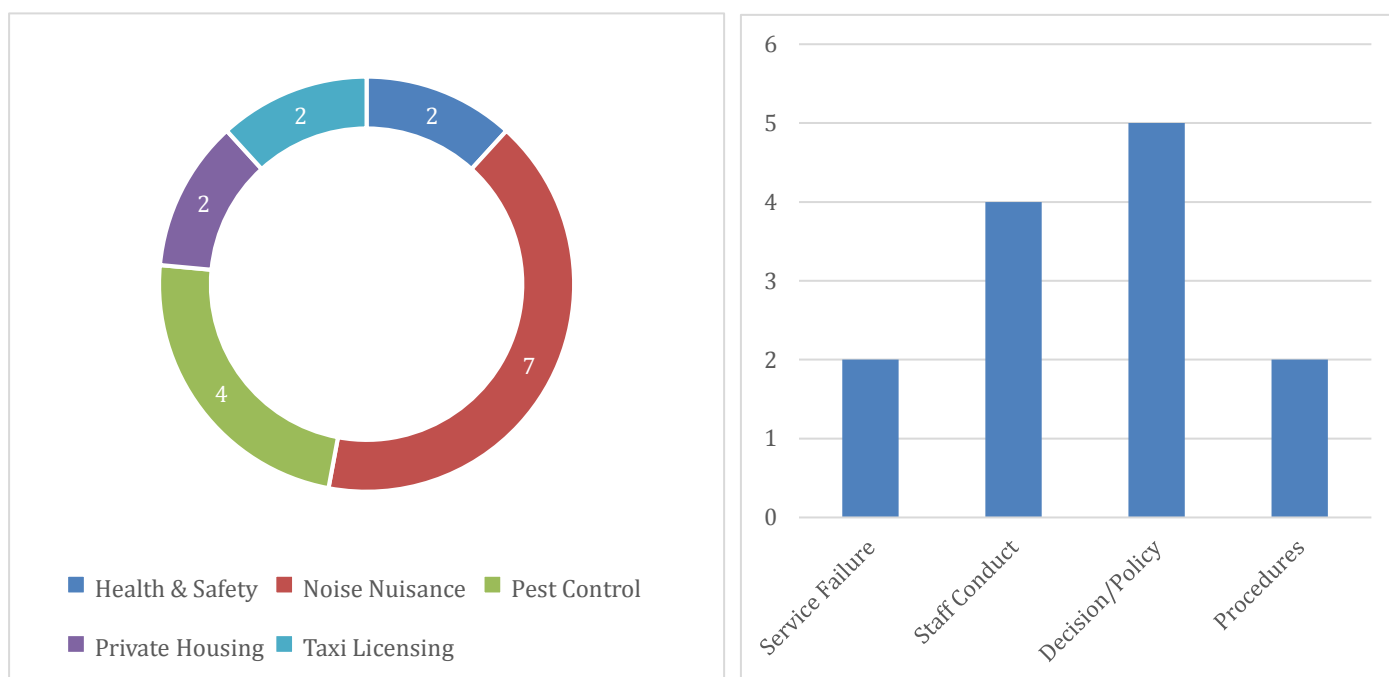
The area with the fourth highest cases (16) was Street Enforcement, which is responsible for investigating and taking enforcement action against environmental crime in the city, including littering, fly tipping and dog fouling. In 2020/21 the service undertook 1822 enforcement investigations (2019/20 - 2,266) and issued 235 fixed penalty notices (FPN) (2019/20 – 634), including 84 for littering (2019/20 - 371) and 151 for fly tipping (2019/20 – 72). The significant reduction in levels of FPNs issued, when compared with the previous year, is as a result of the Council adopting a policy of investigation and engagement, rather than enforcement (i.e.. issuing fines/ pursuing court cases) over much of the year, given the adverse impact of 'lock down' on households and businesses.

We are pleased to report that we are in the final stages of deployment of a new digital management system across Street Cleansing, Grounds Maintenance, Street Enforcement and Parks and Open Spaces services. This new system will enable frontline staff to receive and close service request and to report streets and open space maintenance issues in real time, using their handheld or in cab device; and for customers to also digitally report issues and view their resolution status in real time. These changes will transform how our frontline services work and enable us to deliver a better and more efficient customer service going forward.

## Environmental Services – Environmental Health

Environmental Health	Total Complaints	Stage 2 Complaints	Complaints in Target	Multi-Service Complaints	Compliments
2020-21	17	5	94%	8	2
2019-20	12	3	67%	2	2
2018-19	18	2	39%	4	1

### Environmental Health: Cases by sub-service & Root Causes



### Service comments from Joel Carre – Head of Environmental Services

Environmental Health (EH) service employs c40 staff and is responsible for taxi and premises licensing, food safety, health and safety and infectious disease control. The service also provides technical input to Planning on all aspects of EH, including air quality, noise and contamination. It also provides services to improve the private rented sector through education, enforcement, licensing of houses in multiple occupation and bringing empty homes back into use and energy efficiency. It also provides a pest control service.

Our EH team has led the Council's health response to the Covid-19 pandemic, including community test and trace, local outbreak management and public and business compliance with Government restrictions. The service has also worked closely with Cambs and Peterborough Public Health colleagues to coordinate and support the wider county's public health response to the pandemic, including sharing local community intelligence and providing mutual aid to deal with community outbreaks across the county.

The focus on managing the impact of the pandemic on the community and associated resource needs has meant that several core areas of service, such as private rented housing, commercial licensing and food safety, have been severely impacted, with little if any inspections able to take place. As the national lock down restrictions are lifted and the city moves into recovery, the EH service is expected to return to a near business as usual basis, subject to any ongoing Covid-19 management support needs.

The Environmental Health service received a total of 17 complaints in 2020/21, which is of the same order of magnitude as previous years (2019/20 - 12 cases; and 2018/19 - 18 cases). Of the 17 cases received in 2020/21, the service areas of service with the highest case numbers were: Noise Nuisance (7) and Pest Control (4). From an analysis of each of the associated cases, there is no particular trend or causal theme to report. The remaining areas of service complaint each accounted for 2 or less cases.

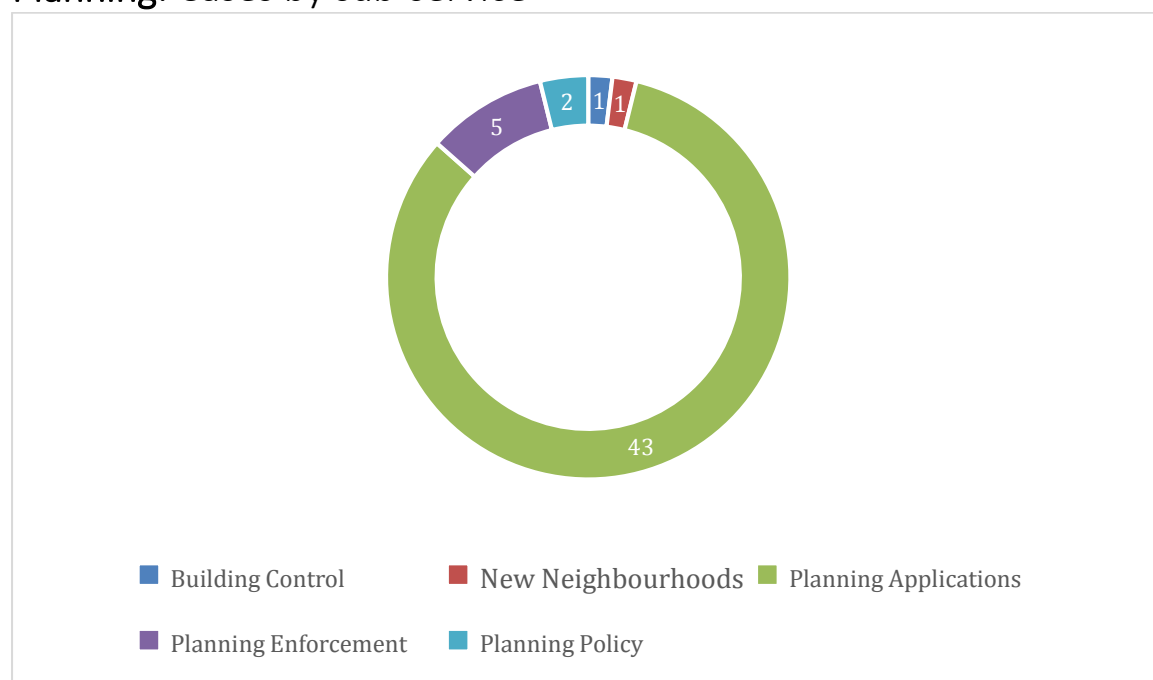
It is also worth noting that the service significantly improved its 'Complaints in Target' response rate from 67% the previous year to 94% in 2020/21.

In terms of the five complaints escalated to Stage 2 (2019/20 – 3 cases; 2018/19 – 2 cases), two related to pest control and one each to commercial noise, HMO and health and safety services.

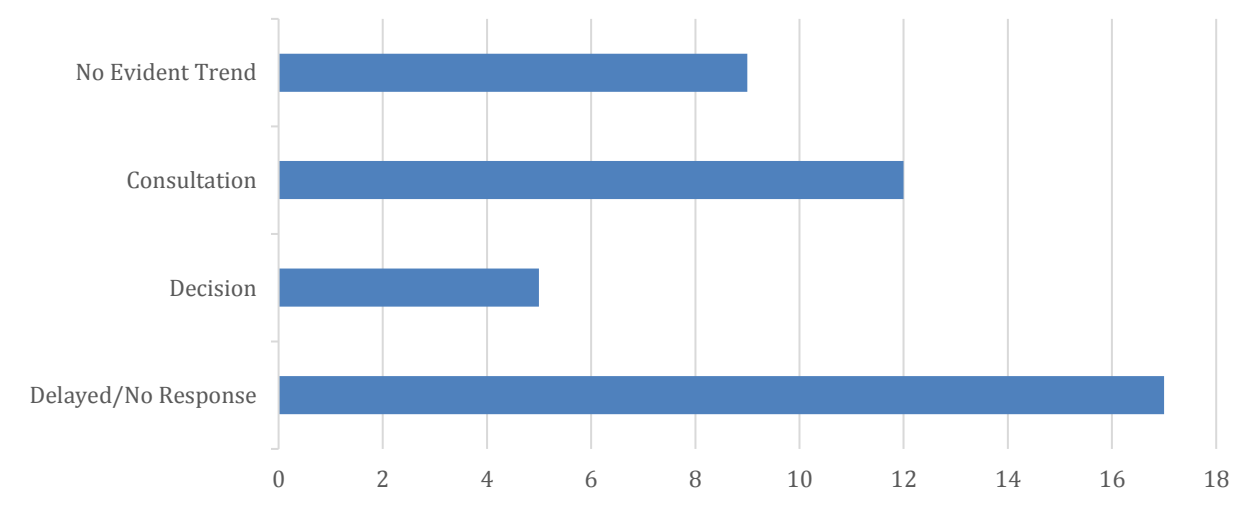
## Greater Cambridge Shared Planning Service

Planning Services	Total Complaints	Stage 2 Complaints	Complaints in Target	Multi-Service Complaints	Compliments
2020-21	51	6	22%	-	-
2019-20	111	11	41%	2	-
2018-19	18	2	39%	4	1

### Planning: Cases by sub-service



### Planning: Resolution Themes



## Greater Cambridge Shared Planning Service - Service Comments

***From Sharon Brown, Assistant Director***

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The performance data for the Greater Cambridge Shared Planning Service (GCSPS) for Cambridge City shows that there has been a significant reduction in the overall number of complaints received in the last 12 months—from 111 in 2019-20 to 51 or by 46%, in 2020-21. This includes a reduction in the number of Stage 2 complaints from 11 in 2019-20 to 6, or by 55% in 2020-21 and a reduction in the number of planning enforcement-related complaints from 15 in 2019-20 to 5 or by 33% in 2020-21.

The main focus of complaints remains the same as in 2019-20, with the majority being about the Development Management part of the service and the planning application process -42 out of a total of 51 or 82%. The main service complaints themes remain focused on delays and lack of communications but there has been a reduction in the number of complaints focused around decision processes -5 compared to 22 in 2019-20.

Whilst the significant overall reduction in the total number of complaints has to be seen against the wider context of the impacts of Covid 19, there has also been an increased focus on reduction of complaints within the service.

Improvements made to reduce complaints in the last 12 months include the introduction of a 24 hour call back process to head off formal complaints in relation to initial chasers about lack of communications and delays which are the main focus for the majority of GCSPS complaints. This has been successful but can be improved further. With a view to encouraging an increased self-service approach, a review of the GCSPS website has been undertaken and a range of updates provided to key pages including application processes and planning enforcement.

Further work is being progressed through a review of the generic planning mailbox/ looking at common themes in the E-Mails coming through and using these to provide more FAQ information on the website. In addition, the provision of automated updates through the Uniform system to applicants/agents at key stages of planning applications is being worked on. These should ensure that performance continues to improve in terms of reducing the number of complaints further.

Despite the above, there has been a significant reduction in the number of complaints responses provided in time compared to 2020-21, from 41% in 2019-20 to 22% in 2020-21. Factors impacting on this include the large number of vacant posts within the Development Management part of the service, particularly at principal and senior levels which meant that complaints were spread between a small number of managers during part of this period.

The service has addressed this by increasing the number of complaints investigators across the service; organising cover on complaints when individuals are on leave and by producing a set of standard template responses for common types of complaints to speed up the

response process. In addition, further updated website advice about the most appropriate mechanism to pursue different types of planning complaints has been provided -one of these updates relates to decision-making processes which is one of the themes where there has been a reduction in the number of related complaints.

The service carried out recruitment for senior planners at the start of the year which was partly successful and a further recruitment process for senior planners and planners will start at the end of May.

A planning service review process is due to start in May and the first phase of this will focus on the end to end planning application process and planning enforcement processes. Key objectives include improving customer responsiveness and speeding up the application process, particularly for householder applications.

Given that the majority of planning service complaints fall within the themes of delays and lack of communications, the outcomes of this process should also reduce the number of overall complaints further, as well as improving response times.

## Customer Services

Customer Services	Total Complaints	Stage 2 Complaints	Complaints in Target	Multi-Service Complaints	Compliments
2020-21	19	-	89%	6	10
2019-20	29	2	93%	8	29
2018-19	43	1	91%	38	58

## Customer Services - Service comments

### *From Clarissa Norman, Customer Services Operations Manager*

In 2020-2021 Customer services handled in excess of 270,000 contacts via telephone, email and face to face and received 19 complaints, a reduction of 10 from 2019-2020. Complaints continue to be very low in relation to the amount of contacts received, 0.00007%, and the reduction seen year on year is a positive trend for the team.

During 2020-2021 the Customer Service team supported the rapid and large scale changes the Council needed to adopt in response to the Covid-19 pandemic, ensuring the residents of Cambridge continued to have access to council services irrespective of the level of national restrictions in place. The service focussed on supporting customers to do things digitally while our reception services were closed as well as providing resource for other teams by carrying out service delivery activities outside the usual remit for customer service advisors.

Over and above the activities the service has carried out in response to the pandemic, in the past year Customer Services has worked with Environmental Services, Revenues and Benefits and Streets and Open Spaces and other services to progress the Digital Customer Service programme. A range of activities related to our own service review to improve customer experience and efficiencies have also been undertaken.

The collaborative working between services over the past year has resulted in the digitisation of a number of processes. An example of this is the joint working carried out in relation to the taxi licence renewal process which resulted in customers only needing to visit Council offices to collect their licence with proof of identification. Previously customers needed to attend a 40-minute appointment to complete the process.

Improvements and additions to the My Cambridge customer portal over the past year now mean that customers can access information about their council tax account, benefits claim and Housing rent account in one place.

Complaints in Customer Services were attributed to service failure; 26% (30% in 2019-20) staff conduct 26% (15% in 2019-2020) policy 21% (not recorded as a theme in 2019-20) and poor communication 16% (24% in 2019-20). 17 of the 19 complaints received were responded to within the target response time. The 2 complaints which received a delayed response were as a result of service pressures on the management team.

Working remotely with rapid and consistent changes in processes across multiple services, the team had multiple challenges to overcome. In response the complaints received, Advisors received additional training to support the different pressures of working remotely and service/process changes and were re-briefed to the team. Specific issues were progressed with service areas to improve communications and limit the opportunity for repeat complaints. For example, a specific MS Teams channel for emergency repairs was set up to ensure these received appropriate levels of priority.

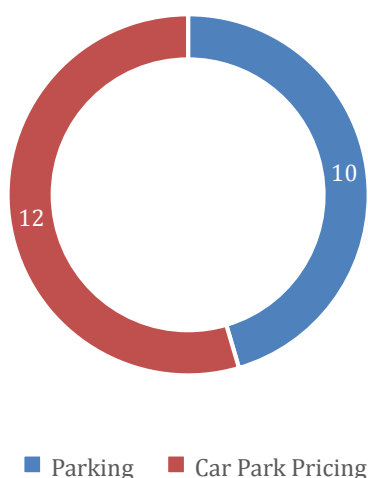
There were 10 recorded compliments in tracker over the past year, and 1,789 positive comments captured via Govmetric, considerably more than the number of complaints raised



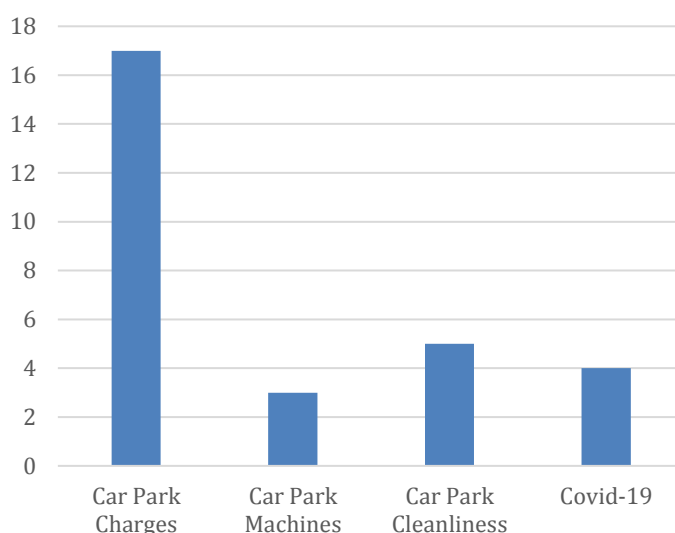
## Commercial Services

Commercial Services	Total Complaints	Stage 2 Complaints	Complaints in Target	Multi-Service Complaints	Compliments
2020-21	22	5	100%	1	1
2019-20	50	2	41%	-	5
2018-19	66	7	99%	4	4

Cases by Sub-Service



Resolution Theme



## Commercial Services – Service Comments

***From James Elms, Head of Commercial Services***

This last year has seen a continuing of the year on year improvement as the service focuses on the customer, driving down complaints.

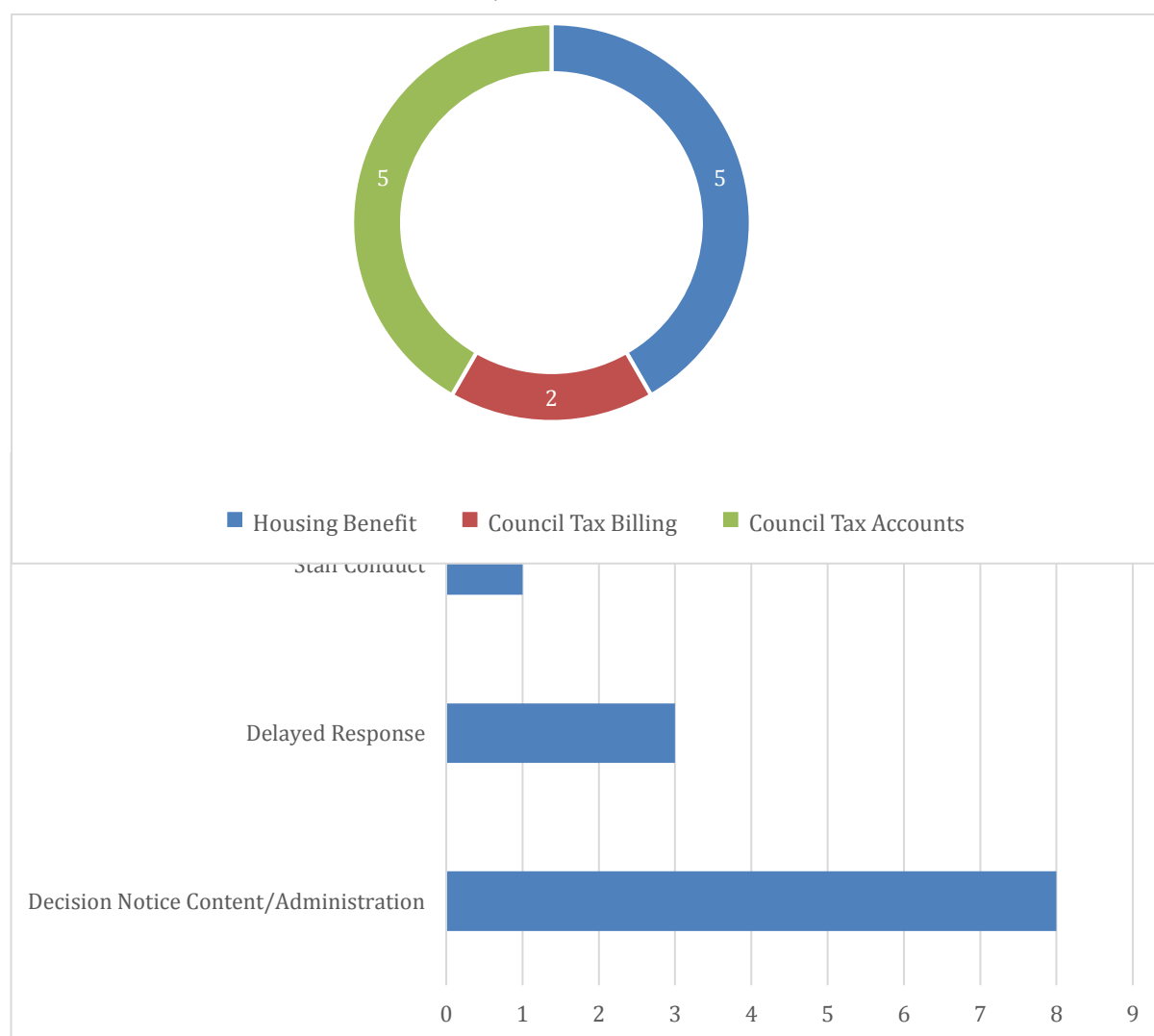
It is worthy of note that bereavement, fleet and procurement, all of which remained fully operational and much busier than previous years, have had no complaints over the last twelve months.

Parking complaints have been focused on pricing or lost tickets neither of which raise a service standard or quality concern.

## Revenues & Benefits

Revenues & Benefits	Total Complaints	Stage 2 Complaints	Complaints in Target	Multi-Service Complaints	Compliments
2020-21	12	1	100%	-	26
2019-20	31	4	100%	2	18
2018-19	35	1	97%	13	15

### Revenues & Benefits: Cases by Sub-Service



## Revenues & Benefits – Service Comments

*From Naomi Armstrong, Benefits Team Leader*

Given the sheer volume of documents issued, with a high number of these in pursuance of non-payment of either Council Tax, Business rates or Housing Benefit repayments due to the Council, the number of complaints remains consistently low and demonstrates the sensitive way the team handles this area of work.

During 2020/21, the Revenues and Benefit teams sent out approximately 250,000 documents in total. This included council tax bills, payment reminders, final notices & summons, Business Rates documents, Benefits decision notices, and Housing Benefit overpayment letters seeking recovery of overpaid Housing Benefit.

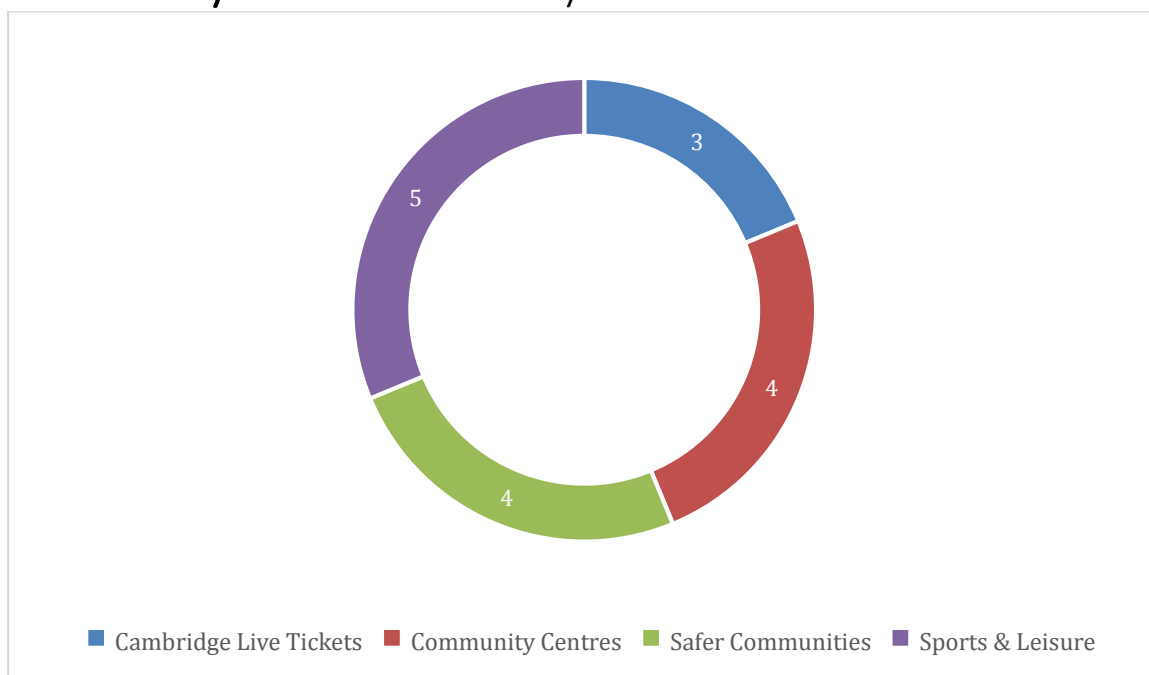
There has been a further reduction compared to previous years complaints totals. The biggest reduction was in Decision Notice Content and Administration and the team have continued to review the content of communications and to look at other ways of communicating including e-billing and the use of online self-service portals.

For complaints to reduce so significantly during the coronavirus pandemic when more residents and businesses needed support is testament to the lessons learned from previous complaints and comments and the continual review of processes that the teams undertake.

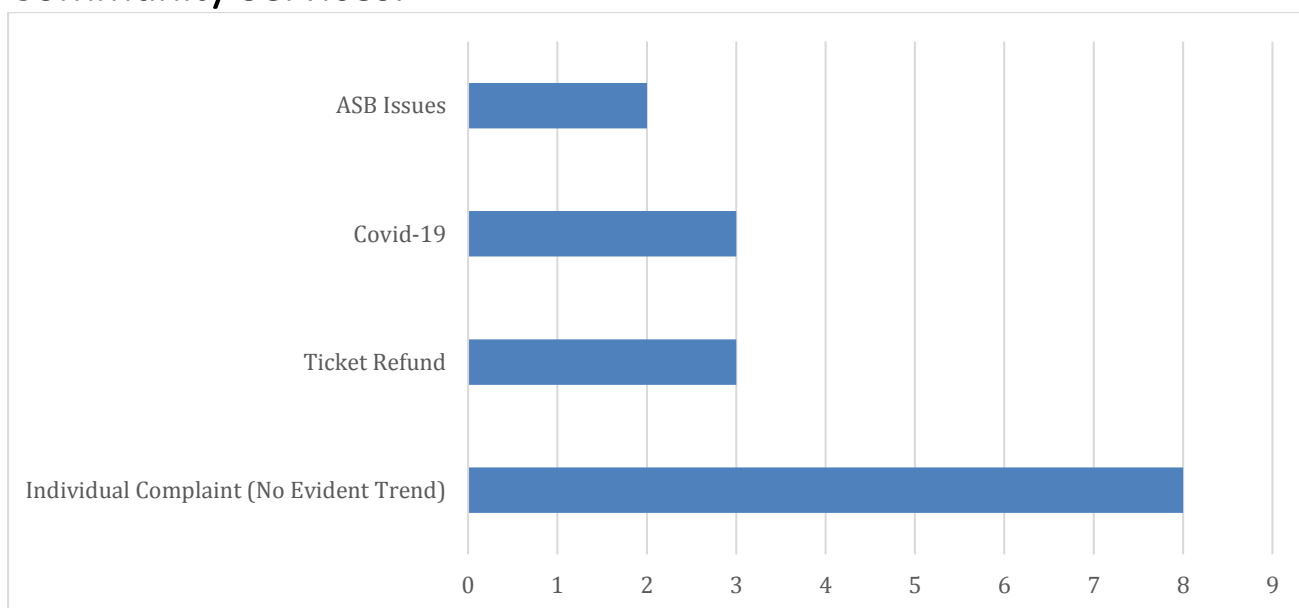
## Community Services

Community Services	Total Complaints	Stage 2 Complaints	Complaints in Target	Multi-Service Complaints	Compliments
2020-21	16	3	81%	1	9
2019-20	90	4	89%	4	15
2018-19	10	1	50%	8	10

### Community Services: Cases by Sub-Service



### Community Services: Resolution Themes



## Community Services - Service comments

### ***From Debbie Kaye, Head of Community Services***

In 2020-21 the Community Services team led the Council's community Covid-19 response, linking with the city's volunteers and partners to make sure those who needed support, received it, also supporting local outbreak management and prevention work, and the vaccination programme. A number of our services such as community centres, cultural activity and leisure facilities were suspended, resulting in far less scope for complaints or compliments. Many staff were redeployed to activities such as keeping the city centre safe, and food security. Others worked to mitigate the economic impact of Covid-19 on services by successfully sourcing significant Government funding, supporting furloughed staff, and arranging phased opening where permitted.

One area to note though is Anti-Social behaviour - the number of complaints about ASB were above normal levels in the first lockdown, when families were confined to homes, also the Government suspended evictions.

A number of the complaints submitted under Community Services relate in some way to community safety anti-social behaviour. We sometimes first receive service requests of ASB through the complaints system, suggesting that the process is not clear for the public and that it hasn't been made clear that this process is for complaints about service delivery. Community Safety web pages have detailed instructions on how to report ASB but this isn't always picked up.

Actual complaints about the service delivery are generally because people do not like/agree with the outcome of the ASB investigation or have not understood the legal requirements for a court hearing, although this will have been explained during the course of the investigation. There were changes within Sports & Leisure who work in partnership with a third party contractor, GLL. GLL runs sports and leisure activities on behalf of local authorities, and in 2020 changed the way in which bookings were made. Moving to website and app based bookings was a big change for customers and did mean that some users were unable to access the system to book due to password reset problems. Due to this change, the number of complaints GLL received was considerably higher than usual, but it must be noted that many compliments were received from those expressing how easy and convenient it was to now book sessions online.

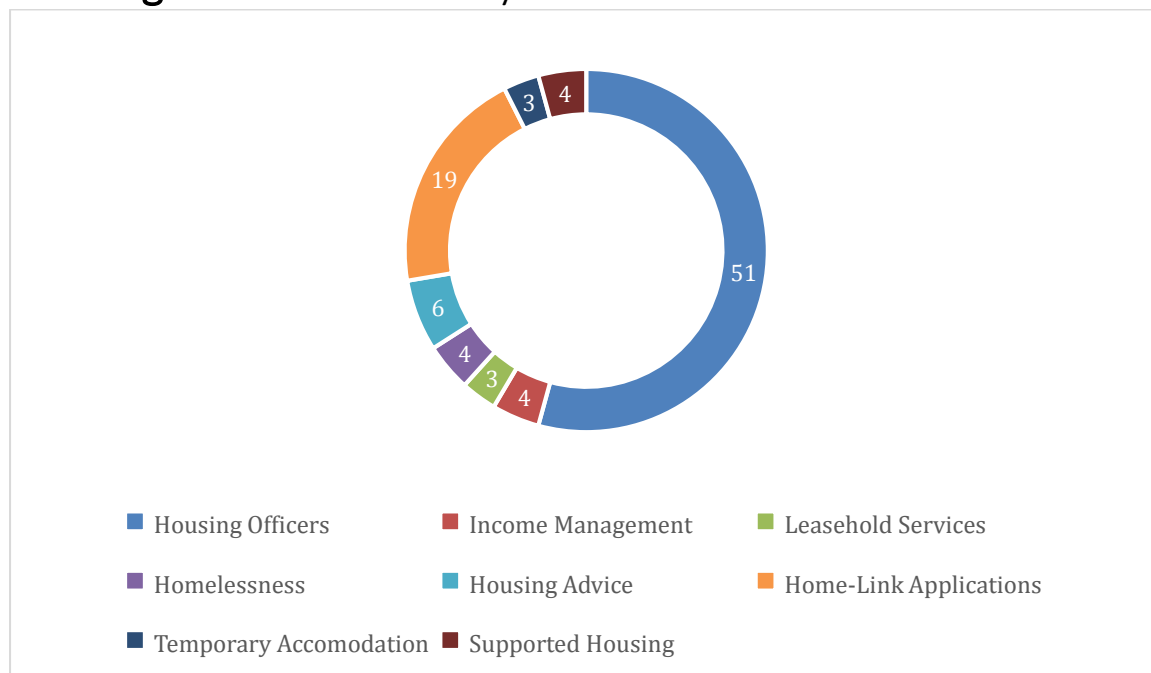
Due to the move to a digital booking system, the service did find that classes were being booked quickly (particularly because of the lower class numbers to ensure social distancing) this caused a spike in complaints received. However due to changes implemented to enforce Covid-19 procedures, this was expected by the service and several cases were received were about customers not wishing to adhere to Covid-19 procedures that were put in place, as well as users being unable to speak to the customer services team via phone.

Despite all of the mentioned changes that were put into effect by GLL, they had overwhelmingly positive responses from customers. These compliments touched on the friendliness and helpful demeanour of staff and the way in which the service had successfully opened its sports and leisure sessions despite Covid-19, many praising the cleanliness of the facilities and appreciation for making the sessions available for all to enjoy once again.

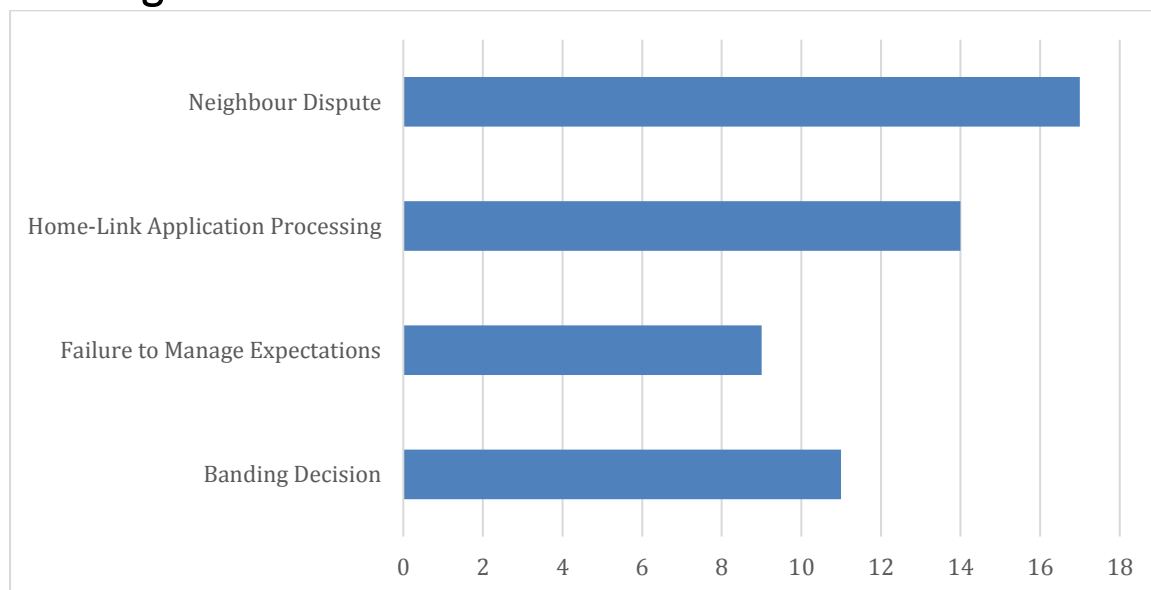
## Housing Services

Housing Services	Total Complaints	Stage 2 Complaints	ICI Complaints	Complaints in Target	Multi-Service Complaints	Compliments
2020-21	94	10		83%	18	29
2019-20	98	10	4	85%	14	29
2018-19	100	16	4	75%	32	21

### Housing Services: Cases by Sub-Service



### Housing Services: Resolution Themes



## Housing Services – Service Comments

*From David Greening, Head of Housing*

The Housing service manages close to 8,400 properties within the City and has placed 216 residents into temporary accommodation during the year. We have also handled 823 homeless applications, had 2134 new applicants join the Home-Link register, and opened 1154 housing advice cases in the year. Given these numbers, the amount of complaints raised is low in comparison.

In 2020-21 Housing Services has been involved in the response to the pandemic in a number of ways; supporting the Government's *Everyone In* programme – designed to get all rough sleepers off the streets, housing officers supporting the Council's community response service and finding alternative ways to support our older and more vulnerable customers via our Independent Living and Tenancy Sustainment services.

### For City Homes

The top 2 complaint themes during 20/21 were as follows:

- 'neighbour dispute – behaviour' (25.5%)
- 'failure to manage customer expectation' (17.6%)

**To improve our response to neighbour dispute (behaviour),** City Homes has met with the Resident Representatives Panel to explore alternative resolution routes such as the Neighbourhood Resolution Scheme. Feedback from the panel indicates that they would also find it useful to have more information about their rights and responsibilities as tenants. As an outcome, the policies that set out CCC's position are due to be made available online shortly. We are also creating new procedures in response to neighbour dispute complaints.

**To improve our response to managing customer expectations,** City Homes have reviewed each complaint individually to identify areas where we could have improved our response. As an outcome we have:

- Clarified the Home Loss payment process and shared this with staff
- Worked with Customer Services to make sure that the process for referring service users onto the Housing Team is followed correctly
- Been clear to return complaints to triage when a Service Request has been incorrectly submitted as a complaint (significantly reducing 'service request – not a complaint' from 22.2% to 2.5%)

In addition to the initiatives mentioned, City Homes has also responded to the Ombudsman recommendations, and in 20/21 it published the Sensitive Lets Assessment Procedure, Assessment Form and Flowchart to help staff effectively manage the sensitive lets process across City Homes and Housing Advice. We have also put in a lot of work to tighten up our tenancy management processes and procedures, to ensure that staff are given clear guidelines within which to work.

**For Housing Advice Services**

The most prevalent complaints centre around **housing application processing and banding decisions**. In 2021-22 Housing Services will be reviewing housing application verification processes as current waiting times for applicants waiting to join the register are far too long.

**Overall**

Across Housing Services there are some common themes around communications with customers (this links to the managing customer expectations theme above) and not always getting it right first time, leading to failure demand (for example, the customer having to come back to seek clarity following a communication from us). We are working closely on this with the Transformation Team as part of the Customer Services Review process



The following services have not been reported on in detail due to the low number of complaints raised within them. However, a brief summary of performance is provided.

### Property Services

Property Services received three stage one complaints which were all resolved within target.

### Corporate Strategy

There were two complaints related to Corporate Strategy received. One each for Democratic Services and Strategy & Partnerships. Both were resolved within target.

### Legal Services

Legal Services received two stage one complaints, neither of which were resolved within target.

### 3C ICT

One complaint was received relating to Information Governance at stage one. It was responded to within target time

### Finance

Finance received one stage one complaint, and one stage two complaint which were both resolved within target. The stage two complaint related to a tendering process not being followed correctly. This has now been resolved to the satisfaction of the complainant.

### Building Control

Building Control received one complaint which was escalated to stage. This case was resolved within target and related to payment on a building control application.

### Multi-Service Complaints

Multi-Service Complaints	Total Complaints	Stage 2 Complaints	Complaints in Target
2020-21	23	3	83%
2019-20	33	3	79%
2018-19	83	12	67%

Multi-Service complaints tend to be more complex and involve more officer time to investigate, which in previous years has contributed to a low number of complaints responded to within target. This year has seen a further improvement in this measure, which is encouraging and highlights that the way of working implemented in 2018 has become effective.

There has been a reduction in the number of multi-service complaints. This is in line with the overall reduction in complaints.

The most common areas involved in multi-service complaints are Housing (18), and Estates & Facilities (12). This is to be expected as Estates & Facilities can often involve officers from the Housing service if the complaints concern decisions made by that service. The majority of the multi-service complaints involved a Housing Service as complaints had often been raised to a Housing Officer initially, but they have had to involve other services to find a resolution for the complainant.

When a multi-service complaint is allocated, all Heads of Service involved are contacted to establish a lead officer who will then co-ordinate an investigation and response, including input from all relevant services involved.

### **Non-Cambridge City Council**

In addition to cases received relating to City Council services, 70 cases were raised relating to issues for authorities or services not provided by the City Council. The most common cause of these cases relates to Highways issues. In all cases, complainants were responded to signposting them to the correct authority to deal with their case.

Last year, we added a paragraph of text guidance on the complaints web page in an effort to signpost the complainant to the correct authority first time, rather than submitting a case and then being signposted. This text addresses the most common Non-Cambridge City Council issues and where to register these complaints. The most common Non-CCC complaints relate to Highways, Bus services and Parking tickets.

This change has been effective as the number of Non-CCC complaints submitted have nearly halved, in a reduction from 131 to 70 when compared to 2019-20.

## Local Government and Social Care Ombudsman (LGSCO)

If customers are not satisfied with the way their complaint has been handled they can contact the Local Government and Social Care Ombudsman's office. The LGSCO investigates complaints of injustice arising from maladministration by local authorities and other bodies.

In 2020-21 the Local Government and Social Care Ombudsman received 9 complaints relating to Cambridge City Council. Of these, 4 were treated as complaints where a decision was applicable. As a result of the LGO's detailed investigations, 3 were upheld and the remaining case was not upheld.

The LGSCO were satisfied that 100% of their recommendations from 2020-21 cases were implemented by the Council.

Department	No of Complaints Received	Decision
Environmental Services & Public Protection & Regulation	1	<i>1 Not upheld</i>
Housing	2	2 Closed after initial enquiries
Planning & Development	5	<b>3 Upheld</b> 2 Closed after initial enquiries
Corporate & Other Services	1	1 Closed after initial enquiries
<b>Total</b>	<b>9</b>	<b>3 Upheld</b>

The information above relates to the number of complaints investigated by the LGSCO. The number of enquiries made to the Ombudsman will not be known by the Council until the Ombudsman sends the annual letter on July 21<sup>st</sup>.

### LGSCO Upheld Case summaries

The LGSCO provides information on all cases submitted and investigated on their website. Summaries have been provided below, full information on each case can be found on the LGSCO website by searching for the reference number.

#### **Planning Services**

***Complaint: 19 009 358 - 23/06/20***

The complainant claimed that the Council did not respond effectively to their complaints about development near to their property. This includes a complaint that the Council should have ensured a different access road to the one used beside their property was used at an earlier stage. The complainant claims that the continual disturbance caused them an injustice. The complaint continued to say that the Council did not implement the recommendations in response to their previous complaint to the former Independent Complaints Investigator, and that the Council should not have granted permission for developers to use the road close to their property for access to the development.

The development in question and arrangements for access had been approved prior to the complainant moving to the area in May 2018. The works also started before the complainant moved in and caused a number of complaints relating to noise and disturbances from other residents. The Ombudsman found that the Council had been responsive to these complaints. The Council served two enforcement notices on the development in late 2018 which failed to control the noise. This led to the complainant beginning their case at Stage 1 of the City Complaints process.

**The LGSCO recommended the following actions**

- Send the complainant an apology for its failings in communication and failure to implement the recommendations from a previous complaint to the ICI.
- Pay the complainant £150 to acknowledge the time and trouble the complainant was caused by the Council's failure to communicate as promised.

**Planning Services**

*Complaint: 19 004 621 - 29/07/20*

The complaint claims that the Council granted planning permission for a development next to her home which has a significant impact on light coming into the property and affects outlook from her windows and garden. The complainant says the proposed development will also be overbearing as it is three storeys high in places, and that the lane outside their property will be narrower because of the development this will affect use of the parking space for the property.

The complainant says the Council has granted planning permission for the development even though it includes land which does not belong to the developer, and that the developer did not declare this when he applied for planning permission and so the application should be void. The complaint also mentions that the complainant has been harassed by a senior Council officer and the developer which has had a significant impact on her wellbeing and a significant impact on their son's health.

The Council accepted that there had been poor communication between its Officers and the complainant and addressed this in the second application submission. The point raised relating to being able to manoeuvre into the car parking spot was not addressed, but it is not something that would be taken into consideration when a planning application is submitted anyway, as the issue relates to land ownership.

**The LGSCO did not recommend any actions after investigating this case.**

Whilst they did find the Council at fault for how the initial application was dealt with, this was superseded by a further application, and a suitable remedy was found between the Council and the complainant. The LGSCO did not find any fault in the way that the second application was handled.

## Planning Services

*Complaint: 20 004 361 - 25/01/21*

The complainant raised a complaint about how the Council dealt with a neighbour's plan to extend their property. The complainant believes that the Council gave flawed pre-application planning advice, issued a delegated report which did not address the complainant's objections to the extension, and did not take action when the neighbour began excavating their garden prior to receiving planning approval. The complainant believes they suffered financial loss, long term stress and went to significant time and trouble to resolve the issue.

When investigating the case, the LGSCO found that the Council failed to consider the impact that the development would have on land drainage. This is a consideration which was raised by the complainant in their objection to the planning application, and the report produced by the Council failed to address these concerns. The Ombudsman highlighted further issues relating to communication between the Council and complainants.

**The LGSCO did not recommend any actions following the investigation of this case.**

Whilst the LGSCO did find the Council at fault for the advice given and the communications with the complainant, they did not believe the complainant was caused an injustice.

### Number of LGSCO cases, yearly comparisons 2017 – 20

The below table shows the number of complaints referred to the LGSCO, against how many cases were investigated, and how many of those investigated were upheld.

Year	Total Enquiries Received	Cases Investigated	Cases Upheld
2020-21	9	4	3
2019-20	13	3	2
2018-19	19	3	2

Reasons to not investigate a complaint include the complaint not being made within 12 months of the issue occurring, complainants not providing sufficient information to allow the LGSCO to investigate, and in some cases, the complaint not being passed through the Council's complaints procedure first before escalation. In these instances, the LGSCO will give advice, and signpost complainants to sources of further information.

## **Complaints under the Councillors' Code of Conduct**

Councillors must adhere to the Council's Code of Conduct whenever they are conducting Council business, representing the Council or conducting the business of the office to which they were elected. The purpose of the Code of Conduct is to ensure high standards of ethics and conduct are maintained and that councillors treat everybody in an equal capacity and with respect, ensuring at all times that the integrity of the Council is not compromised in any way.

Complaints about councillors are considered initially by the Council's Monitoring Officer (who is also the Head of Legal Practice). When the Monitoring Officer receives a complaint about breach of the Code of Conduct, they consult one of two "Independent Persons" appointed by the Council. The role of the "Independent Persons" is to introduce external scrutiny of the complaints process. The Monitoring Officer can respond to a complaint, can commission a formal investigation or can refer it for consideration by the Council's Standards Sub-Committee. The Council's Standards Sub-Committee is made up of three Councillors.

### **Councillor Conduct Complaints, 2020/21**

During 2020-21, the Council received nine complaints about the conduct of Councillors. One of these complaints was upheld but an informal resolution was possible with an apology from the Councillor concerned, 2 complainants did not proceed through the full process given particular circumstances and 6 complainants were dismissed.

There were three complaints in 2019-20 and two complaints in 2018/19.

To find out more about the Council's Code of Conduct visit our website or contact the Council's Monitoring Officer Tom Lewis [tom.lewis@3csharedservices.org](mailto:tom.lewis@3csharedservices.org)

## Cambridge City Council Policy on ‘unreasonable’ and ‘unreasonably persistent’ complainants<sup>1</sup>

Cambridge City Council values the feedback on our services that we receive through the complaints process and we are committed to dealing with all complaints fairly and impartially and to providing a high-quality service to those who make them.

There are, however, a small number of people who pursue their complaints in a way that can prevent proper investigation of their complaint or other people's, or that requires us to commit significant and inappropriate levels of resource to investigating the complaint, or who refuse to accept the results of the investigation and determination of their complaint.

We refer to such complainants as ‘unreasonable’ or ‘unreasonably persistent’ complainants and, exceptionally, will take action to limit their contact with the City Council and its staff.

The decision to restrict access to the staff and offices of the City Council will be taken by the relevant Head of Service in consultation with their Director and will normally follow a prior warning to the complainant.

Any restrictions imposed will be appropriate and proportionate. They may include the following:

- Limiting the complainant to one means of contacting the Council (e.g. by letter)
- Requiring the complainant to communicate with only one named member of staff (this may involve re-routing emails to a named officer)
- Restricting the number and duration of telephone calls (e.g. one call per week of 20 minutes duration)
- Refusing to log, investigate or reply to further complaints about the same matter
- Where a decision on a complaint has already been made, providing the complainant with acknowledgements only of the receipt of letters, faxes, emails, or, if necessary, informing the complainant that any future correspondence which contains no new evidence, will be read by Head of Service and placed on file, but not acknowledged
- Referring the complainant to the Local Government Ombudsman's Office

When we decide to treat someone as an ‘unreasonable’ or ‘unreasonably persistent complainant’, we will write to tell them why we believe this to be the case, what action we are taking and how long that action will last.

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<sup>1</sup> This policy has been developed with reference to the Local Government and Social Care Ombudsman's “[Guidance](#) on managing unreasonable complainant behaviour”. Officers should refer to this LGSCO guidance for further advice on how to take decisions and the factors to consider.

We will also advise them that they can appeal to the Monitoring Officer against the decision to invoke the policy and/or any particular restriction applied.

Managers in services likely to be contacted by the complainant, including the Customer Service Centre and Chief Executive's Office, will be informed of the limits applied.

If we are still treating someone as an unreasonable or unreasonably persistent complainant after a year, the decision will be reviewed by the Council's Monitoring Officer, and a decision taken as to whether the restrictions should continue. Limits should be lifted and relationships returned to normal unless there are good grounds to extend them.

The complainant will be informed of the outcome of the review. If limits are to continue, the council will explain its reasons and state when the limits will next be reviewed.

New complaints on other matters from complainants who have come under the unreasonable and unreasonably persistent complainants policy will be treated on their merits.

Reviewed & updated June 2021





## UPDATE ON CAMBRIDGE CITY COUNCIL SUPPORT FOR BUSINESS AND NEXT STEPS FOR RECOVERY 2021-22

### Non-Key

**TO: EXECUTIVE COUNCILLOR FOR FINANCE AND RESOURCES**

**REPORT BY: FIONA BRYANT, STRATEGIC DIRECTOR**

**COMMITTEE: STRATEGY AND RESOURCES SCRUTINY COMMITTEE 5 JULY 2021**

**WARDS AFFECTED: ALL**

### 1.0 Executive Summary

1.1 This report is submitted to the committee following a motion to full Council in February 2021

1.2 The amended motion approved agreed the following:

- to bring a report to the July meeting of Strategy & Resources Scrutiny Committee on the ongoing work that the council has taken to respond to the needs of the City.

### 2.0 Recommendations

The Executive Councillor is asked to:

- Note the update on progress across the programme and next steps

### 3.0. Executive Summary

#### 3.1 Summary of key activity over the year

3.1.1 The Council has led in its role of enabling, convening and facilitating over the year across a wide range of activity including:

- Working closely with local health and community partners to help management of the local virus strategic action planning, including local track and trace and vaccination centres
- Working with PHE and other partners to support business and organisations e.g. construction to carry out regular lateral flow testing for the workplace environment
- Supporting and advising community based mutual aid groups, who have worked with communities to help those isolating and most vulnerable.
- Working with communities and local business to support the establishment of food hubs, distributing over 110 tonnes of food to 36000 hub customers and delivering 15000 meals
- Provision of marshal support to advise public and businesses around reopening safely
  
- Working with partners and business networks to establish the Member led Greater Cambridge Business Support team, within the Economic Recovery subgroup chaired by the Combined Authority to develop the Local Economic Recovery strategy and the underpinning Greater Cambridge economic action plan. The action plan is attached at Appendix A to provide further detail on activity during the year.
  
- Implementation of direct business support in the form of over 11000 payments to business:
  - Over £52m in grant funding
  - £54m in business rates relief
  - Negotiating rent deferral and repayment plans with commercial tenants
  - Provision of rent free periods, and pitch discounts for market and street traders
  - Discounted parking for public and essential business
  
- Utilisation of funds won to develop a package of measures to help welcome visitors back and reopening the city centre
  
- Continued work with partners on transport access schemes such as GCP's City Access Schemes and the development of an emerging integrated parking strategy
- Continued leadership for housing investment programme for over 900 new homes, of which 526 are new council owned and rented homes, on city sites
- Working with partners such as GCP and Combined Authority, and other partners to help inform key skills programme support including Kickstart,
- Leading emerging strategic work on cultural and creative needs assessment to identify key opportunities for driving cultural recovery and development

Appendix A provides further detail to this summary. It contains the Greater Cambridge current action plan which includes more detailed actions underway or completed to support the Cambridgeshire and Peterborough Local Economic Recovery Strategy .

## **3.2 Background and Context**

3.2.1 In the City, there are clear signs that the pandemic has had far reaching effects, and not only in the retail sectors. The sectors with highest employment levels in the City, being Education, Accommodation and Hospitality, and the wider visitor economy, have all seen significant impacts.

3.2.2 At the current time, there is reason to be cautiously optimistic about signs of recovery, although it is still very early days, and the public health concerns and restrictions not yet fully lifted, with some residual uncertainty (owing mainly to concerns about the impact on rising numbers of variant coronavirus) about when they might be lifted. Businesses remain focussed on reopening and re trading, with the full impacts unlikely to be understood until later in 2021 or 2022.

3.2.3 Economic data from April 2021 outlines the following:

- Comparing average daily footfall in April 2021 against March 2021 shows a 70% increase in overall footfall, this highlights the impact of restrictions easing, with non-essential retail and outdoor hospitality being allowed to re-open from the 12th of April. Over recent weekends, footfall has recovered to pre-covid levels.
- However, public confidence has a residual impact, alongside the remaining restrictions in place has continued to impact on retail, with retail footfall in April still at only about 76% of pre-covid levels
- Claimant counts in the City in March 2021 showed a little change from February 2021, with a 1.1% decrease in Cambridge. In Cambridge there are around 3500 claimants aged 16-64 (4%), which is around a 1.4% increase on the traditionally low levels in the city. In the last few months, there have been increases in the percentage of this number between 18-24 years old , and decreases in those 25-50 years.
- Take up of Claims for the Self Employed Income Scheme have been lower in Greater Cambridge, at c56% take up rate, than the national average of 68%
- In the City there was a 14% take up rate of the Job Retention Scheme, lower than the average comparative Authority.
- The number of redundancies within Cambridgeshire totalled around 4200 between June 2020 and March 2021 . However, the number of vacancies advertised in April 2021 was also 19% up on the same time last year, offering some hope for those whose skills are a match to a new opportunity.

## **3.3 The Retail Sector**

3.3.1 The motion to the full Council meeting focused primarily on the city centre and retail sector. The retail sector has seen significant changes over the last few years,(outlined in the Portas Review 2011) and the impact of these has been exacerbated by the pandemic leading to key businesses falling into administration , including national names such as Debenhams etc. Some such as Topshop have been taken over by companies with a higher level of digital/online presence or have themselves sold off retail premises but are continuing to trade only online.

3.3.2 Once restrictions are lifted, there are those who live locally, and may choose to, initially at least, flock back to the high street to simply get out and about again, and the same applies, in principle at least, to potential domestic travellers.

However, there are other reasons to believe that retail habits have now changed and consolidated for the longer term, as outline in Deloitte's Retail Insights 2021 report:

- Data from Deloitte's Global Consumer Tracker shows that close to 30% of consumers shop for food online in the UK. Similarly in non-food, with stores shut, consumers have quickly adapted to shopping online.
- Another factor behind this growth is concern about the safety of shopping in store - fewer than half of UK consumers state that they would feel safe shopping in a store now. This may change in the longer term, but it seems unlikely.
- Moreover, the lines between home and office have blurred, with the home becoming an office, a classroom and a gym. Consumption patterns have changed with more calories consumed in the home and growth in spending on furniture, garden products and home gym equipment. As part of a broader focus on health and wellness, we have also seen growth of flexitarian diets, in particular vegan foods.
- And finally, consumers have shopped more locally, feeling safer not to travel and choosing to support local businesses and producers.

3.3.3 Whilst the latest footfall figures from the city show encouraging signs of recovery, and it is likely that, as confidence returns, local customers will increase, but the longer term changes in retail habits will require retailers to further adapt for renewal. The changes will need to incorporate consideration of the following aspects:

- A higher customer commitment to "net zero retail" across operations, products, and supply chains
- A compelling digital offer
- A more thoughtful customer experience
- A possible focus on re-localisation, health and wellness

3.3.4 The impact of the pandemic and the periods of lockdown has continued to lead to the focus of businesses remaining on the very early stages of reopening and rebuilding trade at this point, however, rather than on longer term recovery, so further evidence and work is required over the latter half of 2021 (depending on restrictions levels being lifted) and 2022, as life adapts to a new normal.

## 4.0 Governance, Strategy and Evidence

### 4.1 Governance and Strategy

4.1.1 An early decision in March 2020 was to ensure a collaborative approach to supporting businesses. The Leaders of the Council and South Cambs District Council agreed to establish a joint business support group, led by cross-party Members. A supporting officer group, incorporating officers from the City, SCDC and the Greater Cambridge Partnership was also established. Since last year, the member group have met monthly and the officer group fortnightly, to consider the evidence available, and plan actions required to meet local economic need.

4.1.2 The group have also organized public meetings for businesses to raise key questions and concerns, to engage with local Members of Parliament, and to discuss wider issues such as Brexit.

4.1.3 The Strategic Director was appointed to represent the City Council on the Combined Authority chaired Economic Recovery Sub Group. This group included local authority partners, business and University representatives. The group developed the The Local Economic Recovery Strategy (LERS), which is now in its third version. This version was approved by the Combined Authority's Business Board in May 2021.

4.1.4 The group also worked with the Combined Authority to target priority funding last year and to establish principles for the development of its new Growth Works services, which target inward investment, skills, business start up and development.

4.1.5 **City Access-** Further work has been underway in delivery of GCP's City Access Strategy, which underpins the creation of a welcoming environment for people (reducing the hazards of vehicle movements, removing air pollution etc.) as well as making it easier for people to move to and around the city e.g. Histon Road improvements. Work also includes an integrated parking strategy for the city, which is in flight.

4.1.6 **Cultural Strategy** -The creative industries in the Greater Cambridge region are strong, employing at least 14,915 people in the area, mostly in micro businesses of less than 5 employees. The wider Cambridgeshire area is expected to be in the top 10 locations nationally for new creative industries jobs between 2015 and 2030. The economic importance of the creative industries in Greater Cambridge means it is vital to plan effectively for the provision of workspace to enable businesses to startup, grow and establish themselves in the region for the long term.

4.1.7 Previous studies have been undertaken to understand the needs of creative industries businesses in Greater Cambridge, with a particular focus on supply and demand of workspace. This includes the Audit and Needs Analysis of the 'Arts Infrastructure in the City of Cambridge' (Business of Culture, 2013), and most recently, the 'Supply and Demand of Creative Workspace Industry' by Simon Poulter

Consultants which was undertaken in Autumn 2019 and reported in March 2020. These studies found that despite the strength of the creative industries in Greater Cambridge, businesses face real difficulties in accessing affordable workspace to meet their needs.

4.1.8 The latest study currently being completed in this arena is the 'Greater Cambridge Creative Business and Cultural Production Workspace: Specifications and Practical Requirement', which builds on the pre-Covid studies to understand changes to the supply, demand and needs of creative businesses in the Greater Cambridge region as a result of the ongoing Covid-19 pandemic. It also provides additional analysis of the different types of space and specification required by creative businesses, and presents a series of space typologies and case studies to guide the planning of future creative industry workspaces through local planning processes. The next steps will be to incorporate that work appropriately within future activity.

## **4.2 Evidence Base**

4.2.1 In order to provide a more local economic evidence base, the Director initially commissioned specific economic analysis to support the joint City and South Cambs Business Support Team, and also worked with partners to establish a database of City businesses.

4.2.2 Officers also worked closely with South Cambridge District Council, Greater Cambridge Partnership (GCP), Cambridge University Centre for Business Research and Cambridgeshire County Council's Insight team, alongside key business networks, to aggregate different internal and public data sets. We also received additional support from GCP and business networks to translate data into insights that would inform a weekly, then monthly dashboard to understand the evolving situation across Greater Cambridge, as well as the impact of various local and national interventions to support businesses, jobs and the economy.

4.2.3 The dashboard includes detailed insights on the city regions' labour market (unemployment, claimants by age and ward location, vacancies by sectors, planned redundancies, etc.); consumer behaviour, footfall, spending, travel patterns; uptake of government grants and loans; comparisons with statistical neighbours. Some of the latest figures are represented in section 3 above.

4.2.4 The Council made interactive data insights, analysis and metadata on the social, economic impacts and public health impacts of the pandemic available to businesses on the Council's website.

4.2.5 The City Council has recently been referenced in the LGA's Local Authority Economic Recovery Playbook (launched March-2021) as a good-practice example of how to combine complex partnerships with data-led delivery.

## **5. Business Support**

5.1 Using a multi-service team working alongside their normal responsibilities with BEIS and business network partners, the team has delivered multi-million pound grant and wider support to businesses over the year. Progress achieved includes:

- A total of over £52m grant funding (and over 11000 grant payments) to business rated businesses requested to close during lockdown periods and to non-rated businesses either requested to close or able to remain open but suffering major impact.
- Using evidenced-based data to target the additional grant funds to local sectors most in need
- Working in partnership with public and business networks to deliver greater benefits and outcomes to the business sector in the City.
- Constantly reviewing and amending grant policies to ensure those key sectors and businesses in need were included using economic and other data (within grant parameters).
- Initiating automated online application processes to link across systems, sharing practice with South Cambs and Hunts DC where practical.
- Combining the use of a simplified application process with appropriate-level audit and fraud checks to ensure a fast-track request to cash banked for the grant process. Where applications were already received, accurate information and a quick confirmation process have ensured subsequent grant phases are paid out to eligible business owners without repeat application.
- Developed an in-house review process in collaboration with the Revenues and Benefits team and the Corporate Web team, which dealt quickly and efficiently with appeals. Of the 34 requests for review over the year, all but 5 reviews were upheld, and all customers received full feedback within five days.
- Providing clear communications on grant funds including publishing amended policies for grant phases, detailed guidance and information on the Councils business web pages, a dedicated email address for queries and concerns, promotion of wider funding, advice webinars, business related meetings, and publication of economic data.

5.2 The commercial team also developed a programme for working with commercial tenants to understand their individual issues and develop bespoke deferred rent plans and programmes with them, whilst balancing the Council's own financial risks.

5.3 The Business Grants team have received a large number of compliments from grant customers and have subsequently been nominated for two national awards.

## **6.0 Improving the Business /Customer Experience**

6.1 The Council has implemented a number of support actions over the year to improve the customer experience and support businesses in the town centre, alongside some more specific projects supported by grant funding, for example:

### **6.2 Reopening High Streets Safely Fund (RHSSF)**

A revenue grant programme administered through the EU and MHCLG, with the City Council in receipt of just over £110,000 for the period 2020/ 21. Good progress has been made on this element, with funds available utilised towards providing support to businesses to re-open safely, and shoppers and visitors return safely, following lockdown. The work is informed by a task and finish working group that has been meeting regularly with key stakeholders since April 2020, guiding and co-ordinating activities. Support to reopen safely, including signage and advice, has been given to wider neighbourhoods including, including Mill Road, Arbury Court, Mitcham's Corner and Cherry Hinton High Street. In these areas we have worked with County Highways colleagues to provide suitable advisory safety signing to businesses and shoppers. The work overlaps with the County/ GCP's 'active travel' Covid support programme, which has included narrowing and closure of some streets, including Mill Road.

### **6.3 Cambridge Visitor Welcome 2021 project.**

The City Council received £710,000 from the Combined Authority for this project. The grant for these from the Cambridgeshire and Peterborough Combined Authority Growth Fund to the council and other city centre partners, will be used to provide more outdoor lighting, new digital wayfinding, a mobile visitor welcome unit and other amenities.

Additionally, the Council has also used the funding to improve access to outside seating areas for businesses, and has recently installed new table benches at various locations around the city centre. The new seating is part of moves by the council and partner organisations to help encourage people back into the city centre as lockdown restrictions are eased, and provide much needed additional seating for people eating, drinking or resting.

### **6.4 The New Destination Management Organisation (DMO) and Visitor Offer**

6.4.1 The Council together with Cambridge BID, Fitzwilliam Museum (Enterprises) Ltd and King's College, Cambridge, have established a destination management organisation (DMO) for Cambridge city, titled 'Visit Cambridge'. The key objective of the DMO is:

- To develop and manage the delivery of a destination management plan for the city, based on sustainable development principles
- 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 internationally
- To establish and manage the mobile visitor unit referred to above.

### **6.5 Capital Programme**

6.5.1 There are also a number of major capital projects/programmes located in or around the city centre which are currently in implementation. These include, for example, the Market Square project, park Street Car park project, work on the Corn Exchange (using grant funding secured from Government), planned work on the



Junction (currently under review), alongside other projects future accommodation plans for the Council.

## **7.0 Resources**

7.1 The budget for a full time Economic Development Manager (EDM) post was agreed at Full Council at the end of February 2021

7.2 An interim appointment was made in early April, tasked with supporting the Director to establish the recruitment package for the EDM post and to develop the recovery plan for the City, in alignment with the LERS, and Greater Cambridge Economic action plans.

7.3 Following discussions with the Exec Cllr, interim officer, business networks and Local Authority partners, the EDM post was advertised in May 2021. Interviews are due in June 2021.

7.4 The EDM, once appointed, will continue to work with colleagues, business networks, and Local Authority and public sector partners, including the joint Greater Cambridge Business Support team and the Combined Authority, to ensure a collaborative approach to recovery and longer term renewal.

## **8.0 Next Steps**

8.1 Whilst the focus for the past year has very much been on supporting businesses through the lockdown periods, the next stage will take a more proactive strategic approach. Future actions include:

- Ongoing implementation of support for covid-safe access, movement and visitor management
- Appointment of the City's Economic Development Manager (out to advert)
- Establishing the City's longer term recovery strategy and plan, in alignment with Greater Cambridge Partners, and underpinning the LERS
- Drawing together the major capital programme projects located within the City and neighbourhood retail areas (including the Market Sq), reviewing or continuing implementation under a developing Future City Vision, encompassing principles of making Space for People, and providing a positive Planning framework within the emerging Local Plan to support a sustainable place approach.
- Using the opportunity afforded by the partnership work and the emerging transformation programme to further engage with communities around future partnerships, place-based delivery and integrated services in key areas.
- Finalising cultural and creative space priorities for the City, and establishing Council objectives within these for referral in the City vision
- Finalising restart grant phases, and developing programmes for wider support with partners to encourage start-ups, business resilience, social enterprises and inward investment into the City, to encourage skills and employment development for those most impacted by the pandemic.

- Working with the Combined Authority and Greater Cambridge partnership to ensure appropriate Growth Works and wider skills support is drawn down for businesses and individuals in the City
- Continuing to work with Commercial tenants to support tenants and reduce the likelihood of voids

## **9.0 Implications**

### **(a) Financial**

Main financial funding details provided in other sections

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

The work will be supported by officers, using external support, consultancy and programme management where required. Individual projects will/have presented business cases for resources and funding

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

None for this report

### **(d) Environmental Implications**

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

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

The relevant implications are being considered as part of the overall programme

### **(g) Consultation and communication considerations**

Communications included:

Fortnightly meetings with Combined Authority, other partner Local Authorities in Cambs and Peterborough and the business networks.

#### **Communicating with local businesses**

- A monthly business newsletter.
- Regular updating of website pages with information for businesses including all grant policies and summary guidance.
- Publishing economic data for business on the Council's website.
- Promoting grants summary and guidance through partner business network websites and Combined Authority sites.
- Press and social media coverage for grants and wider business support.
- Organisation of business events, online, with MPs and business networks to respond to business concerns.
- Presentations given through partner events such as Chambers of Commerce.
- Online support events (e.g. business and mental health webinars)

## **(h) Appendices**

### **Appendix A – LERS GC Action plan**

#### **(i) Inspection of papers**

To inspect the background papers or if you have a query on the report please contact Fiona Bryant, Strategic Director, Cambridge City Council  
tel: 01223 - 457325, email: [Fiona.bryant@cambridge.gov.uk](mailto:Fiona.bryant@cambridge.gov.uk)

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## Appendix A

### GREATER CAMBRIDGE – ACTION TO DELIVER REGIONAL RECOVERY AND ECONOMIC GROWTH STRATEGIES

#### APRIL 2021 PROGRESS UPDATE

Key documents:

- Regional Strategies
  - o [Cambridgeshire & Peterborough Local Industrial Strategy](#) (LIS)
  - o [Cambridgeshire & Peterborough Local Economic Recovery Strategy](#) (LERS)
- Local Delivery Plans
  - o [Greater Cambridge Economic Action Plan](#) (Feb 2020) – initial plan aligning local delivery to the LIS.
  - o [Local actions for the implementation of the LERS](#) (Dec 2020) – update on local action.

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#### Background

In order to deliver sustainable economic growth aligned with the Local Industrial Strategy (LIS) and the Local Economic Recovery Strategy (LERS), local partners have committed to deliver a range of actions (outlined in local delivery plans referenced above), each explicitly connected with LIS and/or LERS objectives.

To ensure successful delivery of these actions and identify areas for further work, the Greater Cambridge Partnership officers co-ordinate monitoring of these actions on a regular basis.

The table below includes the April 2021 update for actions carried out by Greater Cambridge Partnership (GCP), South Cambridgeshire District Council (SCDC) and Cambridge City Council (City/CCC), or a combination of those partners.

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Please note the following RAG rating

RAG Rating	Description
Green	Action completed, or underway and on track.
Amber	Action underway but delivery subject to notable risk of non-delivery of intended outcomes, or not started but on track.
Red	Action not started and subject to notable risk of non-delivery of intended outcomes.

## BUSINESS AND THE ECONOMY

#	Action	Owner	Target Date	RAG Status	Progress
<b>Inward Investment</b>					
1	Engage with the CPCA and any other organisation delivering local inward investment activities, to ensure effective aftercare for businesses locating in Greater Cambridge occurs in a co-ordinated manner.	GCP, SCDC, City	Ongoing	Green	Building on investment made in June 2019 on an inward investment project for Greater Cambridge, the GCP Executive Board approved a £50,000 investment in Cambridge&, a new not-for-profit organisation seeking to deliver inward investment services to support the recovery from Covid-19 and provide longer term services. The GCP continue to work closely with the CPCA following the launch of the Business Growth Service (now Growth Works) to understand what role Cambridge & may play in the service as it moves forward. This includes regular catch ups and work programme mutual support/information share.
2	Establish an SCDC Business Team, including dedicated capacity for inward investment activities.	SCDC	Marked as complete (Dec 2020)		
3	Identify a programme of supporting activities to bring inward investment into South Cambridgeshire including info gathering on the local economy and available land and premises.	SCDC, GCP	2021-22	Red	<p>Progress against this action has been delayed due to uncertainty around the exact shape of the future of inward investment provision in Greater Cambridge. Local partners will continue to engage with partners across the CPCA and Ox-Cam Arc (and with national partners) to support the development of a coherent strategy and approach.</p> <p>Working with the newly formed Growth Service, SCDC now have an iterative and ongoing process for collaboration and mutual support on all inward investment related activities. The SCDC business</p>

					team is in the process of creating a business park register and forming relationships with all key local managing agents. We also work directly with colleagues at DIT/Growth service on inward bound investor enquiries to ensure compelling marketing collateral/supporting materials to attract businesses into our area. For example, we are working collaboratively to attract a new international business to Melbourn.
4	Stimulate private sector investment into the Council's developing portfolio of land and premises.	SCDC	Ongoing	Green	The investment team, PWG, business team and other internal steering groups convene regularly to focus on meet this objective ongoing and longer-term.
5	In due course, working with relevant partners to promote EZ space – currently building relationships with DIT with a more export and inward/outward investment related purview	SCDC	Ongoing	Amber	Now that SCDC has formally acquired Northstowe, early work is underway to shape the intended EZ vision and proposition, as is ongoing work more broadly around all our Cambridge Compass sites.
6	Work with partners at the University of Cambridge and in business to develop an inward investment proposition for Greater Cambridge.	GCP	Ongoing	Amber	The GCP Executive Board approved a £50,000 investment in Cambridge& in June 2020, a new not-for-profit organisation seeking to deliver inward investment services to support the recovery from Covid-19 and provide longer term services. We continue to engage closely with Cambridge& to ensure maximum value for the investment and maximum benefit to the local economy. The project is fundamentally linked to action 1 and the progress of that work with Growth Works.
7	Work with the Combined Authority in the development of the Growth Company's Global Investor Service for Cambridgeshire.	SCDC, GCP, City	Ongoing	Green	As in 1 and 6 we continue to work closely with the CPCA following the launch of the Business Growth Service (now Growth Works) to understand what role Cambridge& may play in the service as it moves forward.

8	Develop, with the Combined Authority, a marketing plan for South Cambridgeshire's Cambridge Compass Enterprise Zone sites.	SCDC	2021	Green	This work is nascent via the Cambourne and Northstowe internal working groups and Board. Further concerted activity is to be planned for H1 2021.
<b>Business Support</b>					
9	Develop and maintain an in-depth knowledge of the area's key and supporting sectors and the needs of businesses, to enhance business support services and support inward investment activities.	SCDC/GCP	Ongoing	Green	<p>Over 2020 and continuing into 2021, local partners have undertaken a range of research to deliver this action. This includes specific research by Hatch Regeneris, Metro Dynamics and the Centre for Business Research. Additionally, officers from across the GCP have been producing monthly economic data presentations to enhance our understanding of the impact of Covid-19 on different parts of the economy.</p> <p>The SCDC Business Support Team (formed June 2020) has also undertaken an active business engagement programme, talking to local businesses to form and enhance the team service plan. The team has spoken to over 300 businesses since July.</p> <p>Local partners will support future work by the CPCA's new inward investment service, which will allow us to continue to build a more accurate picture of our economy.</p> <p>We continue to build on our knowledge of the local business landscape, not least having built personal relationships with many businesses as part of government grant dissemination.</p>
10	Hold events across South Cambridgeshire with Parish Councils and village-based businesses focused on identifying opportunities to support	SCDC	Ongoing	Green	Work in this area has been digital since June 2020. SCDC held a procurement webinar for local businesses in November i.e. to better promote how local businesses can and should consider tendering



	sustainable local economies, town and village centres and local supply chains.				<p>for council contracts. Comms in this area are ongoing, supplementary to what our local media already focuses on to promote all things local e.g. Clickitlocal/other local apps. More will likely be needed in this area as new post-Covid-19 and post-Brexit challenges unfold.</p> <p>Since Jan 2021, we have undertaken 5 online events, including the start of an ongoing series promoting mental health for small business owners specifically. We are also working on a collaborative supply chain specific events to be held 22<sup>nd</sup> July in partnership with City, Chamber of Commerce, ARU and St John's College. The initial focus is on food/drink/hospitality. If successful, the idea will be rolled out to other sectors.</p>
11	Promote and explain the business benefits of paying the Real Living Wage to businesses and employers in Cambridge.	City	2019-2022	Green	<p>As at 31st March 2021 there were 48 local employers accredited (independents and those with head offices in the city) and 31 national employers accredited with branches in the city.</p> <p>The impact of Covid-19 has meant that many local businesses have faced very challenging trading conditions, which provides context for the council's campaign over the 2020/21 year. In February 2021, the City council promoted the Real Living Wage to all 4,500+ local businesses by producing and including a flyer setting out the business benefits of accreditation by producing a flyer going out to 4,500+ businesses with business rates invoices.</p> <p>Additionally, the council and the Living Wage Foundation met with representatives of a major</p>

					employer in the city to support them in developing a business case for real living wage accreditation.
12	Support local businesses to gain access to Employee Health and Wellbeing programmes, including mental health first aider training, funded by Public Health.	SCDC	2021	Green	Actions include: •Creating a dedicated page to this on our website (Nov 2020); •Ongoing publicity in our OpenforBusiness Newsletter; •Developing a webinar in Jan 2021 aimed at tackling the Covid-19 induced business-related strains and stresses our micro and small businesses are facing in particular – supported via Val Thomas and County Council Mental Health and Wellbeing colleagues. This is likely to become a recurring series.
13	Review business processes and online resources, including My South Cambs, to ensure that the Council's business services are easier to access and comprehensively digital by design.	SCDC	2021	Green	As part of wider transformation and efficiency and customer experience-led initiatives, this item is underway and ongoing.
14	Provide all businesses with a single point of contact within the Council.	SCDC	Marked as complete (Dec 2020)		
15	Implement the Better Business for All initiative across the Council's regulatory services.	SCDC	Ongoing	Amber	The Business Support Team is working with colleagues from EH and Licensing to ensure we evolve and continue to have an offer fit for purpose services post Covid-19.
16		City	Ongoing	Red	It has not been possible to progress this work in 2020 due to resources being focused on responding to the Covid-19 emergency and supporting businesses through that.
17	Provide a single point of contact for businesses in the planning service.	SCDC/City	Ongoing		
18	Raise awareness of council procurement processes to help local small businesses to secure more council contracts.	SCDC	Marked as complete (Dec 2020)		

19	Support the CPCA, as appropriate, to develop the offer of the growth services proposed in the LIS, working with the services to engage with local businesses who need them.	All	Ongoing	Green	Officers from across local partners will work collegiately with the new Inward Investment/Growth Service in order to strengthen our regional offer to businesses.
20	Signpost and encourage businesses to access and engage with the business support offered by the Global Growth company and other agencies.	SCDC	Marked as complete (Dec 2020) with ongoing engagement.		
21	Develop a business support plan to provide help to start-ups and small businesses that complements provision by the Global Growth Service and other agencies.	SCDC	Marked as complete (Dec 2020)		
22	Engage with the Cambridgeshire Chamber of Commerce and the Federation of Small Businesses to develop an approach to supporting local businesses through Brexit.	SCDC	Marked as complete (Dec 2020) with ongoing engagement.		
23	Supporting those who received LGF funding (e.g. Hauxton Mill incubator) by way of follow through dialogue and support, including signposting new funding and up and coming partnership opportunities and planning related support etc.	SCDC	Ongoing	Green	This action is ongoing and will continue into 2021/2022 and beyond. For example, we are supporting, in tandem with the CPCA, seeking out growth and grant opportunities for post LGF funding.
24	Assisting/supporting local businesses as they look to pivot/diversify including use of space post pandemic e.g. Wheatsheaf Pub Stowe Cum Quy as potential village workspace hub	SCDC	Ongoing	Green	Ongoing on a weekly basis.
25	Supporting commercial tenants with appropriate plans through recovery to reduce voids	City	Ongoing	Green	The Council has worked with its commercial tenants through lockdown to help them manage their cash flow through deferred payment plans and lease re-gearing where requested. It has also made tenants aware of the government grants that are available to support them during this time. There is ongoing demand for many commercial properties and while

					some tenants have changed their business model during Covid, others have seen an opportunity. Voids in most property types therefore remain relatively low.
26	Supporting Cambridge businesses to access LEP funding for growth	City			
27	Work with the local universities to support initiatives to engage local businesses in innovation and support local businesses to access the local innovation eco-system.	All	Ongoing	Green	Local partners are actively working with key local partners including University of Cambridge and ARU on the promotion of relevant match funding schemes etc. Officers from the City Council have engaged with the University of Cambridge's Institute for Sustainability Leadership to discuss support for local businesses on sustainability matters. There are monthly newsletters from City and SCDC referring to innovation support as appropriate.
<b>Business Engagement</b>					
28	Develop an annual Economic Development business engagement plan, utilising innovative methods of communication, including a company visit programme.	SCDC	Marked as complete (Dec 2020) with service plan refresh ongoing.		
29	Deliver GCP investment into transport and other essential infrastructure, ensuring businesses are aware of investments and their impact.	GCP	Ongoing	Green	The GCP continues to invest into transport and other essential infrastructure, ensuring businesses are aware of investments and their impact which will help support economic recovery from Covid-19. We hold regular business briefings and continue to work closely with business membership organisations.
30	In partnership, promote Greater Cambridge as an area welcoming diversity in the workforce.	SCDC	Ongoing	Green	Cabinet has approved our equality scheme (Oct 2020) which sets out what we are going to do over the next 4 years to meet and promote the aims of the public sector equality duty. We will also deliver messaging to businesses and potentially an

					event/webinar promoting and celebrating workforce diversity in 2021.
31	Raise employer awareness of GCP transport infrastructure schemes and the improved commuting options they provide employees.	GCP	Ongoing	Green	The GCP raises employer awareness of GCP transport infrastructure schemes and the improved commuting options they provide employees through the business briefings held regularly with representation from businesses across Greater Cambridge. We also continue to work closely with business membership organisations. The upcoming cycling investment consultation will be a further way to demonstrate improved commuting options to businesses and employees.
32	Promote business access to support advice and funding for growth	City, SCDC	Ongoing	Green	We do this in our respective newsletters and in partnership, wherever possible, with CPCA colleagues.
33	Active push publicising potential council tender opportunities e.g. as a result of our investment strategy (including Cambourne, Northstowe/EZ and wider real estate proposition).	SCDC	Ongoing	Green	We hold quarterly procurement Webinars to help attract new businesses into engaging with council contract opportunities.
34	Working with Skills Support for the Workforce SSW (Serco) to promote offer to SCambs businesses including individual referrals.	SCDC	Ongoing	Green	This is an ongoing initiative, as is liaising with wider Skills and workplace colleagues across Greater Cambridge/CPCA.
<b>Economic Development</b>					
35	Support the economic development of key new towns, including Northstowe, Waterbeach and Cambourne, through delivering on relevant plans and strategies.	SCDC	Ongoing	Green	The Business Support Team is part of assisting key internal working groups to ensure economic development objectives including jobs, economic growth and business relocation to our new towns will be achieved.
36	Identify opportunities for investment in employment land and premises in the district's larger towns and villages to support sustainable economic growth.	SCDC	Ongoing	Green	The Local Plan will identify employment land allocations and internal teams will work together to identify opportunities for investment.

37	Work with landowners to regenerate the North East Cambridge area.	SCDC, City	2021-22	Green	<p>The draft North East Cambridge Area Action Plan was published for consultation from 27 July to 5 October 2020. Work is now underway to consider the responses received. The next step will be preparation of the Proposed Submission AAP.</p> <p>The process for establishing a development consent order application for the relocation of the Cowley Road Water Treatment plant (supported by HIF funding/Homes England) is underway, with the second consultation process due in summer 2021.</p> <p>The launch of the first concept engagement process for City Council and Anglian Water's joint site is due summer 2021 with a festival planned for the autumn.</p>
38	Support the economic development of other large development areas in the district including Bourn Airfield New Village and Cambourne West.	SCDC	Ongoing	Green	<p>The Bourn Airfield New Village SPD was approved on 2 October 2019. Officers are currently assessing applications for a new mixed-use village on the airfield and employment floorspace at the Former Gestamp Factory. The First Development Parcels have been approved at Cambourne West and strategic engineering works have begun on site. Employment floorspace will come forward during later phases of the development.</p>
39	Funding request for fixed term officer to support growth in creative, digital and arts sectors, including gaming, AI and intersection of sectors e.g. Tech, Marketing and Comms	SCDC	Ongoing	Amber	<p>Budget has been approved for this as part of 2021-2022 fiscal, however we are holding fire on recruiting to the post until we are clearer on exact role scope as we further enter recovery phases.</p>
40	Support the development of appropriate facilities for high tech jobs on council owned or purchased land	City	Ongoing	Amber	<p>Working with the Cambridge Investment Partnership on redevelopment opportunities for commercial space and also with newly established Growth works.</p>
41	Ensuring best access to funds and plans to stimulate robust recovery of city centre and more peripheral groups of businesses	City	Ongoing - due	Amber	<p>Development of City economic recovery plan to underpin the LERS and be underpinned by this action plan plus longer term recovery.</p>

			Autumn 2021		
42	Establishing economic resource post to lead function in City and coordinate support	City	Ongoing	Green	Post advertised and interview dates planned.
43	Building relationship with Regional College / scoping wider partnership opportunities	SCDC	Ongoing	Green	Ongoing dialogue ensues to ensure joined up thinking and collaboration/actions where possible.
44	ARU partnership – including business research collaboration referrals	SCDC	Ongoing	Green	Ongoing dialogue ensues to ensure joined up thinking and collaboration/actions where possible. Illustrative example is our Co-hosted Supply Chain Event July 22 <sup>nd</sup> .
45	Working with Education partners to enable safe continued quality service delivery	City	Ongoing	Green	Ongoing.
<b>Visitor Economy</b>					
46	Develop, with Visit Cambridge and Beyond, promotional campaigns to increase visits to South Cambridgeshire.	SCDC	April 2021	Green	<p>Visit Cambridge and Beyond (VCB) ceased trading in June (2020) as a result of the impact of Covid-19 on the city's visitor economy and the associated income loss. SCDC is developing its own Visit South Cambs website and communications proposition to better promote district-level retail and hospitality initiatives. This will put the South Cambs visitor economy offer more on par with other local councils (e.g. Explore East Cambs, e.g. Visit Cambridgeshire Fens). We are working with local tourism and hospitality experts to help us shape this endeavour. Once we have a visitor offer formalised, SCDC will ensure alignment and sharing of content with the City Council and vice versa to ensure visitors to Greater Cambridge can access joined up visitor economy marketing and information.</p> <p>We have been given informal cabinet go ahead to proceed with this initiative and are now entering design and build stage with a view to being live July/August 2021.</p>

47	Working with South Cambridgeshire travel and tourism related businesses to create a “Visit Scambs” website/destination brand	SCDC		Green	As above.
48	Work with Cambridge BID and Visit Cambridge and Beyond, to respond to and manage tourism and visitor related issues facing Cambridge City.	City	2019-22	Green	<p>Visit Cambridge and Beyond (VCB) ceased trading in June (2020) as a result of the impact of Covid-19 on the city’s visitor economy and the associated income loss.</p> <p>City Council, Cambridge BID, Fitzwilliam Museum Enterprises (FME) Ltd (trading arm of University of Cambridge) and King’s College jointly acquired Visit Cambridge and Beyond (VCB) intangible assets at auction, including domain name and branding and have used them to establish a new destination management organisation (DMO) for Cambridge called ‘Visit Cambridge’.</p> <p>DMO partners, with support from a Combined Authority capital grant award (£700K) are working to support the re-opening and recovery of the city’s visitor economy in 2021/22, including production of visitor marketing collateral, DMO website and digital visitor welcome app and mobile visitor information centre.</p>
49	Re-establishing the DMO service with appropriate partners and resources to support the recovery required for the visitor economy in the city	City	Ongoing	Amber	The City Council is working with BID and Fitzwilliam Enterprises to reestablish DMO. Work has been delayed by pandemic. Terms of reference agreed.
50	Ensuring the use of c£500k of cultural recovery fund won to provide sustainable facilities within the City including Corn Exchange to enable	City	March 2022	Amber	Work on projects is ongoing.



	cultural businesses to kick start their performance in recovery				
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## PEOPLE AND SKILLS

#	Action	Owner	Target Date	RAG Status	Progress
<b>Labour Market</b>					
51	Produce analysis and an action plan on skills gaps within South Cambridgeshire by the end of March 2021.	SCDC	March 2021	Red	A budget (not currently sitting with the Business Team) will be required along with an external consultancy bid process in order to deliver this work - internal and other publicly available datasets alone (e.g. ONS) will not be sufficient to derive meaningful conclusions. As all things Covid-19 are creating new challenges - displaced sectoral workers, redundancy squeeze for younger and older workers, as yet unforeseen consequences on supply chain workers due to Brexit etc. - it is likely that this work would provide a clearer direction if undertaken in H2 2021 i.e. once we have a clearer national economic picture of how the economy is coming out of pandemic and into recovery mode. The GCP recently commissioned specific research looking at employment growth in Greater Cambridge, which may support the delivery of this action.  Overall, it may be that this work is better undertaken as a Greater Cambridge/wider regional piece – to be discussed.
52	In conjunction with the CPCA and Cambridge Ahead, commission RAND Europe to carry out research on local careers advice provision.	GCP	Marked as complete (Dec 2020) – research available online: <a href="https://www.rand.org/pubs/research_reports/RR4491.html">https://www.rand.org/pubs/research_reports/RR4491.html</a>		

53	Through Greater Cambridge Apprenticeship Service activities, gather and share evidence that identifies employers' skills needs. Particularly, capture evidence on the needs of business in our rural micro-economies, and support people into local apprenticeships to respond to these needs.	GCP	Ongoing	Green	Form the Future and CRC regularly talk to employers to understand and identify their needs. There is constant engagement to ensure that they can capture the needs of businesses as and when they change. This can include skill needs but also other needs such as apprenticeship levy money.
54	Funding for two additional careers advisors through the Greater Cambridge Apprenticeship Service.	GCP	Marked as complete (April 2021) This is now complete – funding was provided to FtF in late 2020.		
55	Investment in New Meaning Foundation to provide start-up funding for new dedicated training centre in Greater Cambridge.	GCP	Marked as complete (April 2021) This is now complete – funding was provided to NMF in late 2020. The units were completed, and members and officers attended a tour and opening.		
56	Agreement to procure new Skills package, worth up to £2m for four years, starting in April 2021; detailed scoping underway.	GCP	Marked as complete (April 2021) This procurement is now complete, and the new contract is now in place, starting from the 1 <sup>st</sup> April for four years.		
57	Funding for Centre for Business Research to understand the strength of different sectors in GC – informing labour market information for those looking for work.	GCP	Ongoing	Green	This work is well underway and the GCP expects to be able to continue the data draws until the end of 2022.
58	Working with partners to grow green skills base	City			
59	Working closely with the CPCA, FSB, Chamber, Form the Future, Cambridge Network, The Job Centre and GCP to ensure local businesses take up/benefit from Kickstart	SCDC, City	Ongoing	Green	Comms push with all aforementioned parties is ongoing.
60	Working with Cambridgeshire & Peterborough Combined Authority Levy Pooling Service and the GC Apprenticeship Service to support access to Cambridge Businesses	City	Ongoing	Green	Work is ongoing with partners.
<b>Apprenticeships</b>					

61	Review Greater Cambridge Apprenticeship Service activities to ensure the new apprenticeships it generates are sufficiently focused on the LIS-identified key local sectors.	GCP	Jan 2020 – Dec 2020	Green	<p>The GCP has reviewed Greater Cambridge Apprenticeship Service activities and has ensured that the service has adapted to the current Covid-19 pandemic by moving many activities online.</p> <p>In terms of generating opportunities that are sufficiently focused on the LIS-identified key local sectors, we are looking at how we can work with schools at an earlier stage to promote the 'Cambridge Curriculum' which looks at what the local area needs in terms of skills. The GCP has procured a new skills service which requires the provider to focus on key local sectors. Equally, the service will deliver across all sectors to support the recovery from Covid-19.</p>
62	Through the Greater Cambridge Apprenticeship Service, engage with schools to provide enhanced apprenticeships activity.	GCP	Marked as complete (Dec 2020) – service target met.		
63	Through the Greater Cambridge Apprenticeship Service, provide a support service for more young people to take up apprenticeships.	GCP	March 2021	Green	The GCP, through the Greater Cambridge Apprenticeship Service, has provided a support service for more young people to take up apprenticeships. The relevant KPI was to help 420 people start an apprenticeship as a result of this intervention by this service and the current number as of 1 <sup>st</sup> March 2021 is 436.
64	Through Greater Cambridge Apprenticeship Service activities, engage with local employers to provide more apprenticeships.	GCP	Marked as complete (Dec 2020) – service target met.		
65	Through Greater Cambridge Apprenticeship Service activities, connect students directly with employers.	GCP	Marked as complete (Dec 2020) – service target met.		
66		City	2019-2022	Amber	The Covid-19 pandemic had a significant impact upon the uptake of apprenticeships at the city council

	Support and create opportunities for internal apprenticeships, in line with the organisation's Apprenticeship Strategy				<p>during 2020/21. While we successfully enrolled four people on apprenticeship programmes in 2020/21, this was significantly down on our 19 enrolments in 2019/20.</p> <p>The main focus in the year has been to provide support to our existing apprentices, as many took on additional Covid-19 related duties in their roles resulting in 12 apprentices being put on to breaks in learning. As of 31 March 2021 we had a total of 38 employees enrolled on apprenticeship programmes, which was the same number of apprentices as year ending 2019/20.</p> <p>We have now made our first application for the Government's new Apprenticeship Employer Incentive Payments of £1,500 per apprentice for two of our eligible newly recruited apprentices who commenced work with us in 2020/21.</p> <p>In line with our Apprenticeship Strategy work is also now underway to contract with a training provider through a procurement framework to deliver a programme of Coaching Apprenticeships, which we aim to launch in the Autumn.</p>
67		SCDC	2021-22	Amber	<p>Internally, SCDC's main focus is currently on exploring whether we as a Council are able to offer KickStart placements in 2021.</p> <p>Externally, we work with local businesses who are able to offer apprenticeships and training schemes. We are currently promoting and helping businesses navigate their way through the KickStart scheme,</p>

					including assisting them with finding the right gateway partners. In every interaction we have with a local business, we ask if they have offered or are able to consider offering apprenticeships. A more formal comms plan may be required around this in 2021.
68	Assess the success of the Greater Cambridge Apprenticeship Service at the end of its first period (March 2021), and tailor any subsequent service within the context of its success.	GCP	Feb 2021 – May 2021	Green	The GCP has been reflecting on how the services can be altered to best serve the residents of Greater Cambridge. It was decided that the service should be expanded to not just focus on apprenticeships, but also focus on getting young people into other training. Moreover, the service has been extended to include adults where they may want to learn new skills or retrain, given the possible effects of the pandemic on employment. Any subsequent service will continue to be tailored within the context of its success going forward.
69	Particularly, consider whether physical access to apprenticeships is shown to be difficult in any parts of Greater Cambridge and what steps could be taken in future Apprenticeship Service provision to minimise this.	GCP	Mar 2020 – Mar 2021	Green	This is an ongoing task for the GCP. We are part of an ongoing dialogue with Cambridgeshire County Council on the accessibility of apprenticeships for care leavers, especially in respect to the skills and financial barriers that may need to be overcome. This is something that we will follow up on after the procurement of the new skills contract. We are constantly looking to re-evaluate if there are new opportunities to reinforce delivery e.g. through the provision of extra careers advisors in 2020.
70	Promotion of Apprenticeship Service within Council and with partners and supply chain where appropriate	City	Ongoing	Amber	Promotion of apprenticeship programme is ongoing in the Council and we are also joint working on Kickstart programme with partners. Hill Group running construction apprenticeship and women in construction apprenticeship across organisation but also as part of Cambridge Investment Partnership.

Community Resilience					
71	Work with residents in new neighbourhoods and areas in Cambridge to develop sustainable communities.	City	2019-22	Amber	Growth site Community Forums have been delivered, in conjunction with SCDC, for the following areas: North East Cambridge, Cambridge East and North West and West Cambridge, giving residents the opportunity to raise and discuss a broad range of economic, social & environmental issues relating to planned developments in those parts of the city.
72	Develop and distribute information resources for EU workers in South Cambridgeshire.	SCDC	Jan 2020 – Dec 2020	Green	Details on the settlement scheme were much publicised in 2020, including targeted letters as part of council tax bills. Further comms has been underway and will be up until June 2021, including a considered approach to trying to reach those who may be under the radar/not council tax or rent payers etc. A final push article is written and scheduled to be included in our Summer residents' magazines.
73	Review current well-being metrics to identify a measure, or series of measures to monitor the well-being of local residents and workers alongside traditional economic measures, using these measures to influence future policy development.	All	2021-22	Amber	Officers have met with researchers from the University of Cambridge's Bennett Institute to discuss wellbeing measures and the potential for the "wealth economy" approach to assess the impacts of interventions.
74	Work with parish councils to secure drop-in/hot desk spaces for professionals working in villages, including home or lone workers.	SCDC	2021-22	Amber	This will become an increased focus for us later in 2021/2022, as will using ACV for home/lone workers, including providing health and well-being support in the 'new normal'.

75	Provide briefings to internal services and engage with the NFU to understand farming community challenges as a result of the Agriculture Bill.	SCDC	Ongoing	Green	We await more detail on the Agriculture Act 2020 and are in regular contact with the NFU to support with key initiatives from Jan 2021.
76	Engage with national Government and the CPCA, to ensure local needs are recognised in new funding regimes and strategies.	All	Ongoing	Green	<p>A range of local partners have engaged actively with the CPCA throughout 2020 in particular with respect to the development of the Local Economic Recovery Strategy (LERS).</p> <p>The City Council and Anglian Water worked closely with the CPCA in submitting a bid, prioritised by the CPCA, to the Forward Fund for the Housing Infrastructure Fund Programme in the 2017 funding round. The bid was successful in 2019, and contracted in 2020. The funding, up to a maximum of £227m, will enable the relocation of the current Cambridge Waste Water Treatment Plant, enabling development of a new and innovative, sustainable district in the north of Cambridge, providing homes and employment for those who want to live, work, play and learn within the North East Cambridge area.</p> <p>The Councils will be working with the CPCA on the growth and inward investment plans to ensure local economic needs are recognised.</p>

## CLIMATE ACTION

#	Action	Owner	Target Date	RAG Status	Progress
Improving Air Quality					

77	Develop an Air Quality Action Plan for Cambridge.	City	Ongoing	Green	<p>The Air Quality Action Plan 2018-2023 has over 100 measures to improve air quality. Some of these will have a significant impact, others less so, but combined will result in lower levels of air pollution and improved public health.</p> <p>So far, actions around improving the Cambridge taxi fleet have been successful, including the deployment of 12 fast and rapid chargers for EV taxis, as have actions around the development control process, with measures included in the new Sustainable Development SPD.</p> <p>Actions around lower emission bus and HGV fleets and a Clean Air Zone are under active discussion between partners and are priorities for spring/summer 2021. Measures to improve active travel options are underway.</p>
78	Undertake Air Quality sensor trials around the Mill Road bridge closure, and distribute findings with partners.	GCP	2020-21	Green	<p>The sensors were installed at the end of May 2019. Data from these sensors is published on Cambridgeshire Insight. The visualisation of air quality data has been initiated and the first review by the team was completed at the end of June 2020. The publication of the final report was delayed to ensure the engagement and consultation regarding the Mill Road through-route closure was not interrupted, and will be published shortly.</p>
79	Invest in a zero-emission bus pilot to support the delivery of low or no-emission bus services in Greater Cambridge.	GCP	2020	Green	<p>The GCP has invested in a zero emission bus pilot. The new zero-emission vehicles – two of 15 in Stagecoach's national bus fleet – can travel 160 miles on a single charge and have operated on the 6 route serving the city centre, Girton and Oakington as well</p>



					<p>as the P&amp;R services to provide cleaner and greener journeys for thousands of people every day.</p> <p>The GCP Executive Board have agreed to expand the pilot in 2021, and the FIS in December 2020 committed to further explore options to expand the zero emission fleet. We are working closely with the CPCA on a bid for additional electric buses from the government's ZEBRA fund and have commissioned a study to inform future decarbonisation of the bus fleet including options to limit access to more polluting vehicles in future.</p>
80	Develop a policy solution to more effectively manage congestion in the city centre through the 'City Access' package.	GCP	Ongoing	Green	<p>The GCP is delivering a range of short-term measures to support the uptake of sustainable travel. In March 2021, the GCP agreed a strategy to manage congestion and reduce air pollution consisting of three key elements:</p> <ul style="list-style-type: none"> <li>- Supporting the uptake of sustainable transport through further investment in cycling infrastructure, enhancements to P&amp;R and working with CPCA to support the recovery of bus services and the creation of a comprehensive, attractive and reliable future network;</li> <li>- Creating space for sustainable transport by reviewing the road network hierarchy and developing an integrated parking strategy;</li> </ul> <p>Bringing forward proposals to limit access to the central area to commercial vehicles (inc buses) not meeting emissions criteria.</p>
81	Implement the joint Air Quality Strategy and action plan.	City, SCDC	Ongoing	Green	<p>Although the two Councils have different Local Plans and are trying to address different AQ-issues at the moment (meaning there isn't currently a joint Air</p>

					Quality Action Plan), we have reached a mutual approach in dealing with certain aspects of the issues. Most of these are reflected in the Pollution section of the adopted SPD 2020 covering the whole of Greater Cambridge.
82	Invest in energy efficiency and generation projects.	City, SCDC	2021-22	Green	<p>Both Councils are actively involved in discussions to develop renewable energy generation opportunities close to their shared assets:</p> <ul style="list-style-type: none"> <li>• SCDC's annual Zero Carbon Communities grant scheme provides funding for community projects to engage communities around climate change and reduce or lock up CO2 emissions. It awarded grants totalling £94,000 to 17 projects in November 2020 to add to 19 projects previously awarded grants totalling £120,000 in December 2019.</li> <li>• The City Council has secured Government funding to enable decarbonisation projects including additional renewable energy production at its biggest carbon emission-generating assets, Parkside &amp; Abbey swimming pools.</li> </ul>
83	Conduct traffic flow and air quality monitoring around the Mill Road Bridge closure, sharing findings with relevant partners.	GCP, City	2019-20	Green	<p>The sensors were installed at the end of May 2019. Data from these sensors is made available on Cambridgeshire Insights for interested parties and is also being used to deliver an overall indication of the changes in travel behaviour before and during the restrictions and as restrictions begin to ease later in the year. Traffic data analysis has been carried out as part of our collaboration with GeoSpock.</p> <p>The publication was delayed to avoid disruption the Mill Road closure consultation and engagement in</p>

					<p>Autumn 2020; and due to capacity pressures arising from the 3<sup>rd</sup> Covid lockdown in the first quarter of 2021.</p> <p>The report on traffic flows has been completed and published and can be viewed at <a href="#">Mill-Road-Bridge-Closure-2019-Sensor-Report_FINAL.pdf</a> (<a href="#">connectingcambridgeshire.co.uk</a>)</p>
<b>Business Sustainability</b>					
84	Work with partners to develop and deliver enhanced information to local businesses on environmental issues, including the business benefits of installing green infrastructure.	SCDC	Ongoing	Green	<p>SCDC have been actively promoting Cambridgeshire Solar Together for business and will have ongoing awareness activity into 2021. A Greening Your Business webinar was held in March 2021 as part of a week of online Climate and Environment events. Further work is needed to build partnerships/relationships with local and regional green providers including ground source heat pump suppliers etc. A more formal strategy on our Retrofit position may be required in due course, not least in light of evolving work patterns as a result of Covid. Initial discussions have been had regarding conducting a survey of local retrofit installers to understand how we can help unblock obstacles to increasing capacity. Action to be reviewed further in June.</p> <p>SCDC have supported Retrofit Works to extend their Ecofurb Low Carbon Home Service into South Cambridgeshire by purchasing a one year license for the Plan Builder software to make it available to South Cambridgeshire residents.</p>
85	Investigate and deliver a brokerage service for renewable technology investment.	SCDC	2020-21	Amber	<p>Low level conversations have taken place between the Business Support Team and Green Officers. Specific actions have included exploring models to</p>

					overcome barriers to uptake of renewable technologies on commercial buildings, for example initial capex outlay. SCDC are also exploring what measures could be taken to support and grow the supply chain in order to deliver retrofit measures at scale. SCDC continue to work closely with GTOC (Green to our Core) colleagues and the wider Partnership Working Group on related initiatives.
86	Facilitate businesses to review and reduce their carbon footprint through funding the development and promotion of a Cambridge Climate Change Charter/ Strategy.	City	Ongoing	Green	The Cambridge Climate Change Charter has been funded by the City Council, developed by Cambridge Carbon Footprint and launched in September 2020. The Charter was awarded a Certificate of Excellence in the IESE Public Service awards 2020.
87	Produce Sustainable Design & Construction planning guidance, ensuring guidance for commercial space is taken into consideration.	City, SCDC	2020-21	Green	The Greater Cambridge Sustainable Design and Construction SPD was adopted by SCDC on 8 January 2020 and by City Council on 14 January 2020. This SPD includes guidance on a range of policies related to climate change, including renewable energy generation, construction standards for commercial development and future proofing buildings for net zero carbon.
88	Assess opportunities for investment to minimise energy consumption on new employment sites and premises as they become part of the Council's developing property portfolio.	SCDC	Ongoing	Green	Before acquiring commercial property, SCDC reviews the baseline energy efficiency of the sites and also the opportunities for increasing energy efficiency and investing in renewable energy on-site. This analysis informs the business case for investment. Within our commercial property portfolio, we have a programme whereby we work with our Energy Services Contractor to complete Outline Business Cases for energy efficiency and generation measures for each site. SCDC is exploring models whereby energy is generated on-site and agreements in place

					to sell to tenants who can then access renewable energy and report against their own ESG objectives.
89	Actively promoting Solar for business	SCDC	Ongoing	Green	Periodic activity is ongoing via newsletter and was pushed as part of the SCDC March webinar.
90	Promoting green grants and funding schemes as appropriate	SCDC	Ongoing	Green	Ongoing as part of business and resident district and parish comms.
91	Exploring opportunities for green related business as part of EZ promotion incl. Clean Tech growth focus	SCDC	Ongoing	Green	SCDC continue to evolve the vision for EZs, particularly Northstowe. This will include working with a soon-to-be-appointed client advisor to further help hone the narrative/brief/vision/marketing collateral etc.
92	Promoting sustainability quality through supply chain	City	Ongoing	Green	Procurement promotion of supply chain sustainability through use of renewables, fabric first materials, local employment, exceeding local plan requirements for sustainability and wellbeing etc. Developing passivhaus pilots and planning MMC facility.
<b>Protecting the Environment</b>					
93	Engage with local partners (particularly through Natural Cambridgeshire) and partners across the Arc, to improve the natural capital of Greater Cambridge through economic growth.	All	Ongoing	Green	Local Partners are engaging with Natural Cambridgeshire on Arc-related proposals for natural capital projects, and with the CPCA Climate Change Commission.

## INFRASTRUCTURE

#	Action	Owner	Target date	RAG status	Progress
<b>Transport</b>					

94	Deliver the GCP transport programme, transforming the way people travel to, and around, Greater Cambridge.	GCP	2015-2031	Green	The GCP continues to deliver its programme of investments to transform the way people travel to and around Greater Cambridge. Throughout 2020, the GCP has continued to progress a range of projects and has successfully secured further Government funding into Greater Cambridge, unlocking £200m over the next five years through the April 2020 Gateway Review.
95	Represent the needs of Greater Cambridge by inputting into the Local Transport Plan, and fully implement all actions required to realise it.	All	Ongoing	Green	Officers from the GCP and other local partners supported the development of the Local Transport Plan agreed in February 2020, and will continue to work with the CPCA on the refresh being undertaken in 2021-22. The GCP is committed to the delivery of all actions required to realise the Local Transport Plan. This collaboration will continue as plans for a new LTP are shared by the CPCA.
96	Deliver a package of projects through the GCP Smart workstream that reinforces the use of high quality data and innovative smart technologies.	GCP	Ongoing	Green	A range of interventions have been or are being delivered through the Smart workstream, as detailed in GCP Quarterly Progress Reports. In view of continuing delivery of Smart Cambridge work, the GCP Executive Board approved a further £2.8m investment in Smart Cambridge through the Future Investment Strategy in December 2020.
97	Immediate measures (ETROs) to respond to need for more space for pedestrians and cyclists to travel during pandemic, supporting people and businesses to restart/recover	GCP / County	Ongoing	Green	A series of active travel schemes were installed in 2020 through experimental traffic regulation orders (ETROs). Following consultation and data gathering, decisions on the future of these schemes will be made in Autumn 2021. Alongside this, the County Council and GCP aim to consult on a series of additional experimental schemes in spring/summer 2021.
98	Work with strategic partners to catalyse the delivery of key strategic transport projects, such as on the	All	Ongoing	Green	Local partners continue to work with strategic partners to catalyse the delivery of key strategic transport

	A10, A505 and East-West Rail, to the benefit of the economy and our communities				projects for the benefit of the economy and our communities.
99	Working with Council partners to jointly promote and deliver support for active travel etc	City	Ongoing	Green	Working with GCP to encourage bike/walking and healthy living through community and organisational promotion and support for City Access programme etc.
<b>Housing &amp; Strategic Planning</b>					
100	Work with businesses to help to implement the Greater Cambridge Housing Strategy's priority to provide homes for their workers, including reviewing planning and housing policies for Key Workers, Essential Workers and those who move to the area to take up a new job.	SCDC	Ongoing	Green	The Planning Committee resolved to grant outline planning permission in October to provide 1,500 homes for campus-based staff, 30% of which will be affordable, with at least a further 20% for private rent. We are also working with No.6 Developments on behalf of Addenbrooke's Hospital to understand the needs of their workers and explore options for provision.
101	Implement the Greater Cambridge Housing Strategy which sets out objectives and priorities between 2019 and 2023.	City, SCDC	2019-2023	Green	<p>The Greater Cambridge Housing Strategy was published in April 2019 - <a href="https://www.cambridge.gov.uk/media/6886/draft-greater-cambridge-housing-strategy-annexes.pdf">https://www.cambridge.gov.uk/media/6886/draft-greater-cambridge-housing-strategy-annexes.pdf</a></p> <p>Good progress has been made on implementing the Strategy. Successes during 2020-21 include:</p> <ul style="list-style-type: none"> <li>• 58 more affordable council homes delivered through the council's house-building programme, with the programme target of having 500 new council homes started on site between 2017 &amp; 2022 already having been exceeded;</li> <li>• a new <a href="#">Homelessness &amp; Rough Sleeping Strategy</a> published and being implemented;</li> <li>• <a href="#">public consultation on new policies</a> around Build to Rent, Clustering of Affordable Housing</li> </ul>

					<p>and setting of Affordable Rents, aiming for approval in June 2021;</p> <ul style="list-style-type: none"> <li>• publication in April 2021 of the <a href="#">Greater Cambridge Housing Trajectory &amp; Five Year Housing Land Supply</a>, showing the number of homes to be built across the area against the numbers required through the councils' Local Plans; and</li> <li>• further work taking place on a new joint <a href="#">Greater Cambridge Local Plan</a>, with consultation on the preferred options due later in 2021.</li> </ul>
102	Develop Local Plan policies to support the delivery of affordable and essential worker housing. This should include the exploration of "landing strip" homes i.e. homes provided for workers who are new to the area when taking up employment.	City, SCDC	Marked as complete (Dec 2020) – policies set out in Greater Cambridge Housing Strategy and informing Local Plan development.		
103	Support targeted new developments.	GCP	Ongoing	Green	The GCP continues to support targeted new developments. In particular, the FIS allocates resources to unlock housing delivery where resource can be used to alleviate barriers to delivery. The FIS is a flexible strategy that can be flexed if required as we start to understand more about the impact of Covid 19 on the GC economy.
104	Build at least 500 new council homes through devolution funding, ensuring they comply with the Council's Sustainable Housing Guide wherever viable.	City	Marked as complete (Dec 2020)		



105	Deliver at least 350 new council homes over the five years of this Council.	SCDC	2019-2024	Green	We anticipate the completion of 210 affordable homes between April 2018 and March 2021. In support of this, SCDC approved a New Build Council Housing Strategy 2020-25 in June 2020.
106	Developing programmes for improved EPC/sustainability/renewables delivery on commercial, residential, office and leisure facilities	City	Ongoing	Green	EPC improvement programme is ongoing for commercial premises. A study on retrofit programme is underway for current council homes. New homes programme in development for 1500 affordable homes by 2026 and over 2000 by 2032 developed (subject to planning/physical and financial constraints to passivhaus level with a trajectory towards net zero carbon.
107	Support an appropriate, high quality and sustainable planning framework and service to stimulate long term construction demand and delivery	City, SCDC	Ongoing	Green	Review of Planning Service underway by SCDC. Emerging Local Plan underpinned by sustainability framework. Cambridge Sustainable Housing Design Guide reviewed, and new draft developed in alignment with nation design guide etc.
<b>Digital Infrastructure</b>					
108	Contribute towards improved broadband coverage and reduce mobile phone blackspots, including through Connecting Cambridgeshire.	SCDC, County	Ongoing	Green	Officers from various partners continue to represent Greater Cambridge on the Connecting Cambridgeshire and the Smart Cambridge programme boards. Two Topic Papers focusing on digital and smart infrastructure that will become part of the Local Plan evidence base are currently being prepared.
109	Incorporate fibre ducting by default on all new infrastructure schemes.	GCP, County	Ongoing	Green	We continue to incorporate fibre ducting by default on all new infrastructure schemes.
110	Work with Connecting Cambridgeshire to identify and incorporate future proofed digital infrastructure policies in the new Local Plan.	SCDC, City	Ongoing	Green	Two Topic Papers focusing on digital and smart infrastructure that will become part of the Local Plan evidence base are currently being prepared. Connecting Cambridgeshire including Smart Cambridge are contributing their knowledge and experience to this work.
<b>Energy Grid Capacity</b>					

111	Respond to the commissioned UK Power Networks engineering study, exploring options to increase capacity within the local network.	GCP	2020	Green	<p>The GCP continues to progress its work to address energy grid capacity constraints in Greater Cambridge. In particular, the GCP Executive Board approved further investment in October 2020 to understand in more detail legal and regulatory details in respect to making a decision on a preferred approach in 2021.</p> <p>Work on energy infrastructure is ongoing as part of the Infrastructure Delivery evidence for the Greater Cambridge Local Plan. An energy infrastructure study and energy masterplan are currently underway for North East Cambridge, and further work on energy infrastructure for Greater Cambridge as a whole is currently being scoped with a range of partners.</p>
112	Give consideration to sources of funding for innovative approaches to grid capacity, working with partner organisations in the public and private sector.	SCDC	Ongoing	Amber	<p>This requires a collegiate effort across multiple stakeholders to be effective/drive forward as an action. Early conversations/scope for partnership ideas are taking place e.g. with Cambridge Zero and Cambridge CleanTech. More work is needed in this space in 2021.</p> <p>Separately, the GCP has progressed work to resolve Energy Grid capacity issues throughout 2020 and will continue to do so in 2021.</p>
<b>Commercial Space</b>					
113	Complete study into employment land and reflect findings in new Greater Cambridge Local Plan. Ensure that capacity/opportunity to increase the number of village workspaces is included in the Plan.	City, SCDC	June 2022	Green	Greater Cambridge Employment Land Review & Economic Evidence Base Study was published in November 2020. This will now feed into the preparation of the Greater Cambridge Local Plan.
114	Identify opportunities for investment to support the development of the	SCDC	Ongoing	Amber	The Business Support Team is currently working on creating a clean, up to date record of all business parks/shared offices in the District. A post Covid-19

	Cambridge Compass Enterprise Zone sites, including managed workspace.				action plan will be created, referencing findings from our employment land study and taking into consideration the evolving workplace patterns emerging e.g. increased homeworking and greater need for shared/drop in/flexible space etc.
115	Review the outcomes of the creative workspace supply and demand study including opportunities for implementation with public and private sector partners and via Local Plan policies.	City, SCDC	2021-22	Green	Further work is currently being procured to: 1. Identify the quantum of floorspace requirement to meet the current and future demand for creative workspace in Greater Cambridge. 2. Identify the minimum and ideal requirements for different types of creative businesses and cultural production needs. Covid-19 and the future impact on creative space requirements has stalled this work.
116	Investment in commercial property to promote follow on facilities to address gap in provision	City	Ongoing	Green	Recently reviewed the commercial portfolio resulting in a combination of divestment and development opportunities which is underway. Use of development opportunities to establish smaller scale follow on facilities. Also working on Meanwhiles strategy for NEC core site to develop start up and follow on.

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## Item

### **ANNUAL TREASURY MANAGEMENT (OUTTURN) REPORT 2020/21**

**To:**

The Executive Councillor for Finance & Resources:

Councillor Mike Davey Strategy & Resources Scrutiny Committee

05/07/2021

**Report by:**

Caroline Ryba Head of Finance (The Council's Section 151 Officer) Tel:  
01223 458134 Email: caroline.ryba@cambridge.gov.uk

**Wards affected:**

All Wards

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## **Key Decision**

### **1. Executive Summary**

- 1.1 The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury report reviewing treasury management activities and the actual prudential and treasury indicators for each financial year.
- 1.2 This report meets the requirements of both the CIPFA Treasury Management in the Public Services: Code of Practice 2017 (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities 2017 (the Prudential Code) in respect of 2020/21.
- 1.3 During 2020/21 the minimum requirements were that Council should receive:-
  - an annual strategy in advance of the year;

- a mid-year treasury update report; and
- an annual review following the end of the year describing the activity compared to the strategy (this report).

1.4 In line with the above Codes of Practice, all treasury management reports are presented to both Strategy & Resources Scrutiny Committee and to full Council.

## **2. Recommendations**

2.1 The Executive Councillor is asked to recommend this report to Council, which includes the Council's actual Prudential and Treasury Indicators for 2020/21.

## **3. Background**

3.1 This report summarises:

- capital expenditure and financing activity during the year;
- the impact of capital spending on the Council's 'need to borrow';
- the Council's compliance with prudential and treasury indicators;
- the treasury management position as at 31st March 2021 (Appendix A);
- the Council's treasury management advisors' view on UK interest and investment rates (Appendix B);
- the actual prudential and treasury indicators (Appendix C);
- the counterparty List (Appendix D); and
- a Glossary of Terms and Abbreviations (Appendix E).

## **4. Capital Expenditure and Financing 2020/21**

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

- financed immediately through the application of capital or revenue resources (capital receipts, capital grants, developer

contributions, revenue contributions, reserves etc.), which has no resultant impact on the Council's borrowing need; or

- if insufficient financing is available, or a decision is taken not to apply other resources, the funding of capital expenditure will give rise to a borrowing need.

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

	2019/20 £'000 Actual	2020/21 £'000 Budget *	2020/21 £'000 Actual
General Fund capital expenditure	19,914	34,839	16,771
HRA capital expenditure	37,741	60,118	34,170
<b>Total capital expenditure</b>	<b>57,655</b>	<b>94,957</b>	<b>50,941</b>
<b>Resourced by:</b>			
• Capital receipts	(14,298)	(10,695)	(11,040)
• Other contributions	(33,554)	(52,843)	(28,575)
<b>Total available resources for financing capital expenditure</b>	<b>(47,852)</b>	<b>(63,538)</b>	<b>(39,615)</b>
<b>Financed from/(to) cash balances</b>	<b>9,803</b>	<b>31,419</b>	<b>11,326</b>

\* Per Annual Treasury Management Strategy Report agreed by Council on 25 February 2020.

## 5. Overall borrowing need and Minimum Revenue Provision (MRP) Statement

5.1 MRP is the revenue charge that the Council is required to make for the repayment of debt, as measured by the underlying need to borrow, rather than actual debt. The underlying debt is needed to finance capital expenditure which has not been fully financed by revenue or capital resources. As capital expenditure is generally expenditure on assets which have a life expectancy of over one year it is prudent to charge an

amount for the repayment of debt over the life of the asset or some similar proxy figure.

- 5.2 The Local Authorities (Capital Finance and Accounting) regulations require local authorities to calculate for the financial year an amount of MRP which is considered to be 'prudent'.
- 5.3 The Council's MRP policy for 2020/21 was set out in the Annual Treasury Management Strategy agreed by Council on 25 February 2020. Under this policy, MRP of £306,000 has been charged in respect of 2020/21.
- 5.4 Local authorities are also permitted to make additional Voluntary Revenue Provision charges in order to accelerate the financing of underlying debt, and reduce annual MRP charges in the future.
- 5.5 No Voluntary Revenue Provision charges were made during 2020/21. As at 31 March 2021, the cumulative total of Voluntary Revenue Provision charges made in previous years was £9,545,000.
- 5.6 During 2020/21, there was no requirement for external borrowing. Financing of capital expenditure from cash balances of £11,326,000 shown in the above table was met using internal borrowing.

## **6. External Debt as at 31 March 2021**

- 6.1 The table below shows the Council's outstanding debt and headroom (the amount of additional borrowing that is possible without breaching the Authorised Borrowing Limit) as at 31 March 2021:



	<b>Principal (£'000)</b>
Authorised Borrowing Limit (A) – agreed by Council on 17 October 2019	400,000
PWLB Borrowing (for HRA Self-Financing, B)	213,572
Headroom (A minus B)	186,428
External borrowing in 2012/13 to 2020/21	NIL
Total current headroom	186,428

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

## **7. Treasury Position as at 31 March 2021**

- 7.1 The Council's debt and deposit position is managed in order to ensure adequate liquidity for revenue and capital activities, security for deposits, and to manage risk in relation to all treasury management activities. Procedures and controls to achieve these objectives are well established both through the application of approved Treasury Management Practices and regular reporting to Members.
- 7.2 All funds are internally managed.
- 7.3 The tables below provide a comparison of deposit activity and outturn for 2020/21 against 2019/20.

<b>Actual Returns</b>	2020/21		2019/20	
	Average Deposits (£m)	Average Rate of Return	Average Deposits (£m)	Average Rate of Return
Fixed Short-Term (<365 days)	64.26	0.58%	58.42	1.09%
Call/Overnight Accounts	1.71	0.00%	2.21	0.62%
Enhanced Cash Funds	15.00	0.81%	13.51	0.94%
Fixed Long-Term (>365 days)	12.20	1.74%	20.30	1.33%
Money Market Funds	19.82	0.15%	14.77	0.74%
CCLA Local Authorities' Property Fund	15.00	4.43%	15.00	4.30%
<b>Overall Deposit Return</b>	<b>127.99</b>	<b>1.09%</b>	<b>124.21</b>	<b>1.45%</b>
<b>Benchmark Returns</b>	2020/21		2019/20	
	Offer (LIBOR)	Bid (LIBID)	Offer (LIBOR)	Bid (LIBID)
<b>Average</b>	<b>0.14%</b>	<b>0.02%</b>	<b>0.75%</b>	<b>0.63%</b>

**Note:**

The 'Benchmark Return' figures are based upon Global Rates (national interest rate reporting website) average money market LIBOR and LIBID rates for periods between 1 night and 1 year as at 31<sup>st</sup> March 2021.

- 7.4 Total interest and dividends of £1,383,000 have been earned on the Council's deposits during 2020/21 (2019/20: £1,839,000) at an average rate of 1.09% (1.45% in 2019/20). This has resulted in an overall over-achievement on the interest and dividends income budget of £93,000.
- 7.5 The figures at paragraph 7.4 above included interest earned on CCLA Local Authorities' Property Fund deposits of £692,000 (2019/20:

£679,000), which equated to an annual yield of 4.43% (4.30% in 2019/20).

7.6 A summary of deposits is shown at Appendix A.

## **8. Interest Rate Update**

8.1 Link Asset Services is the Council's independent treasury advisor. In support of effective forecasting the Council needs to be aware of the potential influence of market interest and investment rates. Link's opinion is presented at Appendix B, and provides an overview as at 31 March 2021.

8.2 The Bank of England's May 2021 Inflation Report gives additional information on growth, inflation and interest rates. The Bank of England's Monetary Policy Committee (MPC) noted that the future outlook for growth remains unhealthy following the COVID-19 Pandemic. The Bank of England's Base Rate was kept at 0.10% (previously 0.25%, with 9 to 0 majority), with quantitative easing kept at £895 billion. Noticeable decreases in employment were observed with around 8 million employees being 'furloughed' using Government initiatives, such as the Job Retention Scheme.

8.3 CPI inflation reduced during March 2021 to around 1.5%. The MPC sets monetary policy to meet the 2% inflation target, which helps to sustain growth and employment. This is close to the current CPI inflation rate. Growth forecasts are also expected to fall significantly.

## **9. Prudential and Treasury Indicators**

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

## **10. Revisions to the Counterparty List**

10.1 Following a review of rating agency methodology changes, Link continues to revise its recommendations on counterparties and

appropriate durations. The Council follows Link's recommendations as reflected in the current Counterparty List at Appendix D.

## **11. Implications**

### **(a) Financial Implications**

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

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

None

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

None

### **(d) Environmental Implications**

None

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

None

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

None

## **12. Consultation and communication considerations**

None required

## **13. Background papers**

No background papers were used in the preparation of this report

## **14. Appendices**

Appendix A – Treasury Management position as at 31 March 2021

Appendix B – Link's opinion on UK interest and investment rates

Appendix C – Prudential and Treasury Management indicators

Appendix D – Current Counterparty List

Appendix E – Glossary of Terms and Abbreviations

## **15. Inspection of papers**

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

Author's Name:	Stephen Bevis
Author's Tel. No.	01223 458153
Author's Email:	<a href="mailto:stephen.bevis@cambridge.gov.uk">stephen.bevis@cambridge.gov.uk</a>

## TREASURY MANAGEMENT POSITION AS AT 31 MARCH 2021

### CURRENT DEPOSITS

The Council's deposits as at 31 March 2021 are shown in the table below:

Counterparty	% Rate	Duration	Principal (£'000)
<b>Fixed Term Deposits</b>			
Lloyds Bank Plc (RFB)	0.10	6 months	6,000
Plymouth City Council	0.45	9 months	10,000
Cornwall County Council	0.05	4 months	5,000
Warrington Borough Council	0.06	3 months	10,000
South Somerset District Council	0.08	3 months	5,000
Ashford Borough Council	0.05	6 months	5,000
Surrey Heath Borough Council	0.05	6 months	2,000
Guildford Borough Council	0.05	6 months	5,000
London Borough of Haringey	0.12	6 months	5,000
Surrey Heath Borough Council	0.12	6 months	2,000
Mid Suffolk District Council	0.12	6 months	3,000
Rugby Borough Council	1.60	2 years	5,000
Rugby Borough Council	1.60	2 years	5,000
Allia Ltd	2.40	5 years	2,200
<b>Total Fixed Term Deposits</b>			<b>70,200</b>
<b>Variable Rate Notice Accounts</b>			
Barclays Bank Plc	0.00	Same Day	1,276
CCLA Local Authorities' Property Fund	4.42	5 years	15,000
CCLA - The Public Sector Deposit Fund (Class 4)	0.04	Same Day	13,500
Payden Sterling Reserve Fund	0.52	4 Day	5,000
Royal London Cash Plus Fund Y (Gross Inc)	0.37	3 Day	5,000
JP Morgan Managed Reserves Fund	1.10	2 Day	5,000
<b>Total Variable Rate Notice Accounts</b>			<b>44,776</b>
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>114,976</b>

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

## LINK'S OPINION ON UK INTEREST AND INVESTMENT RATES AS AT 31 MARCH 2021

**UK.** The Bank of England's Monetary Policy Committee (MPC) kept **Bank Rate** and quantitative easing (QE) unchanged on 4<sup>th</sup> February. However, it revised its economic forecasts to take account of a third national lockdown which started on 5<sup>th</sup> January, which is obviously going to delay economic recovery and do further damage to the economy. Moreover, it had already decided in November to undertake a further tranche of quantitative easing (QE) of £150bn, to start in January when the previous programme of £300bn of QE, announced in March to June 2020, finished. As only about £16bn of the latest £150bn tranche had been used towards the end of January, it felt that there was already sufficient provision for QE - which would be made to last to the end of 2021. This implied that the current rate of purchases of £4.4bn per week would be slowed during the year.

Although its short-term forecasts were cut for 2021, the medium-term forecasts were more optimistic than in November, based on an assumption that the current lockdown will be gradually eased after Q1 as vaccines are gradually rolled out and life can then start to go back to some sort of normality. The Bank's main assumptions were:

- The economy would start to **recover strongly** from Q3 2021.
- **£125bn of savings** made by consumers during the pandemic will give a significant boost to the pace of economic recovery once lockdown restrictions are eased and consumers can resume high street shopping, going to pubs and restaurants and taking holidays.
- The economy would still recover to reach its **pre-pandemic level** by Q1 2022 despite a long lockdown in Q1 2021.
- **Spare capacity** in the economy would be eliminated in Q1 2022.
- The Bank also expects there to be **excess demand** in the economy by Q4 2022.
- **Unemployment** will peak at around 7.5% during late 2021 and then fall to about 4.2% by the end of 2022. This forecast implies that 0.5m foreign workers will have been lost from the UK workforce by their returning home.
- **CPI inflation** was forecast to rise quite sharply towards the 2% target in Q1 2021 due to some temporary factors, (e.g. the reduction in VAT for certain services comes to an end) and given developments in energy prices. CPI inflation was projected to be close to 2% in 2022 and 2023. It is currently expected to peak briefly above 2% during 2021 due to one off effects from a year ago.
- The Monetary Policy Report acknowledged that there were **downside risks** to their forecasts e.g. from virus mutations, will vaccines be fully effective, how soon can tweaked vaccines be devised and administered to deal with mutations? There are also issues around achieving herd immunity around the world from this virus so that a proliferation of mutations does not occur which prolong the time it takes for the global economy to fully recover.
- The Report also mentioned a potential **upside risk** as an assumption had been made that consumers would only spend £6bn of their savings of £125bn once restrictions were eased. However, the risk is that that consumers could spend a lot more and more quickly.
- The Bank of England also removed **negative interest rates** as a possibility for at least six months as financial institutions were not yet ready to implement them. As in six months' time the economy should be starting to grow strongly, this effectively means that negative rates occurring are only a slim possibility in the current downturn. However, financial institutions have been requested to prepare for them so that, at a future time, this could be used as a monetary

policy tool if deemed appropriate. (**Gilt yields and PWLB rates** jumped upwards after the removal of negative rates as a key risk in the short-term.)

- Prior to 4<sup>th</sup> February, the **MPC's forward guidance** outlined that the sequencing of a withdrawal of monetary policy support would be that Bank Rate would be increased first, and only once it had reached a certain level, 'around 1.5%', before a start would be made on winding down the stock of asset purchases made under QE. However, the MPC decided at the February meeting that this policy should be reviewed as to whether a start should be made first on **winding down QE** rather than raising Bank Rate.
- The MPC reiterated its previous guidance that Bank Rate would not rise until inflation was sustainably above 2%. This means that it will tolerate inflation running above 2% from time to time to balance out periods during which inflation was below 2%. This is termed **average inflation targeting**.
- **The Budget 3rd March.** The Chancellor provided more short term support for jobs and the economy so this is likely to mean that there is upside risk to the Bank of England's forecasts in its quarterly report in February, for the strength and speed of recovery of the economy during 2021. The Budget also uses higher taxes from 2023/24 to reverse support quicker which will mean that the public deficit will decline almost back to pre-pandemic levels by 2025/26.

The following table shows when Link predict interest rates will rise, together with an estimate of other interest rates. Link estimate that the Bank Rate will not rise for the foreseeable future.

	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23
<b>BANK RATE</b>	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%
<b>5yr PWLB</b>	1.20%	1.20%	1.20%	1.20%	1.20%	1.20%	1.40%	1.40%	1.40%	1.40%	1.50%
<b>10yr PWLB</b>	1.70%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	1.90%	2.00%	2.00%
<b>25yr PWLB</b>	2.20%	2.20%	2.20%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.50%	2.50%
<b>50yr PWLB</b>	2.00%	2.00%	2.00%	2.10%	2.20%	2.20%	2.20%	2.30%	2.30%	2.30%	2.30%

**Link's Issue Date:- 19 March 2021**



## PRUDENTIAL AND TREASURY MANAGEMENT INDICATORS

	Actual 2019/20 £'000	Budget <sup>1</sup> 2020/21 £'000	Actual 2020/21 £'000
<b>PRUDENTIAL INDICATORS</b>			
Capital expenditure			
- General Fund	19,914	34,839	16,771
- HRA	37,741	60,118	34,170
<b>Total</b>	<b>57,655</b>	<b>94,957</b>	<b>50,941</b>
<b>Capital Financing Requirement (CFR) as at 31 March</b>			
- General Fund	69,596	73,826	77,797
- HRA	205,835	214,321	208,654
<b>Total</b>	<b>275,431</b>	<b>288,147</b>	<b>286,451</b>
<b>Change in the CFR<sup>2</sup></b>	<b>45</b>	<b>12,716</b>	<b>11,020</b>
<b>Deposits at 31 March<sup>3</sup></b>	<b>109,646</b>	<b>60,600</b>	<b>114,976</b>
<b>External Gross Debt</b>	<b>213,572</b>	<b>223,316</b>	<b>213,572</b>
<b>Ratio of financing costs to net revenue stream</b>			
-General Fund	-5.65%	-10.02%	-2.62%
-HRA	16.64%	16.22%	15.90%

<sup>1</sup> Per Annual Treasury Management Strategy Report agreed by Council on 25 February 2020

<sup>2</sup> After accounting for MRP charge of £306,000 (2019/20: £213,000) and Voluntary Revenue Provision charge of nil (2019/20: £9,545,000)

<sup>3</sup> As per the Council's Balance Sheet.

	<b>Actual 2019/20 £'000</b>	<b>Budget<sup>1</sup> 2020/21 £'000</b>	<b>Actual 2020/21 £'000</b>
<b>TREASURY INDICATORS</b>			
<b>Authorised limit</b>			
for borrowing	400,000	400,000	400,000
for other long term liabilities	0	2,000	0
<b>Total</b>	<b>400,000</b>	<b>402,000</b>	<b>400,000</b>
<b>Operational boundary</b>			
for external borrowing	280,431	293,147	291,451
for other long term liabilities	0	1,699	0
<b>Total</b>	<b>280,431</b>	<b>294,846</b>	<b>291,451</b>
<b>Upper limit for total principal sums deposited for over 364 days &amp; up to 5 years</b>	50,000	50,000	50,000
<b>Upper limit for fixed &amp; variable interest rate exposure</b>			
Net interest on fixed rate borrowing/deposits	5,655	5,075	6,113
Net interest on variable rate borrowing/deposits	-15	-15	-15
<b>Maturity structure of new fixed rate borrowing</b>		Upper Limit	Lower Limit
10 years and above (PWLB borrowing for HRA Reform)		100%	100%

<sup>1</sup> Per Annual Treasury Management Strategy Report agreed by Council on 25 February 2020

## Current Counterparty List

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

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

Name	Council's Current Deposit Period	Category	Limit (£)
The Royal Bank of Scotland Plc (RBS) – RFB*	Using Link's Credit Criteria	UK Nationalised Bank	20m
Other UK Banks	Using Link's Credit Criteria	UK Banks	20m
Members of a Banking Group	Using Link's Credit Criteria	UK Banks and UK Nationalised Banks	30m
Svenska Handelsbanken	Using Link's Credit Criteria	Non-UK Bank	5m
Enhanced Cash Funds (Standard & Poor's: AAAf/S1, Fitch: AAA/S1)	Over 3 months and up to 1 year	Financial Instrument	10m (per single counterparty)
Enhanced Money Market Funds (not below AAf) - VNAV	Over 3 months and up to 1 year	Financial Instrument	5m (per fund)
Money Market Funds (AAf) – CNAV, VNAV & LVNAV	Liquid Rolling Balance	Financial Instrument	15m (per fund) With no maximum limit overall
Custodian of Funds	Requirement for Undertaking Financial Instruments	Fund Managers	Up to 15m (per single counterparty)
UK Government Treasury Bills	Up to 6 months	Financial Instrument	15m
<b>Other Specified Investments - UK Building Societies:-</b>			
Name	Council's Current Deposit Period	Society Asset Value (£'m) – as at 16 April 2021	Limit (£)
Nationwide Building Society	1 month or in line with Link's Credit Criteria, if longer	245,732	Assets greater than £100,000m - £20m  Assets between £50,000m and £99,999m - £5m
Yorkshire Building Society		57,786	
Coventry Building Society		50,781	
Skipton Building Society		26,658	
Leeds Building Society		20,725	
Principality Building Society		10,912	

<b>Name</b>	<b>Council's Current Deposit Period</b>	<b>Category</b>	<b>Limit (£)</b>
West Bromwich Building Society		5,565	Assets between £5,000m and £49,999m - £2m
<b>Non-Specified Investments:-</b>			
<b>Name</b>	<b>Council's Current Deposit Period</b>	<b>Category</b>	<b>Limit (£)</b>
All UK Local Authorities – longer term limit	Over 1 year and up to 5 years	Local Authority	Up to 35m (in total)
Cambridge City Council Housing Working Capital Loan Facility*	Up to 1 year	Loan	200,000
CCHC Investment*	Rolling Balance	Loan (Asset Security)	7,500,000
Cambridge Investment Partnership (Mill Road)*	Rolling Balance	Loan (Asset Security)	17,800,000
Cambridge Investment Partnership (Cromwell Road)*	Rolling Balance	Loan (Asset Security)	48,300,000
CCLA Local Authorities' Property Fund	Minimum of 5 years	Pooled UK Property Fund	Up to 15m
Certificates of Deposit (with UK Banking Institutions)	Liquid Rolling Balance	Financial Instrument	15m (per single counterparty)
Certificates of Deposit (with UK Building Societies)	Liquid Rolling Balance	Financial Instrument	2m (per single counterparty)
Certificates of Deposit (with Foreign Banking Institutions)	Liquid Rolling Balance	Financial Instrument	2m (per single counterparty)
Commercial Property Investments funded from cash balances	Over 1 year	Commercial Property	25m (in total)
Municipal Bonds Agency	N/A	Pooled Financial Instrument Facility	50,000

<b>Name</b>	<b>Council's Current Deposit Period</b>	<b>Category</b>	<b>Limit (£)</b>
Secured Local Bond in Local Businesses – Using Allia Limited	N/A	Local Business Bond	Up to £5m in total
Enhanced Cash Funds (Standard & Poor's: AAAf/S1, Fitch: AAA/S1)	Over 1 year and up to 5 years	Financial Instrument	10m (per single counterparty)
Enhanced Money Market Funds (not below AAf) - VNAV	Over 1 year and up to 5 years	Financial Instrument	5m (per fund)
Municipal Bonds Agency	N/A	Pooled Financial Instrument Facility	50,000
Secured Local Bond in Local Businesses – Using Allia Limited	N/A	Local Business Bond	Up to £5m in total
Supranational Bonds – AAA	Using Link's Credit Criteria	Multi-lateral Development Bank Bond	15m
UK Government Gilts	Over 1 year & up to 30 Years	Financial Instrument	15m

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

## Treasury Management – Glossary of Terms and Abbreviations

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

Term	Definition
HRA	Housing Revenue Account - a ringfenced account for local authority housing account where a council acts as landlord
HRA Self-Financing	A new funding regime for the HRA introduced in place of the previous annual subsidy system
London Interbank Offered Rate (LIBOR)	A benchmark rate that some of the leading banks charge each other for short-term loans
London Interbank Bid Rate (LIBID)	The average interest rate at which major London banks borrow Eurocurrency deposits from other banks
Liquidity	A measure of how readily available a deposit is
Low Volatility Net asset Value (LVNAV)	Highly liquid sovereign stock based on a Constant Net Asset Value (CNAV)
MHCLG	Ministry for Housing, Department for Communities & Local Government (formerly the Department for Communities & Local Government, DCLG)
MPC	Monetary Policy Committee - The Bank of England Committee responsible for setting the UK's bank base rate
Minimum Revenue Provision (MRP)	Revenue charge to finance the repayment of debt
NHBC	National House Building Council
Non Ring Fenced Bank (NRFB)	Government and Bank of England rules will apply to all UK Banks which have to split their business into 'core' retail and investment units known as Ring and Non Ring Fenced Banks for the 1 <sup>st</sup> January 2019 deadline
Non-Specified Investments	These are investments that do not meet the conditions laid down for Specified Investments and potentially carry additional risk, e.g. lending for periods beyond 1 year
Operational Boundary	Limit which external borrowing is not normally expected to exceed



Term	Definition
PWLB	Public Works Loans Board - an Executive Government Agency of HM Treasury from which local authorities and other prescribed bodies may borrow at favourable interest rates
Quantitative Easing (QE)	A financial mechanism whereby the Central Bank creates money to buy bonds from financial institutions, which reduces interest rates, leaving businesses and individuals to borrow more. This is intended to lead to an increase in spending, creating more jobs and boosting the economy
Ring Fenced Bank (RFB)	Government & Bank of England rules will apply to all UK Banks which have to split their business into 'core' retail and investment units known as Ring and Non Ring Fenced Banks for the 1 <sup>st</sup> January 2019 deadline
Security	A measure of the creditworthiness of a counter-party
Specified Investments	Those investments identified as offering high security and liquidity. They are also sterling denominated, with maturities up to a maximum of 1 year, meeting the minimum 'high' credit rating criteria where applicable
Supranational Bonds	Multi-lateral Development Bank Bond
UK Government Gilts	Longer term Government securities with maturities over 6 months and up to 30 years
UK Government Treasury Bills	Short term securities with a maximum maturity of 6 months issued by HM Treasury
Variable Net Asset Value	MMF values based on daily market fluctuations to 2 decimal places known as mark-to-market prices
Weighted Average Life (WAL)	Weighted average length of time of unpaid principal
Weighted Average Maturity (WAM)	Weighted average amount of time to maturity
Yield	Interest, or rate of return, on an investment

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Item

## Strategy & Resources Scrutiny Committee

### 2020/21 Revenue and Capital Outturn, Carry Forwards and Significant Variances – Overview

**To:**

Councillor Davey, Executive Councillor for Finance & Resources

**Report by:**

Chief Executive, Strategic Directors, Head of Finance

**Date:**

5 July 2021

**Wards affected:**

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

## Key Decision

### 1. Executive Summary

#### 1.1 This report presents, for all Portfolios:

- a) A summary of actual income and expenditure compared to the final budget for 2020/21 (outturn position)
- b) Revenue and capital budget variances with explanations
- c) Specific requests to carry forward funding available from budget underspends into 2021/22.

#### 1.2 The outturn report presented reflects the Executive Portfolios for which budgets were originally approved (which may have changed since, for example for any changes in Portfolio responsibilities). Therefore, members of all committees are asked to consider proposals to carry forward budgets and make their views known to the Executive Councillor for Finance and Resources, for consideration at Strategy and Resources Scrutiny Committee prior to recommendations to Council.

## 2. Recommendations

The Executive Councillor for Finance and Resources recommends to Council:

- a) To carry forward requests totalling £658,670 of revenue funding from 2020/21 to 2021/22, as detailed in **Appendix C**.
- b) To carry forward requests of £49,211,000 of capital resources from 2020/21 to 2021/22 to fund rephased net capital spending, as detailed in **Appendix D**.

## 3. Background

### Revenue Outturn

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

<b>2019/20 £'000</b>	<b>General Fund Revenue Summary</b>	<b>2020/21 £'000</b>	<b>% Final Budget</b>
19,651	Original Budget – Portfolios	20,690	66.1
923	Adjustment – Prior Year Carry Forwards	1,055	3.4
1,263	Adjustment – Earmarked Reserves	13	0.0
388	Adjustment – Capital Charges	250	0.8
(649)	Adjustment – Central & Support reallocations	250	0.8
0	Adjustment – Interim MTFS	8,313	26.5
0	Adjustment – BSR	486	1.6
(209)	Other Adjustments	255	0.8
21,367	Final Budget – Portfolios	31,312	(100.0)
20,375	Outturn – Portfolios	32,525	103.9
<b>(992)</b>	<b>(Under) / Overspend for the year – Portfolios</b>	<b>1,213</b>	<b>3.9</b>

<b>2019/20 £'000</b>	<b>General Fund Revenue Summary – Continued</b>	<b>2020/21 £'000</b>	<b>% Final Budget</b>
<b>(992)</b>	<b>(Under) / Overspend for the year – Portfolios</b>	<b>1,213</b>	<b>3.9</b>
990	Carry Forward Requests – Portfolios	572	1.8
<b>(2)</b>	<b>Net Variance on Portfolios</b>	<b>1,785</b>	<b>5.7</b>
80	Carry Forward Request – Feasibility Fund	84	0.3
	Non-portfolio variances:		
(609)	Capital Expenditure Financed from Revenue	1,137	3.6
(997)	Other Non-Portfolio Variances	1,345	4.3
<b>(1,528)</b>	<b>Variance and (decreased) /increased use of General Fund Reserves *</b>	<b>4,351</b>	<b>13.9</b>

\* The adverse variance of £4.4m has been driven by the provision of £6.9m for Covid-related business rates appeals, which is likely to be reversed in the current year. The government has announced its intention to legislate to rule out these business rates appeals however the council will not release the provision to the General Fund until the legislation has been passed.

- 3.2 **Appendix A** shows original and final budgets for the year (with the movements summarised in the above table) and compares the final budget with the outturn position for all Portfolios for 2020/21. The original revenue budget for 2020/21 was approved by the Council on 25 February 2020.
- 3.3 **Appendix B** provides explanations of the main variances.
- 3.4 **Appendix C** lists revenue carry forward requests.

## Impact of Covid-19

- 3.5 The Covid-19 pandemic has had a significant impact upon the council's finances during 2020/21.
- 3.6 In July 2020, an interim update to the Medium Term Financial Strategy was published which forecast additional portfolio net expenditure related to Covid-19 of £9.8m. At the same time, mitigating measures of £1.5m were agreed, so that the net impact on portfolio budgets was £8.3m.
- 3.7 In the event, the pandemic has lasted considerably longer than originally anticipated, and the actual impact on portfolio net expenditure (before additional government support) was £18.5m. This has been mitigated to some extent by additional grant income totalling £11.3m, as set out in the table below. However, the additional grant income received only covers 61.3% of additional net expenditure incurred.

<b>Grant Type</b>	<b>£'000</b>
<b>Specific Grants – Credited to General Fund Portfolios</b>	
Homelessness and Rough Sleeping	1,071
Support for specific Council services	805
Job Retention Scheme	494
Outbreak Management	462
Support for Vulnerable People	313
<b>Total Specific Grants – General Fund</b>	<b>3,145</b>
<b>Other Covid-19 Grants from Central Government</b>	
Compensation for loss of sales, fees and charges income	5,947
General support for Council services	2,256
<b>Total Other Covid-19 Grants from Central Government</b>	<b>8,203</b>
<b>Total Covid-19 Related Grants to Support Portfolio Expenditure</b>	<b>11,348</b>
Additional Net Portfolio Expenditure due to Covid-19	18,500
% of Additional Net Expenditure Covered by Grants	61.3%

- 3.8 The Council has also seen its share of income from Council tax fall by £0.4m as a result of Covid-19 (after accounting for compensatory government grants). The total impact on the General Fund of the pandemic in 2020/21 is therefore £7.6m.
- 3.9 In addition to the above impact on the Council's finances, local authorities have also been called upon by central government to act as distributary agents for a number of Covid-19 support grants for businesses and

individuals. The amounts received and paid out in respect of these schemes is set out in the table below:

<b>Scheme Type</b>	<b>Received from Government £'000</b>	<b>Distributed to Businesses or Individuals £'000</b>	<b>Amount Remaining £'000</b>
Support for businesses	70,809	(64,328)	6,481
Support for individuals	993	(892)	101
<b>Total</b>	<b>71,802</b>	<b>(65,220)</b>	<b>(6,582)</b>

- 3.10 Support for businesses consists primarily of cash grants to businesses affected by lockdown restrictions, plus the Council's share of business rates income foregone through the expanded retail rates relief and nursery relief schemes.
- 3.11 Support for individuals consists of Council tax reductions offered through the Covid-19 Hardship Fund, along with self-isolation payments to eligible individuals through the Test and Trace Support Scheme.
- 3.12 Amounts remaining at year-end will either be retained for distribution in 2021/22, or returned to central government, depending upon the rules of the relevant scheme. Note that in the majority of cases, grant eligibility criteria are set by central government, and the Council has no discretion to distribute grants outside of these criteria.

### **General Fund Reserves**

- 3.13 The table below sets out the movement on the General Fund reserve for 2020/21:

	<b>2020/21 £'000</b>
Original Budget – Contribution to General Fund	(5,776)
Adjustment – Prior Year Carry Forwards	1,055
Adjustment – Interim MTFS*	2,051
Other Adjustments	(24)
<b>Final Budget – Contribution to General Fund</b>	<b>(2,694)</b>
Net Variance for the Year	4,351
Add Back Carry Forwards (to be recognised in 2021/22)	(656)
<b>Total Use of General Fund Reserves – Appendix A</b>	<b>1,001</b>
Accounting Adjustments Relating to Prior Years	(332)
<b>Total Use of General Fund Reserves – Draft Statement of Accounts</b>	<b>669</b>
General Fund Balance at 1 April 2020	(17,263)
<b>General Fund Balance at 31 March 2021</b>	<b>(16,594)</b>

\* The Interim MTFS adjustment incorporates the £8.3m adjustment to net portfolio expenditure set out at paragraph 3.6, less mitigating actions (including a reduction in planned capital spend to be financed from the General Fund) totaling £6.2m.

### **Capital Outturn**

- 3.14 The overall capital budget outturn position for all Portfolios is given in the table below. **Appendix D** shows the outturn position by scheme and programme with explanations of variances.



<b>2019/20 £'000</b>	<b>General Fund Portfolio Capital Summary</b>	<b>2020/21 £'000</b>	<b>% Final Budget</b>
44,357	Final Budget	62,181	100.0
18,833	Outturn	15,610	25.1
<b>(25,524)</b>	<b>Variation - (Under)/Overspend for the year</b>	<b>(46,571)</b>	<b>(74.9)</b>
<b>(2,142)</b>	<b>Less Cromwell Road Adjustment*</b>	<b>(2,820)</b>	<b>(4.5)</b>
<b>(27,666)</b>	<b>Variance</b>	<b>(49,391)</b>	<b>(79.4)</b>
<b>27,634</b>	<b>Rephasing Requests</b>	<b>49,211</b>	<b>79.1</b>
<b>(32)</b>	<b>Net variance</b>	<b>(180)</b>	<b>(0.3)</b>

\*See paragraph 3.6 below

<b>2019/20 £'000</b>	<b>HRA Capital Summary</b>	<b>2020/21 £'000</b>	<b>% Final Budget</b>
52,825	Original Budget	60,995	110.8
5,256	Adjustments (Re-phasing -prior year)	6,560	11.9
(12,310)	Other Adjustments	(12,496)	(22.7)
45,774	Final Budget	55,059	100.0
38,360	Outturn	34,451	62.6
<b>(7,414)</b>	<b>(Under)/Overspend for the year</b>	<b>(20,608)</b>	<b>(37.4)</b>
6,560	Re-phasing Requests	18,610	33.8
<b>(854)</b>	<b>(Under) / Overspend</b>	<b>(1,998)</b>	<b>(3.6)</b>

\* The Cromwell Road adjustment is a technical accounting adjustment due to the reallocation of resources between the HRA and the General Fund. Resources to fund the General Fund contribution are set aside within the Capital Receipts Reserve.

## **General Fund**

- 3.15 Total underspend for the year (after technical adjustments) is £49,391,000. This is mainly due to delays in capital projects due to Covid-19, and rephasing to future years has been requested for almost all of this amount.
- 3.16 The main requests for rephasing of budgets are as follows:
- Climate Change, Environment and City Centre Portfolio – Electric Vehicle Charging points (£356,000) due to delays in completion of the installations due to Covid and delays in the completion of the purchase and the installation of the Shared Waste IT system .
  - Communities Portfolio – Delays in the progression of pre planning of the Café and Car Park at the Crematorium (£643,000), extension to Cherry Hinton Library (£764,000) delayed due to Covid-19, decarbonisation work at the City's pools (£1,707,000).
  - Housing General Fund - Meadows Community Hub and Buchan St retail outlet delay (£2,460,000).
  - Planning Policy and Open Spaces Portfolio – City Centre recovery project underspend (£690,000).
  - Transport and Community Safety Portfolio – The structural holding repairs for the City's car parks remaining budget (£199,000).
  - Finance & Resources Portfolio – Mill road and Cromwell road development and equity loan projects (£20,165,000) due to the slower progress on site, Lion Yard shopping centre investment (£6,000,000) due to delays in progress, Local Investment Bond (£2,800,000) which is expected to be drawn down in 2021/22, plus £9,179,000 for the Park Street car park development.
- 3.17 The major reasons for the end of year capital outturn is a technical accounting adjustment due to the reallocation of resources between the HRA and the GF of the Cromwell Road Redevelopment. This has resulted in an adjustment of £2,820k.

## **Housing**

- 3.18 Spending in the Housing Capital Investment Plan in 2020/21 was below that originally anticipated, with reduction in the budget, particularly for

new build expenditure as part of the Medium-Term Financial Strategy in September / October 2020 and the Budget Setting Report in January / February 2021.

- 3.19 At outturn, against the latest capital budget approved, underspending of £7,363,000 was evident in new build investment, with slippage of £7,170,000 identified. This relates predominantly to delays in respect of re-development schemes at Colville Road and Campkin Road, both of which are now on site and are moving forward and at Meadows and Buchan Street and Clerk Maxwell, where the planning process took longer than hoped.
- 3.20 Investment in the housing stock, in respect of decent homes and other capital activity was underspent by £9,220,000, with access issues and contractor capacity as a result of the coronavirus pandemic being the key cause, with the need to defer £8,367,000 of investment into future years having been identified.
- 3.21 The capital expenditure relating to the acquisition of land and dwellings for development purposes was less than anticipated in 2020/21 (£648,000), with one land acquisition being deferred until 2021/22. Resource approved to purchase dwellings for use as rough sleeper accommodation (£1,901,000) was not used, and will be carried forward into 2021/22, when a second grant bid will be submitted to compliment the resource.
- 3.22 The project to replace the Housing Management Information System will span multiple years and the balance of funding to deliver this project will require re-phasing into 2021/22, when the project is now expected to conclude.
- 3.23 Permission was sought at Housing Scrutiny committee to re-phase the use of £10,284,000 of DRF (direct revenue financing) and £589,000 of Major Repairs Reserve funding into 2021/22, and £168,000 of Major Repairs Funding into later years, where these will be used to finance re-phased capital expenditure identified.
- 3.24 Housing Scrutiny Committee was also asked to recognise the early receipt of £16,597,000 of Devolution Grant, which was received by the authority in 2020/21, but will not be used to fund capital expenditure on new homes until 2021/22 and beyond.

## **4. Implications**

- 4.1 The net variance from the final budget (see above) on committees would result an increased use of General Fund reserves of £1,213,000. After revenue carry forwards of £572,000 for committees this is £1,785,000. Following other central budget adjustments, the overall variance and increased use of General Fund Reserves is £4,351,000.
- 4.2 A decision not to approve a carry forward request may impact on officers' ability to deliver the service or scheme in question and this could have financial, staffing, equality and poverty, environmental, procurement or community safety implications.

### **(a) Financial Implications**

Any financial implications are included in the Appendices.

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

Any staffing implications are included in the Appendices.

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

Any equality and poverty implications are included in the Appendices.

### **(d) Environmental Implications**

Any environmental implications are included in the Appendices.

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

Any procurement implications are included in the Appendices.

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

Any community safety Implications are included in the Appendices.

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

Public consultations are undertaken throughout the year and can be seen at:

## 6. Background papers

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

- Closedown Working Files 2020/21
- Directors' Variance Explanations – March 2021
- Budgetary Control Reports to 31 March 2021
- Capital Monitoring Reports – March 2021

## 7. Appendices

The following items, where applicable, are included for discussion:

Appendix		Included
<b>A</b>	General Fund Revenue Summary plus individual portfolio summaries	✓
<b>B</b>	General Fund Revenue Major Variances for all portfolios	✓
<b>C</b>	General Fund Carry Forward Requests for all portfolios	✓
<b>D</b>	Capital Summary plus individual portfolio summaries	✓

## 8. Inspection of papers

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

Authors' Names: Karen Whyatt  
Authors' Phone Numbers: 01223 - 458145  
Authors' Emails: [karen.whyatt@cambridge.gov.uk](mailto:karen.whyatt@cambridge.gov.uk)

## Revenue Budget - 2020/21 Outturn

	<i>Original Budget 20/21 £000</i>	<i>Final Budget 20/21 £000</i>	<i>Outturn 20/21 £000</i>	<i>Variation Increase / (Decrease) £000</i>	<i>Carry Forward Requests - See Appendix C £000</i>	<i>Net Variance £000</i>
<b>Committee / Portfolio</b>						
<b>Environment &amp; Community Committee</b>						
Climate Change, Environment and City Centre Portfolio	5,758	7,024	8,321	1,297	66	1,363
Communities Portfolio	7,257	7,299	8,042	743	154	897
<b>Total Environment &amp; Community Committee</b>	<b>13,015</b>	<b>14,323</b>	<b>16,363</b>	<b>2,040</b>	<b>220</b>	<b>2,260</b>
<b>Housing Committee</b>						
Housing (GF) Portfolio	3,404	3,127	4,321	1,194	24	1,218
<b>Total Housing Committee</b>	<b>3,404</b>	<b>3,127</b>	<b>4,321</b>	<b>1,194</b>	<b>24</b>	<b>1,218</b>
<b>Planning &amp; Transport Committee</b>						
Planning Policy and Open Spaces Portfolio	4,464	7,056	7,666	610	67	677
Transport and Community Safety Portfolio	263	(2,905)	4,148	7,053	47	7,100
<b>Total Planning &amp; Transport Committee</b>	<b>4,727</b>	<b>4,151</b>	<b>11,814</b>	<b>7,663</b>	<b>114</b>	<b>7,777</b>
<b>Strategy &amp; Resources Committee</b>						
Finance & Resources Portfolio	(5,413)	(5,629)	(5,754)	(125)	101	(24)
Strategy and External Partnerships Portfolio	4,957	15,340	5,781	(9,559)	113	(9,446)
<b>Total Strategy &amp; Resources Committee</b>	<b>(456)</b>	<b>9,711</b>	<b>27</b>	<b>(9,684)</b>	<b>214</b>	<b>(9,470)</b>
<b>Total Portfolios / Committees</b>	<b>20,690</b>	<b>31,312</b>	<b>32,525</b>	<b>1,213</b>	<b>572</b>	<b>1,785</b>
Capital Accounting Adjustments	(6,352)	(7,180)	(7,124)	56	0	56
Capital Expenditure Financed from Revenue	2,091	(185)	952	1,137	84	1,221
Contributions to Earmarked Funds	2,870	28,877	35,852	6,975	0	6,975
Contributions to/(from) Reserves	5,776	2,694	(1,001)	(3,695)	(656)	(4,351)
	<b>4,385</b>	<b>24,206</b>	<b>28,679</b>	<b>4,473</b>	<b>(572)</b>	<b>3,901</b>
<b>Net Spending Requirement</b>	<b>25,075</b>	<b>55,518</b>	<b>61,204</b>	<b>5,686</b>	<b>0</b>	<b>5,686</b>
<b>Financed By:</b>						
Settlement Funding Assessment	(10,129)	(28,932)	(34,791)	(5,859)	0	(5,859)
New Homes Bonus	(4,913)	(4,913)	(4,913)	0	0	0
Other Grants from Central Government	(178)	(8,574)	(8,403)	171	0	171
Appropriations from Earmarked Reserves	(824)	(4,068)	(4,066)	2	0	2
Council Tax	(9,031)	(9,031)	(9,031)	0	0	0
<b>Total Financing</b>	<b>(25,075)</b>	<b>(55,518)</b>	<b>(61,204)</b>	<b>(5,686)</b>	<b>0</b>	<b>(5,686)</b>
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Climate Change, Environment and City Centre Portfolio / Environment &amp; Community Committee

## Revenue Budget - 2020/21 Outturn

Service Grouping / Cost Centre	Original Budget 20/21 £	Final Budget 20/21 £	Outturn 20/21 £	Variation - Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
<b>Corporate Strategy</b>						
Climate Change Proposals	45,000	0	0	0	0	0
	45,000	0	0	0	0	0
<b>Environmental Health</b>						
Control of Disease	123,530	127,200	127,545	345	0	345
Out of Hours	170,150	113,990	104,238	(9,752)	0	(9,752)
Scientific Team	569,180	525,950	508,351	(17,599)	0	(17,599)
Food and Occupational Safety	436,890	409,940	408,112	(1,828)	0	(1,828)
Enforcement	196,630	185,630	182,395	(3,235)	0	(3,235)
Residential Statutory Nuisance	142,170	136,800	138,492	1,692	0	1,692
Environmental Health Operational Support	377,280	361,720	355,764	(5,956)	0	(5,956)
Environmental Health Salaries	0	83,150	6,150	(77,000)	0	(77,000)
Tascomi - Env Health Software	0	137,100	71,340	(65,760)	65,760	0
	2,015,830	2,081,480	1,902,387	(179,093)	65,760	(113,333)
<b>Garage Services</b>						
Fleet Management - Operational	0	0	168,126	168,126	0	168,126
Garage- External Work	9,130	5,880	150,816	144,936	0	144,936
	9,130	5,880	318,942	313,062	0	313,062
<b>Licensing</b>						
	0	0	0	0	0	0
	0	0	0	0	0	0
<b>Market Square Project</b>						
Market Square Project	30,000	91,220	112,673	21,453	0	21,453
	30,000	91,220	112,673	21,453	0	21,453
<b>Markets and Street Trading</b>						
Markets	(378,530)	(383,910)	206,752	590,662	0	590,662
Control of Street Trading	0	0	0	0	0	0
	(378,530)	(383,910)	206,752	590,662	0	590,662
<b>Open Space Management</b>						
COVID-19 Self Isolation for GRT Community	0	0	6,723	6,723	0	6,723
	0	0	6,723	6,723	0	6,723
<b>S&amp;OS Development (excluding Project Delivery)</b>						
Bill Posting & Distribution	(49,040)	16,790	109,236	92,446	0	92,446
Public Toilets	618,170	733,300	832,074	98,774	0	98,774
	569,130	750,090	941,310	191,220	0	191,220
<b>S&amp;OS Operations (excluding Markets and Street Trading)</b>						
Streets & Open Spaces (Operations) - Indirect Costs	0	0	(1,731)	(1,731)	0	(1,731)
Public Realm Enforcement	72,060	539,250	548,658	9,408	0	9,408
S&OS Community Engagement	164,670	364,150	382,081	17,931	0	17,931
	236,730	903,400	929,008	25,608	0	25,608
<b>Sustainable City</b>						
Sustainable City	42,320	114,880	127,329	12,449	0	12,449
Sustainability Grants	31,550	31,010	11,010	(20,000)	0	(20,000)
	73,870	145,890	138,339	(7,551)	0	(7,551)
<b>Tourism</b>						
Tourism	350,380	371,740	487,273	115,533	0	115,533
	350,380	371,740	487,273	115,533	0	115,533
<b>Waste &amp; Recycling</b>						
Waste Collection	3,740,570	3,861,500	3,184,692	(676,808)	0	(676,808)
Waste Policy	(213,470)	(199,340)	52,692	252,032	0	252,032
Commercial Waste	(720,270)	(604,180)	40,901	645,081	0	645,081
	2,806,830	3,057,980	3,278,285	220,305	0	220,305
<b>Total Net Budget</b>	<b>5,758,370</b>	<b>7,023,770</b>	<b>8,321,692</b>	<b>1,297,922</b>	<b>65,760</b>	<b>1,363,682</b>

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## Communities Portfolio / Environment &amp; Community Committee

## Revenue Budget - 2020/21 Outturn

Service Grouping / Cost Centre	Original Budget 20/21 £	Final Budget 20/21 £	Outturn 20/21 £	Variation - Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
<b>Bereavement Services</b>						
City Cambridge Cemeteries	(115,790)	(94,880)	(177,168)	(82,288)	0	(82,288)
Cambridge Crematorium	(1,141,200)	(1,125,980)	(1,213,371)	(87,391)	0	(87,391)
Bereavement Services - Burials & Grounds	267,680	246,950	218,850	(28,100)	0	(28,100)
Bereavement Services Central Costs	818,020	817,970	786,030	(31,940)	0	(31,940)
Commemoration	(116,280)	(116,770)	(133,420)	(16,650)	0	(16,650)
Bereavement Services	14,260	0	0	0	0	0
Transfer to earmarked reserves	0	0	246,369	246,369	0	246,369
	(273,310)	(272,710)	(272,710)	0	0	0
<b>Children and Youth</b>						
Children & Young People's Service	528,710	523,650	530,164	6,514	0	6,514
	528,710	523,650	530,164	6,514	0	6,514
<b>Community Centres</b>						
Community Facilities (formerly St Lukes Community School)	74,270	88,220	83,025	(5,195)	0	(5,195)
Lawrence Way Community Facility	15,410	15,410	15,410	0	0	0
Buchan Street Community Facility	200,190	201,580	204,740	3,160	0	3,160
The Meadows Community Centre	423,030	438,900	461,671	22,771	0	22,771
Akeman Street Community House	34,450	34,310	42,750	8,440	0	8,440
Brown's Field Youth and Community Centre	88,590	76,180	103,503	27,323	0	27,323
Clay Farm Community Centre	(9,440)	(50,300)	176,412	226,712	0	226,712
Storey's Field Community Centre	0	370	2,217	1,847	0	1,847
	826,500	804,670	1,089,728	285,058	0	285,058
<b>Community Development</b>						
Community Development - Admin	533,040	539,360	513,471	(25,889)	0	(25,889)
Community Resilience	0	(175,640)	(204,003)	(28,363)	0	(28,363)
	533,040	363,720	309,468	(54,252)	0	(54,252)
<b>Culture &amp; Community</b>						
Cultural Facilities Administration	287,080	304,990	300,007	(4,983)	0	(4,983)
Culture and Community	230,870	198,600	153,227	(45,373)	25,450	(19,923)
Cambridge Junction	339,430	404,160	394,930	(9,230)	0	(9,230)
Corn Exchange and Guildhalls	(267,290)	(276,900)	489,651	766,551	0	766,551
City Events	230,940	226,770	45,386	(181,384)	0	(181,384)
Folk Festival	(128,500)	(151,000)	43,614	194,614	0	194,614
Cambridge Live - Central	308,210	307,620	194,003	(113,617)	0	(113,617)
	1,000,740	1,014,240	1,620,818	606,578	25,450	632,028
<b>Neighbourhood Community</b>						
North Cambridge Community (ex Kings Hedges Nhd) Partnership	81,740	81,740	81,740	0	0	0
Neighbourhood Community Development	303,920	285,560	234,267	(51,293)	44,000	(7,293)
NW Cambridge Quadrant (S106)	0	100	0	(100)	0	(100)
Darwin Green post funded from Developers Contributions	0	50	0	(50)	0	(50)
Mill Road Depot CDO	0	5,670	5,674	4	0	4
	385,660	373,120	321,681	(51,439)	44,000	(7,439)
<b>Sport &amp; Recreation</b>						
Sport & Recreation Administration	569,270	524,300	506,716	(17,584)	0	(17,584)
Leisure Contract Management Fees	585,250	572,920	792,048	219,128	0	219,128
Leisure Contract Client Costs	1,552,780	1,868,240	1,727,680	(140,560)	75,000	(65,560)
Active Lifestyles - Communities (ex Sports Development)	29,800	22,260	2,703	(19,557)	10,000	(9,557)
Sport - Ex Ref	37,170	41,920	27,495	(14,425)	0	(14,425)
Sport - Street Games	0	(1,490)	(3,643)	(2,153)	0	(2,153)
Active Lifestyles - Projects	8,310	8,180	2,219	(5,961)	0	(5,961)
	2,782,580	3,036,330	3,055,218	18,888	85,000	103,888
<b>Voluntary Sector</b>						
Community Development Voluntary Support	1,473,010	1,455,630	1,387,400	(68,230)	0	(68,230)
	1,473,010	1,455,630	1,387,400	(68,230)	0	(68,230)
<b>Total Net Budget</b>	<b>7,256,930</b>	<b>7,298,650</b>	<b>8,041,767</b>	<b>743,117</b>	<b>154,450</b>	<b>897,567</b>

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## Housing (GF) Portfolio / Housing Committee

## Revenue Budget - 2020/21 Outturn

Service Grouping / Cost Centre	Original Budget 20/21 £	Final Budget 20/21 £	Outturn 20/21 £	Variation - Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
<b>Contributions to/from reserves</b> Contributions to/from HRA	396,670	396,670	374,138	(22,532)	0	(22,532)
	396,670	396,670	374,138	(22,532)	0	(22,532)
<b>Environmental Health</b> Housing Standards Energy Officer Housing Standards - Income Generation	563,800 157,320 0	508,740 143,010 0	479,150 118,526 0	(29,590) (24,484) 0	0 24,480 0	(29,590) (4) 0
	721,120	651,750	597,676	(54,074)	24,480	(29,594)
<b>Home Improvement Agency</b> Recharges - Strategic Housing Services (GF)	(19,430)	(19,430)	(19,430)	0	0	0
	(19,430)	(19,430)	(19,430)	0	0	0
<b>Homelessness</b> Homelessness Costs Grants to Housing Agencies 125 / 451 Newmarket Road - Revenue Costs CLG Supplementary Homelessness Grants Flexible Homelessness Support Grant COVID-19 Rough Sleepers Services	200,130 765,410 (21,470) 0 (213,090) 0	195,170 764,230 (21,500) 480 (40) (25,000)	296,268 723,983 (24,687) 0 419 1,233,342	101,098 (40,247) (3,187) (480) 459 1,258,342	0 0 0 0 0 0	101,098 (40,247) (3,187) (480) 459 1,258,342
	730,980	913,340	2,229,325	1,315,985	0	1,315,985
<b>Housing Advice</b> CCC Choice Based Lettings (Revenue) Housing Advice Service	23,880 1,153,300	20,110 979,050	27,225 938,469	7,115 (40,581)	0 0	7,115 (40,581)
	1,177,180	999,160	965,694	(33,466)	0	(33,466)
<b>Housing Development</b> Housing Development Agency	0	(1,260)	0	1,260	0	1,260
	0	(1,260)	0	1,260	0	1,260
<b>Housing Improvement Grants</b> Home Improvement Grants	34,720	34,760	43,848	9,088	0	9,088
	34,720	34,760	43,848	9,088	0	9,088
<b>Housing Strategy</b> Bermuda Road Garages Housing Strategy Growth - Community Services Sub-Regional Housing Strategy Co-ordinator	(6,400) 147,480 69,660 0	(6,400) 147,560 69,790 (180)	(6,637) 109,482 69,759 0	(237) (38,078) (31) 180	0 0 0 0	(237) (38,078) (31) 180
	210,740	210,770	172,604	(38,166)	0	(38,166)
<b>Licensing</b> Miscellaneous Licensing - Housing Portfolio	0	0	0	0	0	0
	0	0	0	0	0	0
<b>Syrian Resettlement</b> Syrian Resettlement	0	(168,520)	(168,523)	(3)	0	(3)
	0	(168,520)	(168,523)	(3)	0	(3)
<b>Town Hall Lettings</b> Town Hall Lettings	151,780	110,160	125,209	15,049	0	15,049
	151,780	110,160	125,209	15,049	0	15,049
<b>Total Net Budget</b>	<b>3,403,760</b>	<b>3,127,400</b>	<b>4,320,541</b>	<b>1,193,141</b>	<b>24,480</b>	<b>1,217,621</b>

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## Transport and Community Safety Portfolio / Planning &amp; Transport Committee

## Revenue Budget - 2020/21 Outturn

Service Grouping / Cost Centre	Original Budget 20/21 £	Final Budget 20/21 £	Outturn 20/21 £	Variation - Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
<b>CCTV</b>						
CCTV	(99,530)	41,980	(78,085)	(120,065)	0	(120,065)
	(99,530)	41,980	(78,085)	(120,065)	0	(120,065)
<b>Community Safety</b>						
Community Safety	422,490	341,240	301,594	(39,646)	11,250	(28,396)
Street Aid	0	(330)	(327)	3	0	3
	422,490	340,910	301,267	(39,643)	11,250	(28,393)
<b>Parking Services</b>						
Grand Arcade Car Park	(1,763,270)	(1,848,650)	1,514,286	3,362,936	0	3,362,936
Park Street Car Park	(566,010)	(575,000)	506,927	1,081,927	0	1,081,927
Grafton Centre West Car Park	(527,420)	(444,150)	194,616	638,766	0	638,766
Grafton Centre East Car Park	(806,050)	(675,760)	570,306	1,246,066	0	1,246,066
Queen Anne Terrace Car Park	(588,760)	(412,030)	504,294	916,324	0	916,324
Adam & Eve Street Car Park	6,100	(58,280)	38,156	96,436	0	96,436
Castle Hill Car Park	31,950	(111,000)	69,882	180,882	0	180,882
Gwydir Street Car Park	75,660	(9,970)	10,937	20,907	0	20,907
Riverside Car Park	3,120	3,100	484	(2,616)	0	(2,616)
Other Car Parks	37,460	37,360	26,990	(10,370)	0	(10,370)
Parking Administration	0	0	(110,234)	(110,234)	0	(110,234)
Shopmobility-Grand Arcade	76,720	72,710	65,163	(7,547)	0	(7,547)
Shopmobility-Grafton	26,950	26,840	17,548	(9,292)	0	(9,292)
Electric Vehicle Charging - Car Parks	0	52,000	15,756	(36,244)	36,240	(4)
	(3,993,550)	(3,942,830)	3,425,111	7,367,941	36,240	7,404,181
<b>S&amp;OS Operations (excluding Markets and Street Trading)</b>						
Highway Schemes General	104,710	104,660	101,618	(3,042)	0	(3,042)
Operations Salaries	3,510,250	237,060	193,467	(43,593)	0	(43,593)
	3,614,960	341,720	295,085	(46,635)	0	(46,635)
<b>Transport Services</b>						
Public Transport Subsidy	144,020	141,690	128,820	(12,870)	0	(12,870)
Taxicard Service	126,490	124,450	32,251	(92,199)	0	(92,199)
Transport Initiatives for Disabled	47,790	47,010	43,954	(3,056)	0	(3,056)
	318,300	313,150	205,025	(108,125)	0	(108,125)
<b>Total Net Budget</b>	<b>262,670</b>	<b>(2,905,070)</b>	<b>4,148,403</b>	<b>7,053,473</b>	<b>47,490</b>	<b>7,100,963</b>

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## Planning Policy and Open Spaces Portfolio / Planning &amp; Transport Committee

## Revenue Budget - 2020/21 Outturn

Service Grouping / Cost Centre	Original Budget 20/21 £	Final Budget 20/21 £	Outturn 20/21 £	Variation - Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
<b>Building Control</b>						
Building Control Other	202,340	188,340	139,916	(48,424)	0	(48,424)
3C Building Control	0	(940)	0	940	0	940
	202,340	187,400	139,916	(47,484)	0	(47,484)
<b>Head of Environmental Services</b>						
Head of Environmental Services	0	0	(17,379)	(17,379)	0	(17,379)
	0	0	(17,379)	(17,379)	0	(17,379)
<b>Planning</b>						
City Development	634,640	634,640	634,640	0	0	0
Right to Bid/Assets of Community Value	10,430	10,250	0	(10,250)	0	(10,250)
Planning Policy	322,280	163,090	163,091	1	0	1
Shared Director of Planning and Economic Development	0	0	166	166	0	166
Urban Design & Conservation	201,300	195,630	195,630	0	0	0
Greater Cambridge Planning Service	304,440	498,040	1,250,657	752,617	0	752,617
Development Plan fund held by City	0	139,000	138,458	(542)	0	(542)
	1,473,090	1,640,650	2,382,642	741,992	0	741,992
<b>S&amp;OS Development (excluding Project Delivery)</b>						
Refreshment Kiosks	(54,610)	(49,700)	(74,540)	(24,840)	0	(24,840)
Open Space Asset Management	802,230	826,600	895,466	68,866	0	68,866
Seasonal Bedding	(19,820)	0	0	0	0	0
Closed Churchyards	35,820	47,350	36,797	(10,553)	0	(10,553)
Lettings & Events on Open Spaces	(98,300)	(64,630)	(16,675)	47,955	0	47,955
Open Space Asset Maintenance	191,310	261,040	292,531	31,491	0	31,491
Grazing Management	(7,840)	890	(15,370)	(16,260)	0	(16,260)
Play Maintenance	167,340	186,360	201,069	14,709	0	14,709
Cherry Hinton Hall	(100,810)	(100,880)	(90,301)	10,579	0	10,579
Allotments	13,570	26,260	30,867	4,607	0	4,607
Histon Road Cemetery	0	0	(128)	(128)	0	(128)
Arboriculture	213,310	421,240	361,266	(59,974)	59,970	(4)
Local Nature Reserves	56,960	85,220	77,803	(7,417)	7,420	3
Flood Risk Management	155,110	262,900	213,062	(49,838)	0	(49,838)
Open Space Mgt Salaries	1,239,170	66,020	(57,629)	(123,649)	0	(123,649)
Chalk Stream Project	0	5,000	10,000	5,000	0	5,000
	2,593,440	1,973,670	1,864,218	(109,452)	67,390	(42,062)
<b>S&amp;OS Operations (excluding Markets and Street Trading)</b>						
Grounds Maintenance & Street Cleaning	41,370	2,621,700	2,622,684	984	0	984
	41,370	2,621,700	2,622,684	984	0	984
<b>S&amp;OS Project Delivery</b>						
Project Delivery (Salaried) now 1877	171,780	0	0	0	0	0
Project Delivery (Cost Recovered)and( salaried)	(109,910)	540,880	582,975	42,095	0	42,095
	61,870	540,880	582,975	42,095	0	42,095
<b>Urban Growth Project Manager</b>						
Urban Growth Project Management	91,620	91,780	91,265	(515)	0	(515)
	91,620	91,780	91,265	(515)	0	(515)
<b>Total Net Budget</b>	<b>4,463,730</b>	<b>7,056,080</b>	<b>7,666,321</b>	<b>610,241</b>	<b>67,390</b>	<b>677,631</b>

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## Finance &amp; Resources Portfolio / Strategy &amp; Resources Committee

## Revenue Budget - 2020/21 Outturn

Service Grouping / Cost Centre	Original Budget 20/21 £	Final Budget 20/21 £	Outturn 20/21 £	Variation - Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
<b>Accountancy &amp; Support Services</b> Accountancy and Support Services	0	0	(173,022)	(173,022)	0	(173,022)
	0	0	(173,022)	(173,022)	0	(173,022)
<b>Admin Buildings</b> Depot Management - Indirect	0	2,070	2,066	(4)	0	(4)
Guildhall	361,560	403,620	520,674	117,054	0	117,054
Mandela House	923,070	973,620	903,691	(69,929)	0	(69,929)
Admin Building Allocation	(1,667,170)	(1,845,210)	(1,848,706)	(3,496)	0	(3,496)
Parsons Court	15,150	15,070	23,182	8,112	0	8,112
130 Cowley Road	185,650	273,530	233,104	(40,426)	0	(40,426)
Cowley Road Compound	181,740	179,370	208,840	29,470	0	29,470
	0	2,070	42,851	40,781	0	40,781
<b>Corporate Business</b> Corporate Business Support	0	0	(76,571)	(76,571)	0	(76,571)
Business Support - Centralised Overheads	0	0	(6,861)	(6,861)	0	(6,861)
	0	0	(83,432)	(83,432)	0	(83,432)
<b>Customer Service Centre</b> Customer Access Strategy - Customer Service Centre	0	0	(141,491)	(141,491)	60,000	(81,491)
Cashiers	0	0	3,291	3,291	0	3,291
	0	0	(138,200)	(138,200)	60,000	(78,200)
<b>Facilities &amp; Other Management</b> Quality/Health & Safety Management - Indirect	0	0	5,366	5,366	0	5,366
Commercial Property Additional Maintenance	9,160	125,670	28,578	(97,092)	26,400	(70,692)
Facilities Management	0	0	(36,273)	(36,273)	0	(36,273)
Corporate Energy	0	37,500	17,962	(19,538)	0	(19,538)
	9,160	163,170	15,633	(147,537)	26,400	(121,137)
<b>Finance General</b> Finance General Recharges	0	0	50,370	50,370	0	50,370
Finance General	(856,230)	(1,215,830)	(1,069,190)	146,640	0	146,640
	(856,230)	(1,215,830)	(1,018,820)	197,010	0	197,010
<b>Head of Finance - Holding/Suspense Accounts</b> Shared Payroll Service	0	0	(27,953)	(27,953)	0	(27,953)
Pensions Costs Recharged	0	0	(70,906)	(70,906)	0	(70,906)
	0	0	(98,859)	(98,859)	0	(98,859)
<b>Human Resources</b> Employee Travel Plan	0	0	(5,258)	(5,258)	0	(5,258)
Salary Sacrifice Schemes	0	0	(5,849)	(5,849)	0	(5,849)
GMB	0	0	(4,651)	(4,651)	0	(4,651)
Unison	0	0	(116)	(116)	0	(116)
Human Resources - Business Support	0	0	7,853	7,853	0	7,853
Human Resources Operations (Staff-General)	0	0	1,830	1,830	0	1,830
Human Resources - Recruitment	0	0	(2,715)	(2,715)	0	(2,715)
Human Resources - Organisational Development	0	0	(35,642)	(35,642)	15,000	(20,642)
	0	0	(44,548)	(44,548)	15,000	(29,548)
<b>Internal Audit</b> Audit	0	0	(132,915)	(132,915)	0	(132,915)
	0	0	(132,915)	(132,915)	0	(132,915)
<b>IT Contract Management</b> IT Contract Costs	0	0	(299,732)	(299,732)	0	(299,732)
	0	0	(299,732)	(299,732)	0	(299,732)
<b>Land Charges</b> Land Charges and Searches	116,140	116,140	116,140	0	0	0
	116,140	116,140	116,140	0	0	0
<b>Legal Services</b> Legal	0	0	(28,783)	(28,783)	0	(28,783)
	0	0	(28,783)	(28,783)	0	(28,783)
<b>Procurement</b> Procurement	0	0	(10,029)	(10,029)	0	(10,029)
	0	0	(10,029)	(10,029)	0	(10,029)

Service Grouping / Cost Centre	Original Budget 20/21 £	Final Budget 20/21 £	Outturn 20/21 £	Variation - Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
<b>Property Services</b>						
Dales Brewery	(132,200)	(132,650)	(134,291)	(1,641)	0	(1,641)
The Lion Yard	(1,110,340)	(1,065,340)	(919,590)	145,750	0	145,750
Barnwell House Offices	(67,500)	(60,920)	(47,971)	12,949	0	12,949
Lion Yard - South End	(208,710)	(208,710)	(157,343)	51,367	0	51,367
Buchan Street Shops	(19,030)	(21,020)	(20,138)	882	0	882
Jedburgh Court (ex K H Depot)	(39,760)	(39,850)	(43,633)	(3,783)	0	(3,783)
Other Commercial Properties	(1,042,290)	(1,038,340)	(850,400)	187,940	0	187,940
Gwydir St Workshops/Offices	(80,040)	(80,470)	(97,295)	(16,825)	0	(16,825)
Robert Davies Court	(132,130)	(132,350)	(134,547)	(2,197)	0	(2,197)
Ronald Rolph Court	(175,330)	(191,190)	(197,693)	(6,503)	0	(6,503)
Barnwell Drive-excl Barnwell House	(220,330)	(237,470)	(238,071)	(601)	0	(601)
Cheddars Lane	(29,180)	(29,230)	(29,244)	(14)	0	(14)
Ditton Lane Shops	(58,760)	(58,770)	(63,874)	(5,104)	0	(5,104)
Cowley Road Enterprise Plots	(72,530)	(72,530)	(68,057)	4,473	0	4,473
Orwell House Offices-Internal	(105,290)	(84,710)	(66,783)	17,927	0	17,927
Orwell Furlong	(113,680)	(109,590)	(100,056)	9,534	0	9,534
Other Industrial Properties	(1,859,680)	(1,918,800)	(1,904,047)	14,753	0	14,753
St Anthony/Eligius Almshouse	690	680	380	(300)	0	(300)
Other Domestic Properties	(10,850)	(10,850)	(11,298)	(448)	0	(448)
Hooper Street Garages	(6,020)	(6,030)	(6,317)	(287)	0	(287)
Other - Land	(151,120)	(151,180)	(139,184)	11,996	0	11,996
Orchard Park Local Centre	(157,470)	(157,580)	(160,332)	(2,752)	0	(2,752)
Cambridge Road Retail Park, Haverhill	(458,860)	(459,300)	(467,860)	(8,560)	0	(8,560)
Henderson House, 4 Lancaster Way, Huntingdon	(325,000)	(325,000)	(326,713)	(1,713)	0	(1,713)
4 Cyrus Way, Cygnet Park, Peterborough	(148,500)	(148,500)	(149,337)	(837)	0	(837)
11, 13 & 17 York Way, Royston	(450,000)	(450,000)	(452,472)	(2,472)	0	(2,472)
The Global Centre, Swanns Road, Cambridge	(69,350)	(51,680)	(38,179)	13,501	0	13,501
	(7,243,260)	(7,241,380)	(6,824,345)	417,035	0	417,035
<b>Property Services - Other</b>						
Property Services	0	0	48,055	48,055	0	48,055
	0	0	48,055	48,055	0	48,055
<b>Revenues and Benefits</b>						
Rent Allowances & Rent Rebates	(307,980)	(307,110)	(151,447)	155,663	0	155,663
Local Taxation	876,340	918,180	1,032,221	114,041	0	114,041
Housing Benefits	1,406,700	1,369,900	1,298,025	(71,875)	0	(71,875)
Revenue Overheads	0	0	96,236	96,236	0	96,236
	1,975,060	1,980,970	2,275,035	294,065	0	294,065
<b>S&amp;OS Development (excluding Project Delivery)</b>						
River Frontage Management	(9,260)	17,410	(6,474)	(23,884)	0	(23,884)
	(9,260)	17,410	(6,474)	(23,884)	0	(23,884)
<b>Strategic Director 1</b>						
Strategic Director#1	0	0	39,577	39,577	0	39,577
	0	0	39,577	39,577	0	39,577
<b>Transformation Programme</b>						
Programme Office	595,650	548,270	567,299	19,029	0	19,029
	595,650	548,270	567,299	19,029	0	19,029
<b>Total Net Budget</b>	<b>(5,412,740)</b>	<b>(5,629,180)</b>	<b>(5,754,569)</b>	<b>(125,389)</b>	<b>101,400</b>	<b>(23,989)</b>

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

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

and are detailed and approved:

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

## Strategy and External Partnerships Portfolio / Strategy &amp; Resources Committee

## Revenue Budget - 2020/21 Outturn

Service Grouping / Cost Centre	Original Budget 20/21 £	Final Budget 20/21 £	Outturn 20/21 £	Variation - Increase / (Decrease) £	Carry Forward Requests - see Appendix C £	Net Variance £
<b>Central Costs</b>						
Central Provisions to be Allocated	380,400	10,785,690	986,510	(9,799,180)	0	(9,799,180)
Support Services Trading Balances	(474,590)	(722,630)	(500,351)	222,279	0	222,279
Pensions - Early retirements and Past Deficit	2,122,980	2,122,980	2,289,688	166,708	0	166,708
	2,028,790	12,186,040	2,775,847	(9,410,193)	0	(9,410,193)
<b>Chief Executives</b>						
Corporate Management	0	0	105,726	105,726	0	105,726
	0	0	105,726	105,726	0	105,726
<b>Corporate &amp; Democratic Core</b>						
Corporate & Democratic Core - Corporate Management	1,907,650	1,917,120	1,917,050	(70)	0	(70)
Corporate & Democratic Core - Democratic Representation &	275,950	275,950	275,960	10	0	10
	2,183,600	2,193,070	2,193,010	(60)	0	(60)
<b>Corporate Strategy</b>						
Corporate Marketing	0	0	(6,901)	(6,901)	0	(6,901)
Corporate Policy	364,910	362,230	336,548	(25,682)	0	(25,682)
	364,910	362,230	329,647	(32,583)	0	(32,583)
<b>Democratic Services</b>						
Civic Affairs and Twinning	0	0	(23,183)	(23,183)	0	(23,183)
Members Support	0	0	(3,590)	(3,590)	0	(3,590)
Electoral Registration	225,260	224,290	204,231	(20,059)	0	(20,059)
Elections	154,620	153,060	135,234	(17,826)	17,820	(6)
Committee Management	0	0	(30,686)	(30,686)	0	(30,686)
	379,880	377,350	282,006	(95,344)	17,820	(77,524)
<b>Facilities &amp; Other Management</b>						
Emergency Planning	0	0	(17,565)	(17,565)	0	(17,565)
	0	0	(17,565)	(17,565)	0	(17,565)
<b>Strategic Director 1</b>						
Cambridge Northern Fringe East (CNFE)	0	220,940	125,489	(95,451)	95,450	(1)
	0	220,940	125,489	(95,451)	95,450	(1)
<b>Strategic Director 2</b>						
Strategic Director #2	0	0	(13,382)	(13,382)	0	(13,382)
	0	0	(13,382)	(13,382)	0	(13,382)
<b>Total Net Budget</b>	<b>4,957,180</b>	<b>15,339,630</b>	<b>5,780,778</b>	<b>(9,558,852)</b>	<b>113,270</b>	<b>(9,445,582)</b>

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and are detailed and approved:

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

## Climate Change, Environment and City Centre Portfolio / Environment & Community Committee

### Revenue Budget 2020/21 – Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount	£	Contact
<b>Environmental Health</b>	Environmental Health Salaries - Underspend due to 3 ongoing vacancies. Awaiting implementation of out of hours service review	(77,000)		Yvonne O'Donnell
<b>Environmental Health</b>	Tascomi - Env Health Software - Delay in implementing Digital Management System for EH. Carry forward has been requested	(65,760)		Yvonne O'Donnell
<b>Garage Services</b>	Fleet Management - Operational - Overspend on overtime and agency cover of £90k was due to extra work on the additional vehicles in the Amey contract which came into effect April 2020. Replacement workshop doors to allow access for larger vehicles resulted in an overspend of £27K. The remainder of the variance is spread over all other codes.	168,126		David Cox
<b>Garage Services</b>	Garage- External Work - Taxi testing underachieved due to testing date extensions. Income from the Shared Waste Service was underachieved and work to address budget shortfall will be undertaken in 21-22.	144,936		David Cox
<b>Market Square Project</b>	Market Square Project – This overspend is due to additional provision for consultancy costs.	21,453		Joel Carre
<b>Markets and Street Trading</b>	Markets - The variance is due to £639k underachievement of Market Income due to the Covid-19 pandemic & general underspends in the cost centre.	590,662		Tim Jones
<b>S&amp;OS Development (excluding Project Delivery)</b>	Bill Posting & Distribution - High proportion (80k) of overspend relates to the Service not having a client base during pandemic lockdown.	92,446		Anthony French
<b>S&amp;OS Development (excluding Project Delivery)</b>	Public Toilets - Overspend on maintenance owing to final billing cycle of old contract. Loss of income (25K) from pay per entry units owing to the lock down situation and less footfall in city centre.	98,774		Anthony French
<b>Tourism</b>	Tourism - Over-spend, due to unbudgeted for pension liability costs associated with Visit Cambridge and Beyond (VCB) CEO 'pension strain' payment following their redundancy as a result of VCB liquidation in July 2020	115,533		Joel Carre
<b>Waste</b>	For the waste service as a whole more spend has been incurred as additional rounds have been put in place to allow a reduced number of staff on each collection round to adhere to social distancing. Trade waste income has been hit due to the reduced demand for collections	220,305		Trevor Nicoll
<b>Other</b>	Miscellaneous	(11,553)		-
		<b>1,297,922</b>		

## Communities Portfolio / Environment &amp; Community Committee

## Revenue Budget 2020/21 – Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount	£	Contact
<b>Bereavement Services</b>	City Cambridge Cemeteries - Covid 19 had a significant impact on the services over all budgets. Burial and exclusive right of internment income increased overall due to the increased charges as burial numbers remained on par with 19/20. Operational/maintenance spend was low due to the pandemic and its impact on the goods and services we use resulted in a higher than expected end of year financial outcome.	(82,288)		Glyn Theobald
<b>Bereavement Services</b>	Cambridge Crematorium - Covid 19 had a significant impact on the services over all budgets. Cremation figures were higher than anticipated, memorialisation was impacted as the general office was closed and cyclical renewals were held back, memorial suppliers were closed so no orders could be fulfilled. Operational/maintenance spend was low due to the pandemic and only light and essential maintenance was carried out.	(87,391)		Glyn Theobald
<b>Bereavement Services</b>	Bereavement Services - Burials & Grounds - Covid 19 had a significant impact on the services over all budgets. Operational/maintenance spend was low due to the pandemic and its impact on the goods and services we use. This resulted in a higher than expected end of year financial outcome.	(28,100)		Glyn Theobald
<b>Bereavement Services</b>	Bereavement Services Central Costs - Covid 19 had a significant impact on the services over all budgets. Agency staff were used to assist in the operation for Q1 initial lockdown, as we are operating -1.5 FTE across the team. The staff underspend was consistent with the savings projected within the service review. Operational/maintenance spend was low due to the pandemic and its impact on the goods and services we use this resulted in a higher than expected end of year financial outcome.	(31,940)		Glyn Theobald
<b>Bereavement Services</b>	Transfer to Earmarked Reserves – This is the net surplus over budget that has been achieved by the whole of the bereavement service and has been transferred to the earmarked reserve in order to fund improvements to the service	246,369		Glyn Theobald
<b>Community Centres</b>	The Meadows Community Centre - Although expenditure has been kept to a minimum resulting in an underspend of expenditure this has been cancelled out by a major loss of income due to the centre being shut for approximately 8 months and then only partially open due to C19 restrictions. The government grant for furlough costs now shows against this cost centre which in turn reduces the previously anticipated year end variance.	22,771		Jackie Hanson
<b>Community Centres</b>	Brown's Field Youth and Community Centre - There has been a major loss of income caused by having to shut during the initial lockdown due to Covid19 and then only partially open due to restrictions. We have had a government grant for furlough costs which in turn has reduced the previously anticipated year end variance.	27,323		Paula Bishop
<b>Community Centres</b>	Clay Farm Community Centre - The cost centre includes provision of £200k income for commercial rent for the non-community parts of the building, which is not managed by community services. Approximately £40k has been received resulting in a shortfall of £160k. This shortfall will be reviewed as part of the forthcoming budget cycle. Income from hire charges not reached due to Covid restrictions and closure of centre in line with government guidance. Overspend on essential maintenance cost codes as highlighted during the year.	226,712		Sally Roden



## Appendix B

Service Grouping	Reason for Variance	Amount	£	Contact
<b>Community Development</b>	Community Development - Admin - There has been a planned underspend within this cost centre to offset the expected overspend within other areas of the Service due to the Covid 19 pandemic	(25,889)		Cathy Heath
<b>Community Development</b>	Community Resilience - This cost centre contains funding from Central Government for Clinically Extremely Vulnerable residents - this is offset by various expenditure across the service (specific and staff hours).	(28,363)		Cathy Heath
<b>Culture &amp; Community</b>	Culture and Community - Some project have been unable to take place due to the C19 pandemic: Activate: £12,450, Celebration of Women: £10k and Romany Heritage: £3k. A carry forward has been requested to progress these projects in 21-22.	(45,373)		Jane Wilson
<b>Culture &amp; Community</b>	Corn Exchange and Guildhalls - The venues have not been able to operate for the whole of this year. The estimated out-turn variance does not take into account the Income Compensation Scheme payments which has been kept in central budgets	766,551		Jane Wilson
<b>Culture &amp; Community</b>	City Events - As previously reported, it was not possible to run the major events under COVID, which resulted in a significant reduction in expenditure	(181,384)		Jane Wilson
<b>Culture &amp; Community</b>	Folk Festival - The 2020 Festival was not able to take place due to COVID. The Council secured a grant from the Culture Recovery Fund and received support from the Income Compensation Scheme although the latter is held centrally and does not show in this cost centre	194,614		Jane Wilson
<b>Culture &amp; Community</b>	Cambridge Live - Central - Central services (box office, marketing fundraising) ran on a reduced basis throughout the year, resulting in less expenditure, particularly on staffing.	(113,617)		Jane Wilson
<b>Neighbourhood Community</b>	Neighbourhood Community Development - Food Hub project Revenue budget of £44k not spent due to Covid 19 and review of project needs as a result. Request to carry forward this £44k budget to 21-22 has been submitted as this is still a priority project for the council	(51,293)		Sally Roden
<b>Sport &amp; Recreation</b>	Leisure Contract Management Fees - There is a contract fee surplus because of how the contract fee is increased by inflation and compounded interest accumulates within the budget. CPI Inflation was 0.5% in October this year and a 2.25% budget increase was applied to the contract sum budget at the start of the year, which generates a gap between the actual and budget sum. The contract saving was offset by a one-off payment of £269k to provide Covid support to GLL during the enforced closure of facilities.	219,128		Ian Ross
<b>Sport &amp; Recreation</b>	Leisure Contract Client Costs – This variance is due to a underspends over a number of cost codes including a £75k saving on revenue contribution to a capital project where the project was delayed until 2021/22. This has been requested as a carry forward.	(140,560)		Ian Ross
<b>Voluntary Sector</b>	Community Development Voluntary Support - Due to Covid19 some of the voluntary groups have been unable to use the approved awards for the purpose intended or for any revised projects. There has also been a £15k refund against Discretionary Rate Relief due to CCC being able to give 100% Expanded Retail Relief to some groups	(68,230)		Jackie Hanson
<b>Other</b>	Miscellaneous	(75,923)		-
		<b>743,117</b>		

## Housing (GF) Portfolio / Housing Committee

## Revenue Budget 2020/21 – Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount	£	Contact
<b>Contributions to/from reserves</b>	Contributions to/from HRA - The recharge from the HRA to the General Fund for shared amenities was lower than anticipated based upon actual spending for 2020/21. Some estate-based work was not undertaken as a result of the coronavirus pandemic.	(22,532)		Julia Hovells
<b>Environmental Health</b>	Housing Standards – Budget was approved in the February 2020 BSR and amended in the July Interim MTFs for Selective Licensing of private rented accommodation. Only £10k of the net budget of £50k was spent. Since then the whole scheme has been determined via a feasibility study not to be needed to be introduced within the City.	(29,590)		Claire Adelizzi
<b>Environmental Health</b>	Energy Officer - Underspend this year due to Covid impacts limiting engagement activity and ability to install measures into properties. Budget is greater than it should be due to legacy of sharing prosperity work. A carry forward has been requested for the full underspend amount to undertake consultancy work to produce a study to understand the scale of investment, activity and resources required to bring the private housing stock in Cambridge up to net zero standards	(24,484)		Justin Smith
<b>Homelessness</b>	Homelessness Costs - The great majority of the variance is due to receiving less income from housing benefit than anticipated when the budget was set. The amount of benefit collected will always be less than expenditure on hotel accommodation as the maximum amount of HB awarded is generally only one-third to one-quarter of the actual cost of a room. In addition we occasionally house as an emergency someone who later turns out to be ineligible to claim benefit or who disappears from accommodation before a claim is made.	101,098		James McWilliams
<b>Homelessness</b>	Grants to Housing Agencies - Generally we retain some money in the grant budget to cover making additional grants to any worthy projects that emerge in the year or to cover unanticipated additional costs in successful projects already being funded. In this year there was no such claim on the unallocated amount, this amounting to three-quarters of the total under-spend in this budget area.	(40,247)		James McWilliams
<b>Homelessness</b>	COVID-19 Rough Sleepers Services - This cost centre was set up exclusively to capture the unanticipated costs of housing rough sleepers as a result of the coronavirus pandemic. At times, up to 130 individuals have been accommodated in a wide variety of temporary accommodation, including B&B's, hotels, and university housing. A number of people have now been moved on to more permanent accommodation, but there is a continued need to house in the region of 15 to 20 rough sleepers until accommodation can be identified. Longer-term accommodation has been successfully identified for approximately 150 people. The authority has been successful in securing some MHCLG grant (£988,200) towards these costs.	1,258,342		Julia Hovells
<b>Housing Advice</b>	Housing Advice Service - This under-spend is largely accounted for by three items. Of these, expenditure on conferences is nil due to Covid restrictions and fees paid to consultants were lower than anticipated. The biggest under-spend is in respect of employee costs, where more staff were able to be funded through the Flexible Homelessness Support Grant than originally	(40,581)		James McWilliams

## Appendix B

Service Grouping	Reason for Variance	Amount	£	Contact
	anticipated.			
<b>Housing Strategy</b>	Housing Strategy – The variance relates mainly to vacant posts - 7 hours per week Housing Strategy Manager post, plus a part-time Housing Development Officer post	(38,078)		Helen Reed
<b>Other</b>	Miscellaneous	29,213		-
		<b>1,193,141</b>		

## Planning Policy and Open Spaces Portfolio / Planning &amp; Transport Committee

## Revenue Budget 2020/21 – Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount	£	Contact
<b>Building Control</b>	Building Control Other - The planned service review was delayed in implementation until the new financial year 1 April 2021, therefore most of the underspend was due to vacant positions. In addition the team have commanded consultancy income, this has assisted to reduce the non fee earning contribution from each partner council and helped to bridge the income gap from Covid-19.	(48,424)		Heather Jones
<b>Planning</b>	Greater Cambridge Planning Service - The overspend is predominantly due to the impacts of the COVID19 pandemic on the service. The main part of this is a large reduction in income for the service in the first half of the year. Applications and land charges activity reduced significantly during the first quarter and didn't recover to around normal levels until the end of the Summer. In addition, there have been increased operating (mainly temporary staffing) costs from delivering services in a different way (such as through remote planning committees, carrying out land charges searches for agents not able to attend the office etc.) whilst maintaining the service's commitment to the Local Plan timetable and the development management ICT and process integration.	752,617		Stephen Kelly
<b>S&amp;OS Development (excluding Project Delivery)</b>	Refreshments Kiosks - Surplus in rental income owing to re-marketing of some of assets earlier in the financial year	(24,840)		Alistair Wilson
<b>S&amp;OS Development (excluding Project Delivery)</b>	Open Space Asset Management - The COVID-19 pandemic has had a significant and varied financial impact on streets and open spaces services. Specifically the loss of income due to the closure of income generating facilities and the impact of modifications and changes in relation to COVID risk management. Key sources of loss of external income included advertising on roundabouts and car parking charges which ceased or were closed during the lockdown period. Additional costs include signage, temporary toilets, and fencing relating to COVID regulation changes	68,866		Alistair Wilson
<b>S&amp;OS Development (excluding Project Delivery)</b>	Lettings & Events on Open Spaces - Very few events took place in 2020 owing to the pandemic (lockdown) resulting in a majority of the budgeted income not being realised.	47,955		Anthony French
<b>S&amp;OS Development (excluding Project Delivery)</b>	Open Space Asset Maintenance - Overspend due to unexpected fuel costs and large costs attached to Covid 19 operations	31,491		John Parrott
<b>S&amp;OS Development (excluding Project Delivery)</b>	Arboriculture – the underspend was mainly on tree works and this was because COVID affected the contractors ability to deliver works within 20-21 financial year plus the Nature Smart Cities 2 Seas workload in administering the planting of ~800 trees (x3 usual rate) required additional officer and contractor capacity. A carry forward of budget to 21-22 has been included for the £60k. This amount will not cover all committed works and an overspend in 21-22 is likely unless COVID continues to cause delays to delivery and pushes the catch-up into the following financial year or new staff recruitment increase the current capacity for turning over work	(59,974)		Matthew Magrath

## Appendix B

Service Grouping	Reason for Variance	Amount	£	Contact
<b>S&amp;OS Development (excluding Project Delivery)</b>	Flood Risk Management - Overachievement of income (£30k) from Hobson's Conduit Trust and SCDC Recharges.	(49,838)		Rachel Veysey
<b>S&amp;OS Development (excluding Project Delivery)</b>	Open Space Mgt Salaries - There is a £10,278 income payment from the 2 Seas project in relation to 15% admin of the total salaries. A further contribution to salary costs of £68517 was paid from the 2 Seas cost centre for salary cost. Underspends due to vacancies (Cycling and Walking) £30,000.	(123,649)		Alistair Wilson
<b>S&amp;OS Project Delivery</b>	Project Delivery (Cost Recovered) and(salaried) - Staffing recharges to capital project cost centres have now been actioned, where practicable, for 2020/ 21 which has reduced the under-recovery of income to this cost centre. However, the service is still needing to undertake work where costs are not (in some cases yet) able to be recovered.	42,095		Alistair Wilson
<b>Other</b>	Miscellaneous	(26,058)		-
		<b>610,241</b>		

## Transport and Community Safety Portfolio / Planning &amp; Transport Committee

## Revenue Budget 2020/21 – Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount	£	Contact
<b>CCTV</b>	CCTV - This relates to an overachievement of income and salary savings, as a result of vacancies being held, pending service review outcome	(120,065)		Joel Carre
<b>Community Safety</b>	Community Safety - Safer City Fund was underspent due to Covid restrictions and the suspension of Operation Carmel where normally Environmental Visual Audits would have required project input. Consultancy fees were underspent as some court cases were postponed until 2021 and therefore legal fees not incurred. A carry forward has been requested for the recruitment of the Youth Liaison Officer which did not take place due to the Covid restrictions.	(39,646)		Lynda Kilkelly
<b>Parking Services</b>	Grand Arcade Car Park - Parking services has seen a year end negative in excess of £7.4m across the whole parking portfolio. This is as a result of the national lockdowns through the 20/21 F/Y. The service has supported the national response and immunisation programmes providing free parking and reduced rate parking to qualifying customers.	3,362,936		Sean Cleary
<b>Parking Services</b>	Park Street Car Park - The Park Street budget has a 9 month budget set against 12 month operation due to the expected closure of the car park which, has also affected the variance. Parking services has seen a year end negative in excess of £7.4m across the whole parking portfolio. This is as a result of the national lockdowns through the 20/21 F/Y. The service has supported the national response and immunisation programmes providing free parking and reduced rate parking to qualifying customers.	1,081,927		Sean Cleary
<b>Parking Services</b>	Grafton Centre West Car Park - Parking services has seen a year end negative in excess of £7.4m across the whole parking portfolio. This is as a result of the national lockdowns through the 20/21 F/Y. The service has supported the national response and immunisation programmes providing free parking and reduced rate parking to qualifying customers.	638,766		Sean Cleary
<b>Parking Services</b>	Grafton Centre East Car Park - Parking services has seen a year end negative in excess of £7.4m across the whole parking portfolio. This is as a result of the national lockdowns through the 20/21 F/Y. The service has supported the national response and immunisation programmes providing free parking and reduced rate parking to qualifying customers.	1,246,066		Sean Cleary
<b>Parking Services</b>	Queen Anne Terrace Car Park - Parking services has seen a year end negative in excess of £7.4m across the whole parking portfolio. This is as a result of the national lockdowns through the 20/21 F/Y. The service has supported the national response and immunisation programmes providing free parking and reduced rate parking to qualifying customers.	916,324		Sean Cleary
<b>Parking Services</b>	Adam & Eve Street Car Park - Parking services has seen a year end negative in excess of £7.4m across the whole parking portfolio. This is as a result of the national lockdowns through the 20/21 F/Y. The service has supported the national response and immunisation programmes providing free parking and reduced rate parking to qualifying customers.	96,436		Sean Cleary
<b>Parking Services</b>	Castle Hill Car Park - Parking services has seen a year end negative in excess of £7.4m across the whole parking portfolio. This is as a result of the national lockdowns through the 20/21 F/Y. The service has supported the national response and	180,882		Sean Cleary

## Appendix B

Service Grouping	Reason for Variance	Amount	£	Contact
	immunisation programmes providing free parking and reduced rate parking to qualifying customers.			
<b>Parking Services</b>	Gwydir Street Car Park - Parking services has seen a year end negative in excess of £7.4m across the whole parking portfolio. This is as a result of the national lockdowns through the 20/21 F/Y. The service has supported the national response and immunisation programmes providing free parking and reduced rate parking to qualifying customers.	20,907		Sean Cleary
<b>Parking Services</b>	Parking Administration - Underspend on cash collection due to reduction in cash payments and collection requirements. Parking services has seen a year end negative in excess of £7.4m across the whole parking portfolio. This is as a result of the national lockdowns through the 20/21 F/Y. The service has supported the national response and immunisation programmes providing free parking and reduced rate parking to qualifying customers.	(110,234)		Sean Cleary
<b>Parking Services</b>	Electric Vehicle Charging - Car Parks - EV consultancy budget is requested to be carried forward as part of overall EV project and tender that was launched May 2021	(36,244)		Sean Cleary
<b>S&amp;OS Operations (excluding Markets and Street Trading)</b>	Operations Salaries - Variance is due to vacant posts. Posts are being recruited to in 2021/22.	(43,593)		Don Blair
<b>Transport Services</b>	Taxicard Service - This cost centre has been underspent for a number of years with membership numbers reducing year on year. A review of the scheme is underway with the aim being to increase usage with a more flexible scheme. Proposals will be presented to Committee in June. Covid-19 has also had an impact on taxi travel which has impacted on this budget.	(92,199)		Sharon Line
<b>Other</b>	Miscellaneous	(48,790)		-
		<b>7,053,473</b>		

## Finance &amp; Resources Portfolio / Strategy &amp; Resources Committee

## Revenue Budget 2020/21 – Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount	£	Contact
<b>Accountancy &amp; Support Services</b>	Accountancy and Support Services - The underspend is due to vacant posts that have been held open pending a service review, net of agency staff costs to ensure that essential service has been maintained.	(173,022)		Caroline Ryba
<b>Admin Buildings</b>	Guildhall - There were lower than expected commercial rent receipts though this was partially offset by savings in other operational areas.	117,054		Will Barfield
<b>Admin Buildings</b>	Mandela House - The underspend is mainly a result of a large under spend in gas and electricity costs.	(69,929)		Will Barfield
<b>Admin Buildings</b>	130 Cowley Road - The underspend is due to reduced electricity and cleaning costs.	(40,426)		Will Barfield
<b>Admin Buildings</b>	Cowley Road Compound - There were higher than expected maintenance and security costs during the year that account for the overspend.	29,470		Will Barfield
<b>Corporate Business</b>	Corporate Business Support - Areas of underspend include premises, transport, maintenance of equipment, printing, conference expenses and postage and courier. These budgets have been impacted by Covid-19 and different ways of working, leading to lower levels of requirement this year. The employee under spend includes a vacant post, which is being reviewed as part of the Business Support review.	(76,571)		Sharon Line
<b>Customer Service Centre</b>	Customer Access Strategy - Customer Service Centre - The underspend is attributed to staff vacancies in the service. Temporary staff were recruited to create capacity to facilitate activities associated with the service review to be carried out, the contracted period temporary staff were recruited from still left an underspend in the budget. ICT equipment, training and project activities are ongoing so a carry forward request of £60,000 is included to enable these to be completed in 21-22.	(141,491)		Clarissa Norman
<b>Facilities &amp; Other Management</b>	Commercial Property Additional Maintenance - The variance is primarily due to a delay in the commencement of the 69-71 Lensfield Road planned works project due to COVID-19 and staff changes. A carry forward of budget of £26,400 is requested/required in order to finance the completion of the cost of the works (commitment is in place). The remaining underspend is due to works for the 69-71 Lensfield Road project being lower than originally budgeted and the remaining Gwydir Street works being included within the budget for commercial property Capital works.	(97,092)		Will Barfield
<b>Facilities &amp; Other Management</b>	Facilities Management - Minor variances over various codes	(36,273)		Will Barfield
<b>Finance General</b>	Finance General Recharges - The overspend is partly due to additional audit fees for the 19-20 financial year plus greater than expected bank charges	50,370		Karen Whyatt
<b>Finance General</b>	Finance General - £463k increase in bad debt provision - is largely Covid related and not budgeted for due to uncertainty. Favourable variance of £222k on GF share of investment income due to an overly pessimistic budget, coupled with a reduction in the risk-free interest rate to be applied in calculating the HRA share. Favourable variance of £99k on interest from CIP entities due to unwinding of discount on Mill Rd land not being budgeted for (£199k), quicker than expected drawdown on Cromwell Rd (£54k), less slower than expected drawdown	146,640		Jody Etherington



## Appendix B

Service Grouping	Reason for Variance	Amount	£	Contact
	on Mill Rd (-£153k). Note that amounts received in excess of average treasury rate are transferred to an earmarked reserve. Adverse variance of £33k on miscellaneous expenditure. These accounts are mostly used for miscellaneous transactions relating to Council tax, including discretionary boat discounts at the Council's cost (£70k debit) and a credit of £32k relating to the clearance of miscellaneous 2019/20 transactions. Favourable variance of £30k on CCHC loan interest. Adverse variance of £17k on final MRP figure - budget was estimated at a lower level. £11k received as final payment in respect of historic Icelandic investment losses (not budgeted for).			
<b>Head of Finance - Holding/Suspense Accounts</b>	Shared Payroll Service – Additional income of £50k plus reduced IT costs and salary costs partly offset by increased agency costs	(27,953)		Mike Scott
<b>Head of Finance - Holding/Suspense Accounts</b>	Pensions Costs Recharged - Monthly charge to County for past early retirements less than expected. This will be reviewed in 21-22	(70,906)		Karen Whyatt
<b>Human Resources</b>	Human Resources - Organisational Development - The underspends are across a range of small budget areas and include an amount of £15k which has been requested for carry forward to support the management development programme in 2021/22.	(35,642)		Deborah Simpson
<b>Internal Audit</b>	Audit - The underspend is mostly attributable to staff vacancies and reflects reduction in demand for audit work at the beginning of the pandemic. Substantive employees have been recruited into the vacant posts, and they are joining in the first quarter of 2021/22. Vacancies were not backfilled with Agency Workers in the last quarter, to avoid inefficient short-term operational costs from onboarding team members in quick succession. Internal Audit costs are expected to normalise for the 2021/22 financial year as we reintroduce audit and assurance work with a full team.	(132,915)		Jonathan Tully
<b>IT Contract Management</b>	IT Contract Costs - Underspends have occurred due to changes in priorities due to Covid. Usage costs in many areas have decreased and continue to decrease as a result of changes to working models. Also, a reduction in lease equipment following a review and licence consolidation has led to efficiencies.	(299,732)		Elissa Rospigliosi
<b>Legal Services</b>	Legal – The variance is partly due to an underspend in relation to staffing budget. In addition other expenses have been tightly controlled. Performance in relation to income has been down on the year but this has been balanced with the underspend on staffing costs. In relation to consumption for the year the City's % has shown a fall for the year.	(28,783)		Tom Lewis
<b>Property Services</b>	The Lion Yard - The variance is primarily in respect of a prior year ground rent balancing charge adjustment. N.B. We receive a percentage of the net income for the Lion Yard Centre, but the property is managed by a third party.	145,750		Philip Doggett
<b>Property Services</b>	Lion Yard - South End - The variance is due to a change in policy with regard to accounting for quarterly rental income.	51,367		Philip Doggett
<b>Property Services</b>	Other Commercial Properties - The net income shortfall is primarily due to the impact of COVID-19 / general economic downturn on commercial property rental income e.g. a reduction in income from ground rents for which we receive a percentage of income, but the properties are managed by others.	187,940		Philip Doggett
<b>Property Services - Other</b>	Property Services - The variance is primarily due to a one-off increase in asset valuation fees. The latest 3 year contract with the Council's external Valuer ended with the 2020 valuations. We have an approved contract deviation for a further year to undertake the 2021 valuations and will go out to tender in the Autumn for the 2022 valuations onwards. Asset valuations have been difficult this year due to general market uncertainty	48,055		Dave Prinsep

## Appendix B

Service Grouping	Reason for Variance	Amount	£	Contact
	caused by Covid and the wider effects on the economy impacting rents and capital values. In addition, the valuations are further investigated by External Audit with greater scrutiny to satisfy sign off for the Statement of Accounts. This further scrutiny requires the external Valuer to respond to significant queries to support the values.			
<b>Revenues and Benefits</b>	Rent Allowances & Rent Rebates - The variance is primarily due to a reduction in the recovery of benefit overpayments (from claimants no longer claiming benefits) due to COVID-19 - £103k and net subsidy differences of £53k within overall expenditure of £30.5 million.	155,663		Naomi Armstrong
<b>Revenues and Benefits</b>	Local Taxation - The variance is primarily due to a reduction in fees collected income (court costs income) due to COVID-19 - £97k and one-off staffing restructuring costs of £105k (N.B. costs incurred in order to deliver future year ongoing savings). Costs partly offset by (£59k) business rates pooling fees and (£38k) staffing savings primarily resulting from a post that was held vacant during the year that has now been obsoleted via the restructure for the service.	114,041		Kevin Jay
<b>Revenues and Benefits</b>	Housing Benefits - The variance is primarily due to staffing savings resulting from posts held vacant during the financial year that have now been obsoleted via the restructure for the service (£69k), a one off additional admin subsidy grant for the 2020/21 financial year that was received in March 2021 (£35k) and one-off staffing restructuring costs of £57k (NB costs incurred in order to deliver future year ongoing savings).	(71,875)		Naomi Armstrong
<b>Revenues and Benefits</b>	Revenue Overheads - The variance is primarily due to one-off staffing restructuring costs (N.B. costs incurred in order to deliver future year ongoing savings).	96,236		Naomi Armstrong
<b>S&amp;OS Development (excluding Project Delivery)</b>	River Frontage Management - Small overachievement on licencing owing to increased occupations. Underspend on maintenance during Covid period with specialist contractors not available - funds not therefore committed.	(23,884)		Anthony French
<b>Strategic Director 1</b>	Strategic Director 1 - Additional spend for security following XR action earlier this year and for an assessment for GH and Mandela £29k	39,577		Fiona Bryant
<b>Other</b>	Miscellaneous	18,942		-
		<b>(125,389)</b>		

## Strategy and External Partnerships Portfolio / Strategy &amp; Resources Committee

## Revenue Budget 2020/21 – Major Variances from Final Revenue Budgets

Service Grouping	Reason for Variance	Amount	£	Contact
<b>Central Costs</b>	Central Provisions to be Allocated - The interim MTFS forecasted an initial shortfall of £9.8m in additional spend and underachieved income in 20-21 due to Covid. This budgeted additional cost was held centrally in order to maintain visibility of individual service overspends. The underspend here is offset by Covid-related overspends on other individual cost centres.	(9,799,180)		Karen Whyatt
<b>Central Costs</b>	Support Services Trading Balances - The cost centre variance is prior to the transfer of individual support service year-end balances, which are reported elsewhere. It also partly relates to support service costs which are not fully allocated to services at the budget stage.	222,279		Richard Wesbroom
<b>Central Costs</b>	Pensions - Early retirements and Past Deficit - £36k relates to the correction of an historic error in the GF/HRA split, and the remainder is rephasing due to the impact of discounting.	166,708		Karen Whyatt
<b>Chief Executives</b>	Corporate Management - The overspend is an unavoidable revenue pressure and it is in relation to costs incurred in the course of recruitment and employment of the interim post of chief executive this financial year.	105,726		Robert Pollock
<b>Corporate Strategy</b>	Corporate Policy - The underspend results from a number of smaller underspends across the cost centre. Some of the underspend relates to salary costs for the Strategy and Partnerships Manager as a result of reduced working hours (£5k), and there has also been an underspend on staff-related budgets (£6k) due to Covid-19 restrictions on travel and face-to-face events (e.g. conferences, training and public transport). There were also underspends on budgets for events (£5k) and publicity (£6k) where we were not able to organise many face-to-face events or carry out advertising or publicity activities due to Covid-19 restrictions. Based on high demand for interpreting and translation services during the first lockdown when the Council was seeking to share Covid messages with particular community groups, in previous forecasts allowance was made for an overspend on the interpreting and translation budget over the course of the year. However, spend on this demand-led budget during the second half of the year was much lower than in the first half of the year.	(25,682)		David Kidston
<b>Democratic Services</b>	Civic Affairs and Twinning - Underspend relates to expenses for official public Events, and public transport for mayoral travel - budgets not utilised due to COVID restrictions for most of the year.	(23,183)		Gary Clift
<b>Democratic Services</b>	Electoral Registration - The variance on this cost centre is due to the reduced payments made to our registration canvassers for 20/21. Due to the pandemic and subsequent lockdown, our canvassers were unable to complete their door-to-door visits in November and therefore the money they would have earned was unused. Some savings were made due to the move to online canvassing; however, it is too early to say if this was a result of the pandemic or an ongoing change in householder's habits.	(20,059)		Vicky Breeding
<b>Democratic Services</b>	Committee Management - The underspend relates to employee budget underspend due to one member of staff retiring earlier in the year. There is also underspend on printing, hall hire, audio equipment hire for committee meetings and also training, all expenses not incurred this year due to COVID restrictions in	(30,686)		Gary Clift

## Appendix B

Service Grouping	Reason for Variance	Amount	£	Contact
	place.			
<b>Strategic Director 1</b>	Cambridge Northern Fringe East (CNFE) - The pandemic has resulted in delays in the project. A carry forward is requested to enable this to continue in 21-22	(95,451)		Fiona Bryant
<b>Other</b>	Miscellaneous	(59,324)		-
		<b>(9,558,852)</b>		

Reference	Description	Carry Forward Budget £	Contact
<b>Climate Change, Environment and City Centre/Environment and Community</b>			
1	<b>Tascomi</b> - The Tascomi project was due to be completed and paid for by March 21 but due to supplier and ICT issues the project has been delayed and therefore a carry forward is required.	65,760	Yvonne O'Donnell
<b>Total Climate Change, Environment and City Centre</b>		65,760	
<b>Communities/Environment and Community</b>			
2	<b>Culture and Community</b> - Romany Heritage Project - delayed by the onset of the Covid pandemic. Although some activities were progressed on-line this was not. As we have more information on the potential for face to face delivery, and more understanding of how to work with different groups in a blended way, the intention is to restart the work in 2021-22.	3,000	Jane Wilson
3	<b>Culture and Community</b> - Celebrating Women 2020 - delayed by the onset of the Covid pandemic. Although some activities were progressed on-line this was not. As we have more information on the potential for face to face delivery, and more understanding of how to work with different groups in a blended way, the intention is to restart the work in 2021-22.	10,000	Jane Wilson
4	<b>Culture and Community</b> - Activate - delayed by the onset of the Covid pandemic. Although some activities were progressed on-line this was not. As we have more information on the potential for face to face delivery, and more understanding of how to work with different groups in a blended way, the intention is to restart the work in 2021-22.	12,450	Jane Wilson
5	<b>Neighbourhood Community Development</b> - The Food Hub Project is a priority task for the service and councillors. As a result of the COVID emergency, redeployment and increased workload of council officers and the need for Cambridge Sustainable Food to deliver emergency food to communities, work on finding a more permanent site for the food hub has not been progressed as we had anticipated this year. However the pandemic has informed revised future requirements which are being discussed and the search for a permanent site has begun. This budget will be used to underpin revenue costs for the project once a base has been found.	44,000	Sally Roden
6	<b>Leisure Contract Client Costs</b> - Request carry forward of £75k earmarked for Refit 3 carbon reduction capital projects	75,000	Ian Ross
7	<b>Community Service (Sport &amp; Recreation)</b> - The money allocated to this subjective account was specifically to be able to provide a free exercise referral (ER) service for up to 200 residents in the greatest need. This was the last year of annual grant money (£10k) provided by the Anti-Poverty Fund, to specifically fund a free ER service. Since the forced closure of leisure facilities (as a result of COVID 19), the service has been unable to re-open fully for new referrals since March 2020 and therefore this final year of money remains unspent. We fully expect that upon the easing of this third lockdown and the safe re-opening of leisure facilities, that we will be able to open ER services again for the first time to new referrals since Autumn; only one referral was able to take up a free place on the ER service upon its brief re-opening in the Autumn. As a result of the pandemic, we expect to see a steady upsurge in the demand for ER in 2021-22; particularly with a potential widening of health and economic inequalities in Cambridge, caused by COVID.	10,000	Carrie Holbrook
<b>Total Communities</b>		154,450	
<b>Housing (GF) Portfolio / Housing</b>			
8	<b>Energy Officer</b> - In 20/21 we were given Executive Councillor support to undertake consultancy work to produce a study to understand the scale of investment, activity and resources required to bring the private housing stock in Cambridge up to net zero standards. This requires support from other departments and is something we have not been able to progress this year due to procurement activity required and stakeholder engagement required. However this will be completed in 2021/22.	24,480	Justin Smith
<b>Total Housing</b>		24,480	

Reference	Description	Carry Forward Budget £	Contact
<b>Planning Policy and Open Spaces/Planning and Transport</b>			
9	<b>Arboriculture</b> - Tree work start and end dates generally fall across the financial year end, in order to accommodate the volume of work at this time of year. COVID has led to delays in contract completion necessitating extensions to works.	59,970	Matthew Magrath
10	<b>Local Nature Reserves</b> - Baseline habitat survey, biodiversity net gain calculations complete, report and invoice due by March 2021, request carry forward to cover consultation, amendments, design and publication.	7,420	Guy Belcher
<b>Total Planning Policy and Open Spaces</b>		67,390	
<b>Transport and Community Safety/Planning and Transport</b>			
11	<b>Community Safety</b> - The recruitment to the Youth Liaison Officer post did not take place in 2020 because of Covid restrictions which also delayed a complimentary project on County Lines which has now gone ahead. We would need the post to be fixed term for 2 years in order to deliver the aims of the role. The carry forward when added to the base budget for 21/22 and 22/23 would allow us to do this. The intention now is to recruit from April 2021 to a fixed term post ending in March 2023 if the carry forward is allowed.	11,250	Debbie Kaye
12	<b>Electric Vehicle Charging</b> - EV consultancy budget is requested to be carried forward to 21-22 as part of overall EV project and tender that was launched May 2021	36,240	Sean Cleary
<b>Total Transport and Community Safety</b>		47,490	
<b>Finance and Resources/Strategy &amp; Resources</b>			
13	<b>Customer Service Centre</b> - It was agreed by senior officers and the Exec Councillor that the underspend in the Customer Service budget would be used to fund project activities associated with the progression of the service review. The project activities are estimated to conclude at the end of Q1 2021-2022. This budget is needed to fund the implementation resource required to deliver the new service model and therefore realise the savings planned in 2021-2022 from the service review.	60,000	Clarissa Norman
14	<b>Commercial Property Additional Maintenance</b> - We have placed and committed to a purchase order placed under our strategic contract with TSG in accordance with the agreed contractual process for structural repairs work on 69-71 Lensfield Road. We anticipate a "lead-in" period of 3 to 4 weeks starting on 1st March 2021, with site activities commencing on 15th March 2021. This will take the completion date beyond 31st March 2021. The building is considered to be in a dangerous condition and has needed a carefully considered design solution and a preferred sequence of work. Failure to engage with these works could result in loss of amenity, serious consequences for a Health & Safety Executive perspective and insurance losses arising out of injury to the public who use the roads and pavements and occupiers of neighbouring properties.	26,400	Clive de Silva
15	<b>HR - Organisational Development</b> - This money was earmarked for strategic priority work within the Transformation budget during 2020/21. This has now been allocated to the HR budget after approval by the Executive Councillor. However this was a late 20-21 change. The strategic work will focus on a new Management Development Framework to develop leadership and management skills within the council which has been unable to be completed by the end of the year. It is asked that the budget is carried forward so that the strategic work can be continued in 21/22.	15,000	Deborah Simpson
<b>Total Finance and Resources</b>		101,400	
<b>Strategy and External Partnerships/Strategy &amp; Resources</b>			
16	<b>Elections</b> - The decision by central Government to postpone the elections due on 7 May 2020, resulted in the all-out city council polls being moved to 6 May 2021. It is therefore requested to carry-over the outstanding amount in the 1353 elections cost centre in order to facilitate the funding of the delayed polls in the next financial year, where otherwise no city polls would have taken place.	17,820	Vicky Breeding
17	<b>Cambridge Northern Fringe East (CNFE)</b> - The pandemic has resulted in the need to reformat consultation timing and occurrence on the AAP and Relocation projects which has, in turn, delayed engagement and progress on the core site development into 2021/22. Therefore a carry forward is requested for the remaining budget in the current year	95,450	Fiona Bryant
<b>Total Strategy and External Partnerships</b>		113,270	

Reference	Description	Carry Forward Budget £	Contact
<b>Central Budgets</b>			
18	<b>Project Plan Expenditure Charged to Revenue - Feasibility Study Project Work -</b> The projects which this carry forward relate to are Mill Lane Boathouse (£20,000), Park Street Car Park redevelopment (£10,000), Cherry Hinton library (£940), Bus shelters (£2,000), Bishops Mills sluice (£20,000), Cambridge Junction (£9,230), Hobson's Brook (10,000), Designer for BMX trail (£7,260 )and Trees for Parker's Piece (£5,000)	84,430	Various
<b>Total Central Budgets</b>		84,430	
<b>Total All Portfolios</b>		658,670	

## Overview Capital Budget Outturn

<i>Committee</i>	<i>Original Budget £000</i>	<i>Final Budget £000</i>	<i>Outturn £000</i>	<i>Variance £000</i>	<i>Rephase £000</i>	<i>Over / (Under) Spend £000</i>
<b>Environment &amp; Community Committee</b>						
Climate Change, Environment and City Centre Portfolio	699	1,807	854	(953)	929	(24)
Communities Portfolio	1,338	4,842	238	(4,604)	4,607	3
<b>Environment &amp; Community Committee Total</b>	<b>2,037</b>	<b>6,649</b>	<b>1,092</b>	<b>(5,557)</b>	<b>5,536</b>	<b>(21)</b>
<b>Housing Committee</b>						
Housing (GF) Portfolio	2,168	2,594	134	(2,460)	2,460	0
<b>Housing Committee Total</b>	<b>2,168</b>	<b>2,594</b>	<b>134</b>	<b>(2,460)</b>	<b>2,460</b>	<b>0</b>
<b>Planning &amp; Transport Committee</b>						
Planning Policy and Open Spaces Portfolio	520	1,731	326	(1,405)	1,390	(15)
Transport and Community Safety Portfolio	130	501	60	(441)	462	21
<b>Planning &amp; Transport Committee Total</b>	<b>650</b>	<b>2,232</b>	<b>386</b>	<b>(1,846)</b>	<b>1,852</b>	<b>6</b>
<b>Strategy &amp; Resources Committee</b>						
Finance & Resources Portfolio	30,135	50,706	13,998	(36,708)	39,363	2,655
<b>Strategy &amp; Resources Committee Total</b>	<b>30,135</b>	<b>50,706</b>	<b>13,998</b>	<b>(36,708)</b>	<b>39,363</b>	<b>2,655</b>
<b>Total Committees</b>	<b>34,990</b>	<b>62,181</b>	<b>15,610</b>	<b>(46,571)</b>	<b>49,211</b>	<b>2,640</b>
Housing (GF) Portfolio	877	1,130	281	(849)	0	(849)
Housing (HRA) Portfolio	60,118	53,929	34,170	(19,759)	18,610	(1,149)
<b>Total for Housing Capital Investment Programme</b>	<b>60,995</b>	<b>55,059</b>	<b>34,451</b>	<b>(20,608)</b>	<b>18,610</b>	<b>(1,998)</b>
<b>Total Capital Plan</b>	<b>95,985</b>	<b>117,240</b>	<b>50,061</b>	<b>(67,179)</b>	<b>67,821</b>	<b>642</b>

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

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

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



## Capital Budget 2020/21 - Outturn

Capital Ref	Description	Lead Officer	Original Budget 2020/21 £'000's	Final Budget 2020/21 £'000's	Outturn 2020/21 £'000's	Variance - Outturn compared to Final Budget £'000's	Rephase Spend 2021/22 £'000's	Over / (Under) Spend £'000's	Variance Explanation
100023 - PR035	Waste & Recycling Bins - New Developments (S106)	Trevor Nicoll	0	143	0	(143)	143	0	No spend has been allocated for the cost of bins delivered to new developments in 20-21. This budget needs to be reviewed in the 21-22 year to take into account S106 receipts for the purchase of waste receptacles received
100171 - PR017	Vehicle Replacement Programme	David Cox	400	695	637	(58)	24	(34)	All vehicles delivered except for Fleet 256 on order. Rephase of budget to cover this cost is requested
<b>Total Programmes</b>			400	838	637	(201)	167	(34)	

100112 - SC645	Electric vehicle charging points - taxis	Jo Dicks	50	386	30	(356)	356	0	Significant Connection delays due to UKPN and Covid has meant that the project has been delayed by 12 months but significant delivery has been achieved. 12 of 21 proposed charge points are installed and operational with the remaining 9 planned for delivery by September 21. Purchase orders have been issued for further sites
100200 - SC654	Redevelopment of Silver Street Toilets	Declan O'Halloran	0	0	11	11	(11)	0	A revised planning application was submitted on the 29th March. The determination period indicates a decision around the 10th August. Technical design can start w/c 24th August. Tenders issued January 2022, with construction June 2022. Initial costs were earlier than expected. The full budget for the scheme is in 21-22
100220 - SC651	Shared ICT waste management software - Alloy/Yotta	Joel Carre	0	297	124	(173)	173	0	Whilst the configuration and testing of the Alloy system for Grounds has progressed as per plan, the development of fully end to end Digital processes has taken considerably longer than originally anticipated. Project timescales have been reliant on the availability of Digital Sprints and the subsequent release process, however this integration is currently in development and will soon be released back to the team for testing. The longer delivery programme has also meant project programmed spend with full remaining budget will need to be carried forward into 2021/22.
100252 - SC688	Environmental Health software	Joel Carre	0	46	23	(23)	23	0	The delay is due to the supplier not resolving issues in a timely manner and hence withholding final payment until such time as we are satisfied with the software
100279 - SC712	Automation of Bishops Mill sluice gate	Alistair Wilson	90	90	0	(90)	90	0	This project has not yet been developed. It is now scheduled for 21/22. It has been allocated to the Drainage Team to progress
100281 - SC714	Changing Places toilets at Quayside	Alistair Wilson	100	100	0	(100)	100	0	This project was delayed due to the impact of COVID and project development time available.
100289 - SC722	Purchase of link tip bodies	Trevor Nicoll	27	18	28	10	0	10	Scheme is complete. The additional spend was due to 2 extra skips being purchased for the growth sites at Trumpington to collect cardboard waste. Covered skips has limited contamination of the material and journey times to collect the waste has reduced.
100295 - SC727	Logan's Meadow vehicular access	Joel Carre	32	32	0	(32)	32	0	Design and build tender has been issued. Market test complete and tenderer has been selected. Looking to award to the successful contractor.
100346 - SC775	Market Square project	Joel Carre	0	0	1	1	(1)	0	The minor initial costs were earlier than expected. The full budget for the scheme is in 21-22.
<b>Total Projects</b>			299	969	217	(752)	762	10	

<b>Total</b>	699	1,807	854	(953)	929	(24)
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100018 - SC548	S106 Southern Connections Public Art Commission	Alistair Wilson	0	13	0	(13)	13	0	This project has been reconfigured for delivery in the Autumn of 2021. The number of trees and their locations have been reduced, but the original scope and purpose are retained.
100028 - PR034d	S106 Public art 150th and 400th Anniversary Cambridge Rules	Nadine Black	0	0	12	12	0	12	Project is complete. The original budget covered the cost of design, build and installation of the artwork but the additional costs of the launch and the export of installations were added to the scheme later and thus show as an overspend.
100154 - SC644	Acquisition of land adjacent to Huntingdon Road Crematorium	Glyn Theobald	0	42	5	(37)	37	0	No further work was undertaken in 20/21 because of the pandemic, we are looking to undertake some of the project work in 21/22 regarding planning and car park construction and enabling works for the cafe.
100203 - PR042g	S106 To the River - artist in residence	Nadine Black	0	60	11	(49)	49	0	Report to Place Board expected June 2021 which will set out the business case for the next phase.
100217 - PR040z	S106 Public art: Historyworks: Michael Rosen Walking Trail 2	Nadine Black	0	10	0	(10)	10	0	Project is complete however we are awaiting the evaluation report. Without this we cannot make the final payment. The full grant may be repayable if the applicant is not able to provide this information.
100232 - PR042m	S106 Public art grant - Chesterton village sign	Nadine Black	0	10	0	(10)	10	0	Due to the pandemic and resources the project has not moved forward.
100233 - PR042n	Public art grant - HistoryWorks: Travellers and Outsiders	Nadine Black	0	15	0	(15)	0	(15)	De-allocate funding and reallocate to a new project.
100234 - PR042l	S106 Public art grant - Faith and Hope	Nadine Black	0	14	8	(6)	6	0	Outstanding payment for the proportion of a legacy element of the project which needs further discussion with the Executive Councillor.
100236 - SC678	Crematorium - additional car park	Glyn Theobald	0	339	0	(339)	339	0	All site works were delayed due to the pandemic. Some consultancy work was progressed and the planning application completed and submitted. On the successful planning determination, the procurement process and construction will be developed.
100237 - SC679	Crematorium - cafe facilities	Glyn Theobald	0	307	3	(304)	304	0	Work has been delayed due to Covid. The planning application has been submitted and procurement of the operator and the building structure will be undertaken in 21/22.
100241 - SC646	Redevelopment of Cambridge Junction	Jane Wilson	0	31	1	(30)	30	0	Project paused for review of business case in the light of COVID
100247 - PR042d	S106 Romsey Mill community facility grant	Jackie Hanson	0	21	0	(21)	21	0	Project delayed due to Covid19
100256 - SC692	CHUB - community extension to Cherry Hinton library	Jackie Hanson	0	766	2	(764)	764	0	Project delayed due to Covid19 Need to secure funding commitment from RBL and underwriting by the Council. Going to S&R July 2021. When budget finalised building work can be progressed.
100264 - SC699	Corn Exchange fire doors	Jane Wilson	0	0	6	6	0	6	Work complete- unbudgeted additional costs, work had to be completed for health and safety compliance
100265 - SC700	S106 Nightingale community garden hut	Guy Belcher	0	11	11	0	0	0	Project complete
100273 - SC708	Replacement plantroom at Jesus Green outdoor pool	Ian Ross	140	140	0	(140)	140	0	Project on Hold - Pending Staff resources back from COVID Duties
100277 - SC710	Guildhall Small Hall wooden floor	Jane Wilson	45	0	0	0	0	0	Project delayed due to COVID
100278 - SC711	Guildhall PA system	Jane Wilson	25	0	0	0	0	0	Project paused due to COVID

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100299 - SC731	Cambridge Food Hub	Vicky Haywood	100	100	0	(100)	100	0	Food Hub currently has a temporary base at Buchan St NC and is secure for the short to medium term at this venue. The council continues to support the project with staff hours. We have worked with the FPA / CSF to update the specification for the project's requirements and are researching possible venues .
100302 - SC734	Grant for Arbury Court meeting room - voluntary	Jackie Hanson	0	3	3	0	0	0	Project complete
100303 - SC735	S106 Grant for Chesterton Methodist Church	Jackie Hanson	0	15	15	0	0	0	Project complete
100304 - SC736	S106 Grant for St George's Church improvements	Jackie Hanson	0	15	2	(13)	13	0	Project delayed due to Covid19 Reviewing project with St George's as there have been impacts that may affect project progress.
100306 - SC738	Wilberforce Road artificial pitches (S106)	Ian Ross	0	250	0	(250)	250	0	Awaiting Uni Sign off
100307 - SC739	S106 Abbey Pool improvements	Ian Ross	425	230	86	(144)	144	0	Works ongoing - awaiting delivery programme from Ustigate
100308 - SC740	S106 Chesterton Rec pavilion	Ian Ross	178	238	71	(167)	167	0	Works under construction by Ermine Construction Ltd
100309 - SC741	S106 Nightingale Rec Ground pavilion	Ian Ross	425	505	2	(503)	503	0	Site to be demolished in May 2021 Foundation works scoped and new build commissioned at modular build plant
100325 - SC755	BEIS grant for Parkside pools decarbonisation works	Ian Ross	0	989	0	(989)	989	0	Works ongoing - Planning Application to be submitted
100326 - SC756	BEIS grant for Abbey pool decarbonisation works	Ian Ross	0	718	0	(718)	718	0	Works ongoing. Budget requested to be rephased.
<b>Total Projects</b>			<b>1,338</b>	<b>4,842</b>	<b>238</b>	<b>(4,604)</b>	<b>4,607</b>	<b>3</b>	

<b>Total</b>	<b>1,338</b>	<b>4,842</b>	<b>238</b>	<b>(4,604)</b>	<b>4,607</b>	<b>3</b>
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100258 - SC694	Meadows Community Hub and Buchan St retail outlet	Claire Flowers	2,168	2,594	134	(2,460)	2,460	0	Project delayed in planning stage- now in contract (March 2021)
<b>Total Projects</b>			2,168	2,594	134	(2,460)	2,460	0	

200000	Repairs Assistance (Owner Occupiers)	Jo Wilson	195	195	84	(111)	0	(111)	Due to the pandemic of Covid 19, it has been a difficult year and we were unable to go into some of the homes to complete the works as some of our vulnerable clients were shielding.
200001	Mandatory Disabled Facilities Grants (Tenants)	Jo Wilson	341	467	124	(343)	0	(343)	Due to the pandemic of Covid 19, it has been a difficult year and we were unable to go into a lot of our clients homes to complete the adaptations as some of our vulnerable clients were shielding.
200002	Mandatory Disabled Facilities Grants (Owner Occupiers)	Jo Wilson	341	468	64	(404)	0	(404)	Due to the pandemic of Covid 19, it has been a difficult year and we were unable to go into a lot of our clients home to complete the adaptations as some of our vulnerable clients were shielding.
200003	Top Up Assistance (Owner Occupiers)	Jo Wilson	0	0	(1)	(1)	0	(1)	Due to the pandemic of Covid 19, it has been a difficult year and we were unable to go into people's home to complete the adaptations as some of our vulnerable clients were shielding.
200004	Relocation Grant (Tenants)	Jo Wilson	0	0	8	8	0	8	Due to the pandemic of Covid 19, it has been a difficult year and we were unable to go into people's home to complete the adaptations as some of our vulnerable clients were shielding.
200007	Top Up Assistance (Tenants)	Jo Wilson	0	0	2	2	0	2	This was required as the DFG was over £30,000 and it was all necessary work.
<b>Total Other GF Housing</b>			877	1,130	281	(849)	0	(849)	

<b>Total</b>	3,045	3,724	415	(3,309)	2,460	(849)
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100291 - SC723	[Withdrawn] Upgrade Kings Hedges recreation areas	Alistair Wilson	150	0	0	0	0	0	This item was withdrawn in the Interim MTFS. (COVID response)
<b>Total Completed</b>			150	0	0	0	0	0	
100001 - PR010a	Environmental Improvements Programme - North Area	John Richards	0	25	21	(4)	4	0	Rolling programme of annual schemes reduced in scope in 2020/ 21 to help meet Covid-19 resource pressures. Small underspend against budget. New budget available for 2021/ 22.
100002 - PR010b	Environmental Improvements Programme - South Area	John Richards	0	58	2	(56)	56	0	Programme delivery in 2020/ 21 paused to help meet in year Covid-19 financial pressures, with significant underspend against budget available. Additional funding available for 2021/ 22.
100003 - PR010c	Environmental Improvements Programme - West/Central Area	John Richards	0	66	5	(61)	61	0	Programme delivery in 2020/ 21 paused to help meet in year Covid-19 financial pressures, with significant underspend against budget available. Additional funding available for 2021/ 22.
100004 - PR010d	Environmental Improvements Programme - East Area	John Richards	0	58	11	(47)	47	0	Programme delivery in 2020/ 21 paused to help meet in year Covid-19 financial pressures, with significant underspend against budget available. Additional funding available for 2020/ 21.
100259 - PR010	Environmental Improvements Programme	Alistair Wilson	170	140	3	(137)	137	0	This programme was scaled back in early summer 2020 in order to meet the Covid-19 driven emergency budget pressures. Furthermore, staffing resource within Streets & Open Spaces has been required to be re-allocated towards supporting the safe recovery of the city centre and local centres through 2020 and 2021. Projects are, however, being progressed as resources allow.
<b>Total Programmes</b>			170	347	42	(305)	305	0	
100025 - SC571	Procurement of IT System to Manage Community Infrastructure	Stephen Kelly	0	20	0	(20)	20	0	Procurement for this has not yet commenced, but is expected to be completed in 21/22.
100035 - PR030h	S106 Romsey 'town square' public realm improvements	John Richards	0	7	2	(5)	0	(5)	Project completed with slight saving against total budget.
100088 - SC615	S106 Cherry Hinton Grounds improvements Phase 2	Alistair Wilson	0	0	8	8	0	8	This project is now complete
100105 - SC633	S106 Reinforcing grass edges along paths	Alistair Wilson	0	77	72	(5)	0	(5)	This project is now complete
100122 - PR032s	S106 Footbridge across Hobson's Brook (Accordia development)	John Richards	0	0	1	1	0	1	Project now completed. Minor costs incurred within project tolerance incurred during 2020/ 21 year to complete and close-down project.
100197 - SC662	Shared Planning Service software implementation	Stephen Kelly	0	32	0	(32)	32	0	Costs likely to be incurred in 21/22 with further implementation activity being driven by the emerging service review.
100216 - PR032w	S106 Accordia open space improvements	Alistair Wilson	0	5	0	(5)	5	0	Work has been completed on the swales and further works are anticipated in 2021
100218 - PR031q	S106 Bramblefields nature reserve: to improve biodiversity	Alistair Wilson	0	2	0	(2)	0	(2)	This project is complete. No further planting is recommended
100224 - PR032z	S106 Trumpington Rec Ground trim trail and climbing frame	Alistair Wilson	0	7	0	(7)	0	(7)	This project is now complete
100226 - PR032y	S106 Trumpington Rec Ground skate park	John Richards	0	3	2	(1)	0	(1)	Scheme completed

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100227 - PR031r	S106 Chesterton Rec Ground skate and scooter park	John Richards	0	50	3	(47)	47	0	Scheme development and delivery delayed by consultation responses that gave no clear mandate. Project scope revisited with a new proposal brought forward, assisted by additional £20k S106 funding allocated Autumn 2020. new proposal consulted on in early 2021 has majority support, with target finalised design, delivery and completion by end 2021.
100280 - SC713	Replacement air quality monitoring equipment	Justin Smith	200	200	0	(200)	200	0	Project was delayed due to the impacts of Covid on staff time with other priorities being met. The replacement of the air quality monitoring equipment is still a priority with the equipment coming to the end of their reasonable life expectancy.
100314 - SC744	S106 Cherry Hinton Hall play area	John Parrott	0	150	150	0	0	0	Scheme complete
100315 - SC745	S106 Chestnut Grove play area: benches and bins	John Parrott	0	8	3	(5)	5	0	Benches now in stock, delay due to delivery issues
100316 - SC746	S106 Nightingale Avenue rec ground footpath improvements	John Parrott	0	10	10	0	0	0	Project complete
100317 - SC747	S106 Nightingale Avenue rec ground: new all-weather footpath	John Parrott	0	15	0	(15)	15	0	Order raised for further works. Current under spend will be used up by September 2021
100318 - SC748	S106 Consort Way play area (Trumpington Meadows): fencing	Kelli Munn	0	10	6	(4)	0	(4)	Scheme complete
100324 - SC754	City centre recovery - Combined Authority grant funding	John Richards	0	710	20	(690)	690	0	Costs incurred thus far relate primarily to officer recharges for 2020/ 21. Project delivery plan well advanced with procurement of most outputs now underway. Spend expected to increase significantly in coming months. The programme is running behind target however and is not expected to complete until late 2021.
100327 - SC757	S106 Jesus Green ditch biodiversity improvements	Alistair Wilson	0	60	7	(53)	53	0	Outline design in progress to support stakeholder and public engagement and consultation.
100349 - SC778	Parker's Piece tree planting	Matthew Magrath	0	18	0	(18)	18	0	Project yet to commence in earnest. Rephase of budget requested
<b>Total Projects</b>			200	1,384	284	(1,100)	1,085	(15)	

<b>Total</b>	520	1,731	326	(1,405)	1,390	(15)
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100050 - PR039	Minor Highway Improvement Programme	John Richards	30	48	14	(34)	34	0	Rolling programme of contributions towards largely County Council led Local Highways Improvements (LHIs). Some further costs (approx. £5k) for year 2020/21 still to be invoiced by County Council. Remaining budget underspend is a programme saving and is requested to be carried forward to year 2021/22 to help meet commitments.
<b>Total Programmes</b>			30	48	14	(34)	34	0	
100032 - SC590	Structural Holding Repairs & Lift Refurbishment - Car Parks	Sean Cleary	0	200	1	(199)	199	0	Multi year structural refurbishment project for all car parks with the balance being requested to be rephased to 21-22
100156 - PV007	Cycleways	John Richards	0	0	5	5	(5)	0	Budget for year 2020/ 21 was withdrawn to help meet in year Covid-19 financial pressures. The programme had resources committed to two major schemes, both with dependencies on other agency's projects. Work was paused where practicable, but some needed to continue to meet commitments made - hence staffing cost recharges. Full budget reinstated for 2021/ 22.
100193 - SC658	Cambridge City CCTV infrastructure	Joel Carre	0	12	12	0	0	0	Project complete
100238 - SC680	CCTV equipment upgrade	Joel Carre	0	3	3	0	0	0	Project complete
100240 - SC682	Pay and display equipment upgrade	Sean Cleary	0	0	1	1	0	1	Replacement of P&D machines. Project complete
100268 - SC703 REFCUS	King's Parade - temporary barriers	John Richards	0	0	19	19	0	19	Temporary interim scheme now introduced but there were significant costs this year related to payments to County for highways works and TROs.
100292 - SC724	Residential electric charging points	Jo Dicks	100	50	0	(50)	50	0	Funding to support the roll out of EV solutions for Cambridge City
100319 - SC749	S106 Holbrook Road play area improvements	John Parrott	0	47	3	(44)	44	0	Work delayed due to Covid - construction works started 6th May 21
100320 - SC750	S106 Arbury Court play area improvements	John Parrott	0	30	0	(30)	30	0	Work delayed due to Covid - construction to begin Monday 17th May
100321 - SC751	S106 Robert May Close play area improvements	John Parrott	0	40	0	(40)	40	0	Work delayed due to Covid - construction due to begin 31st May
100322 - SC752	S106 Byron's Pool ecological mitigations	Guy Belcher	0	30	0	(30)	30	0	There has been no spend in this financial year due to work load and Covid restrictions.
100323 - SC753	S106 Nine Wells ecological mitigations	Guy Belcher	0	40	0	(40)	40	0	There has been no spend in this financial year due to work load and Covid restrictions.
<b>Total Projects</b>			100	452	44	(408)	428	20	
100158 - PV018	Bus Shelters	John Richards	0	1	2	1	0	1	Project completed with slight variance within tolerance.
<b>Total Provisions</b>			0	1	2	1	0	1	
<b>Total</b>			130	501	60	(441)	462	21	

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100142	Relocation of services to 130 Cowley Road (OAS)	Will Barfield	0	0	(33)	(33)	0	(33)	Scheme completed.
100251	Customer Service Centre improvements	Clarissa Norman	0	0	12	12	0	12	All essential activities associated with this project have been completed. Project is to be closed.
100284	3C ICT resource planning tool	Fiona Bryant	7	0	0	0	0	0	Project withdrawn
100287	Improving and consolidating corporate data	Fiona Bryant	20	0	0	0	0	0	Project withdrawn
<b>Total Completed</b>			<b>27</b>	<b>0</b>	<b>(21)</b>	<b>(21)</b>	<b>0</b>	<b>(21)</b>	

100139	Office Accommodation Strategy Phase 2 (OAS)	Dave Prinsep	0	70	58	(12)	12	0	Most OAS works have been completed but further requirements have been needed in some locations. Covid-19 delayed some decisions in this respect. Any remaining works will be reviewed and implemented over the summer.
100155	Building works at the Guildhall to reduce carbon emissions	Will Barfield	0	58	35	(23)	15	(8)	Project was signed off as complete in March 21. the measurement and verification stage has been paid for an is now underway. There is a retention of £14,833 that will be due in March 2022
100275	Commercial property repair and maintenance	Will Barfield	300	225	153	(72)	72	0	Under spend is result of works at Dales Brewery being less extensive than estimated. Roofing works and window replacement were completed, some windows were repairable and structural works were not required.
100276	Administrative buildings maintenance	Will Barfield	188	94	25	(69)	69	0	Works to replace the goods lift at the Guildhall are planned but this is a specialist item and E+F is seeking additional quotes. Work planned for 21/22.
<b>Total Programmes</b>			<b>488</b>	<b>447</b>	<b>271</b>	<b>(176)</b>	<b>168</b>	<b>(8)</b>	

100146	Mobile working (OAS)	Dave Prinsep	0	15	0	(15)	15	0	Most OAS works were completed with some decisions to be made around AV and meeting room fit out. Decisions were delayed due to Covid-19 and possible changes that may be required. Plans being made for new ways of working and office/equipment requirements to enable this.
100170	Replacement Telecommunications & Local Area Network	Fiona Bryant	0	14	0	(14)	14	0	Planned procurement is at the end of the 2020-2021. Rephase of the budget to 21-22 is requested.
100190	Resealing the roof at Robert Davies Court	Will Barfield	0	177	39	(138)	0	(138)	The major re-roofing work that was planned is no longer required
100194	My Cambridge City online customer portal	Elissa Rospigliosi	0	46	64	18	(18)	0	Ongoing technical development of the customer portal has been undertaken to enable implementation of the council's new customer service model. These costs have been offset against underspends elsewhere in the transformation budget.
100195	Council Anywhere - desktop transformation	Fiona Bryant	18	204	224	20	(20)	0	The overspend was due to purchasing more equipment to complete the roll out of Council Anywhere than originally estimated. The budget will be rephased from 21/22 to cover the overspend in 20/21.
100202	Office optimisation (OAS)	Dave Prinsep	0	50	0	(50)	50	0	Most of the OAS was implemented but decisions on further works were deferred to review how early stages worked and if further work may be required. Further work may be required to ensure staff can be accommodated as part of the OAS and also in light of Covid-19.
100205	Mill Road Redevelopment - Development Loan to CIP	Caroline Ryba	2,554	7,100	1,800	(5,300)	5,300	0	Construction delays due to Covid pandemic and lower CIP borrowing requirements due to the cash flow effects of the Affordable Housing payment schedule have delayed drawdowns. Rephasing of £5.3m is required to ensure that the full amount of the agreed loan, £12m is available to CIP.
100206	Mill Road Redevelopment - Equity Loan to CIP	Caroline Ryba	0	4,265	0	(4,265)	4,265	0	Equity contributions from the Council and its development partner have not yet been required, due to close management of cash. However equity drawdowns are expected in 2021/22, therefore the budget of £4.265m requires rephasing into that year.
100225	Cromwell Road Redevelopment (GF)	Claire Flowers	0	0	2,820	2,820	0	2,820	This variance relates to a change in how the Cromwell Road project is funded within the Council between the General fund and HRA. Project overall is on progress for delivery. Resources to fund this spend are held in the Capital Receipts Reserve.
100243	Property Management software	Philip Doggett	0	96	8	(88)	88	0	Contract with the chosen supplier was completed on 25 March 2021. Implementation/software installation to take place during the 2021/22 financial year. Remaining budget to be carried forward to the 2021/22 financial year for completion of the project.



## Capital Budget 2020/21 - Outturn

100253	Income management software	Clarissa Norman	0	15	0	(15)	15	0	The income management replacement project has been paused by 3C's ICT in agreement with the Head of Transformation and the IT's from SCDC & HDC. When the project commences the whole budget will be required to fund the replacement system.
100254	Secure phone payments	Clarissa Norman	0	24	0	(24)	24	0	Clarification is required to confirm the timing of this project. The procurement of corporate and contact centre telephony is in train, with implementation planned by November/December 21 therefore this project maybe aligned to this implementation. The funds will be required to complete the project once a decision has been made in consultation with 3C ICT.
100255	HRIS new system	Deborah Simpson	150	149	162	13	0	13	Project is now live, continued implementation of modules for recruitment and learning and development taking place. Additional costs have arisen during implementation across three councils with data management and phased implementation.
100257	Lion Yard shopping centre investment	Dave Prinsep	1,800	6,000	0	(6,000)	6,000	0	Changing market conditions and Covid-19 have impacted original proposals which are being reassessed by the Council's long leaseholder. The project is that of the long leaseholder and timings are managed by them.
100260	Cromwell Road Redevelopment - equity loan to CIP	Caroline Ryba	3,037	5,000	0	(5,000)	5,000	0	Equity contributions from the Council and its development partner have not yet been required, due to close management of cash. However equity drawdowns are expected in 2021/22, therefore the budget of £5m requires rephasing into that year.
100261	Cromwell Road Redevelopment - development loan to CIP	Caroline Ryba	11,300	13,500	7,900	(5,600)	5,600	0	Construction delays due to Covid pandemic and lower CIP borrowing requirements due to the cash flow effects of the Affordable Housing payment schedule have delayed drawdowns. Rephasing of £5.6m is required to ensure that the full total of the loan, £16m is available to CIP.
100266	Dales Brewery fire alarm system	Clare Mitchell	0	2	1	(1)	0	(1)	Scheme completed.
100283 - SC716	Replacement telephony system with call centre	Elissa Rospigliosi	150	150	0	(150)	150	0	This is a 3 Council programme now run by a contractor (previously 3C ICT led). City requirements are being worked through with key stakeholders, including the needs of the Contact Centre. Baselined programme docs are being updated as key decisions have been made. ITT to be issued Mar'21.
100285	Data centre capacity growth 2020-2024	Fiona Bryant	34	34	23	(11)	0	(11)	Scheme completed. The reason for the underspend is a combination of 3C ICT procuring the hardware at a competitive price, and the work to install and configure the hardware was completed during working hours avoiding the payment of overtime, keeping costs down.
100286	Cyber security improvements	Fiona Bryant	10	10	11	1	0	1	Scheme completed.
100288	Call management for 3C ICT service desk	Fiona Bryant	7	7	0	(7)	7	0	Planned procurement is at the end of the 2020-2021 FY.
100300	Park Street car park development	Fiona Bryant	9,744	9,744	565	(9,179)	9,179	0	Need to retender for main contractor which is underway and expected to complete by August 2021. Project on track to start on site in early 2022
100313	L2 equity loan to CIP	Caroline Ryba	0	500	0	(500)	500	0	Equity contributions from the Council and its development partner have not yet been required, as this development is not yet on site. The 2020/21 budget of £500k therefore requires rephasing into 2021/22 year.
<b>Total Projects</b>			<b>28,804</b>	<b>47,102</b>	<b>13,617</b>	<b>(33,485)</b>	<b>36,169</b>	<b>2,684</b>	

100020	Development Of land at Clay Farm	Dave Prinsep	816	357	131	(226)	226	0	A contractual agreement is in place whereby we contribute 7% of the net costs incurred in respect of the Collaboration Agreement with Countryside Properties. Rate of invoices from Countryside Properties relate directly to rate of house-building which is variable and beyond our control. Forecast end date for the scheme is currently December 2024. Budget of £226k to be carried forward to the 2021/22 financial year.
100290	Local investment bond	Caroline Ryba	0	2,800	0	(2,800)	2,800	0	The borrower's plans have been delayed due to Covid-19, however drawdown of the remaining £2.8m is expected in 2021/22, and therefore rephasing of that amount is required.
<b>Total Provisions</b>			<b>816</b>	<b>3,157</b>	<b>131</b>	<b>(3,026)</b>	<b>3,026</b>	<b>0</b>	

<b>Total</b>	<b>30,135</b>	<b>50,706</b>	<b>13,998</b>	<b>(36,708)</b>	<b>39,363</b>	<b>2,655</b>
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Changes between original and final budgets may be made to reflect:

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

and are detailed and approved:

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

## 2020/21 Housing Capital Investment Plan - HRA &amp; General Fund Housing

	Original Budget £000's	Current Budget £000's	Outturn £000's	Variance £000's	Re-phase Spend £000's	Notes	Re-Phasing Year				Budget
							2021/22 £000's	2022/23 £000's	2023/24 £000's	Post 2023/24 £000's	2021/22 £000's
<b>General Fund Housing Capital Spend</b>											
Investment in Non-HRA Affordable Housing	0	0	0	0	0		0	0	0	0	0
Other General Fund Housing	877	1,130	281	(849)	0	1	0	0	0	0	902
<b>Total General Fund Housing Capital Spend</b>	<b>877</b>	<b>1,130</b>	<b>281</b>	<b>(849)</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>902</b>
<b>HRA Capital Spend</b>											
Decent Homes Programme	14,138	13,140	6,660	(6,480)	5,864	2	4,386	1,310	0	168	22,217
Other Spend on HRA Stock	3,762	4,743	2,003	(2,740)	2,503	3	2,503	0	0	0	5,683
HRA New Build	40,122	30,630	23,267	(7,363)	7,170	4	7,170	0	0	0	52,935
HRA Acquisition	1,500	4,383	1,834	(2,549)	2,549	5	2,549	0	0	0	2,549
Sheltered Housing Capital Investment	0	15	15	0	0		0	0	0	0	0
Other HRA Capital Spend	330	752	391	(361)	258	6	238	20	0	0	568
Inflation Allowance	266	266	0	(266)	266	7	266	0	0	0	1,005
<b>Total HRA Capital Spend</b>	<b>60,118</b>	<b>53,929</b>	<b>34,170</b>	<b>(19,759)</b>	<b>18,610</b>		<b>17,112</b>	<b>1,330</b>	<b>0</b>	<b>168</b>	<b>84,957</b>
<b>Total Housing Capital Spend</b>	<b>60,995</b>	<b>55,059</b>	<b>34,451</b>	<b>(20,608)</b>	<b>18,610</b>		<b>17,112</b>	<b>1,330</b>	<b>0</b>	<b>168</b>	<b>85,859</b>
<b>Housing Capital Resources</b>											
Right to Buy Receipts (General Use)	(478)	(405)	(468)	(63)	0	8	0	0	0	0	(478)
Right to Buy Receipts (Retained for New Build / Acquisition)	(10,217)	(6,702)	(2,446)	4,256	0	8	0	0	0	0	(6,131)
Right to Buy Receipts (Debt Set-Aside)	0	0	(266)	(266)	0	8	0	0	0	0	0
Other Capital Receipts (Shared Ownership)	(300)	(300)	(68)	232	0	9	0	0	0	0	(300)
Other Capital Receipts (Land and Dwellings)	0	0	(301)	(301)	0	9	0	0	0	0	0
MRA / MRR	(5,878)	(7,860)	(7,103)	757	(757)	10	(589)	0	0	(168)	(23,220)
Client Contributions	0	0	(271)	(271)	0	11	0	0	0	0	0
Direct Revenue Financing of Capital (Including R&R)	(14,182)	(15,079)	(4,794)	10,285	(10,284)	12	(10,284)	0	0	0	(29,417)
Other Capital Resources (Grants / Loan Repayments)	(23,468)	(17,288)	(31,520)	(14,232)	16,597	13	16,378	219	0	0	(1,932)
Prudential Borrowing	0	0	0	0	0		0	0	0	0	0
<b>Total Housing Capital Resources</b>	<b>(54,523)</b>	<b>(47,634)</b>	<b>(47,237)</b>	<b>397</b>	<b>5,556</b>		<b>5,505</b>	<b>219</b>	<b>0</b>	<b>(168)</b>	<b>(61,478)</b>
<b>Net (Surplus) / Deficit of Resources</b>	<b>6,472</b>	<b>7,425</b>	<b>(12,786)</b>	<b>(20,211)</b>			<b>22,617</b>	<b>1,549</b>	<b>0</b>	<b>0</b>	<b>24,381</b>
<b>Capital Balances b/f</b>	<b>(42,323)</b>	<b>(42,323)</b>	<b>(42,323)</b>								<b>(38,080)</b>
<b>Use of / (Contribution to) Balances in Year</b>	<b>6,472</b>	<b>7,425</b>	<b>(12,786)</b>				<b>22,617</b>	<b>1,549</b>	<b>0</b>	<b>0</b>	<b>24,381</b>
Set-aside for future Debt Redemption	9,856	9,856	10,121								
Ear-marked for specific Retained Right to Buy Receipts 1-4-1 Investment	10,635	10,635	6,908								
<b>Residual capital resources remaining to fund future Housing Investment Programme</b>	<b>(15,360)</b>	<b>(14,407)</b>	<b>(38,080)</b>								<b>(13,699)</b>

## Notes to the Housing Capital Investment Plan

Note	Reason for Variance
1	Disabled Facilities Grants were underspent by £747,000 predominantly due to reduced demand and limited access to the homes of potentially vulnerable clients in 2020/21 as a direct result of the coronavirus pandemic. No re-phasing has been requested as the funding through the Better Care Fund in 2021/22 is anticipated to be sufficient to meet demand. The authority will explore potential uses for the balance of funds held, but must ensure these comply with the grant conditions under which the funding was received. Private Sector Grants and Loans also reported an underspent (£102,000), where demand has reduced in recent years.
2	A net underspend of £6,480,000 in decent homes expenditure during 2020/21 is a combination of under and overspending against the specific decent homes elements. Overspending in roof structure (£144,000) and external doors (£86,000) is more than offset by underspending in bathrooms (£722,000), kitchens (£392,000), re-wiring (£147,000), energy and insulation works (£1,542,000), central heating (£506,000), sulphate (£102,000), other health and safety (£53,000), roof coverings (£199,000), HHSRS (£196,000), capitalised officer fees (£26,000), contractor overheads (£711,000), wall structure (£1,857,000), windows (£182,000), other external works (£73,000) and chimneys (£2,000). These variances are before accounting for leaseholder income, which is reported separately. Re-phasing of underspending in 2020/21 into 2021/22 is requested in respect of energy improvements (£1,542,000), roof covering (£54,000), re-wiring (£81,000), kitchens (£392,000), bathrooms (£279,000), wall structure (£1,050,000), windows (£182,000), HHSRS (£196,000), other health and safety works (£53,000), other external works (£73,000) and contractor overheads (£484,000). Some re-phasing of budgets is requested into later years in the programme, including central heating and boilers (£506,000), re-wiring (£66,000), bathrooms (£443,000), wall structure (£200,000), sulphate works (£102,000) and contractor overheads (£161,000) when the budget is now expected to be required.
3	A net underspend of £2,740,000 was evident in 2020/21. Fire prevention works were underspent (£629,000), with the need to carry this forward into 2021/22, electrical works to communal areas was underspent by £146,000, with the need to carry this resource forward. Underspending in Disabled Adaptations (£420,000) with £200,000 re-phased, lifts (£115,000) all re-phased, communal areas uplift (£82,000), all re-phased, asbestos removal (£31,000) all re-phased, hard-surfacing works (£57,000) all re-phased, fire works (£629,000), all re-phased, communal electrical works (£146,000), all re-phased and communal doors (£329,000), all re-phased into 2021/22. Underspending in capitalised officers fees (£17,000) does not require re-phasing. Overspending in garage improvements (£14,000) and communal area floor coverings (£11,000) are also reported at year end. The capital funding for Estate Investment works, was underspent by £783,000 with all of the resource requested as a carry forward to complete the 5 year programme. Underspending of £156,000 in respect of contractor overheads combines some slippage with the impact of underspending in other areas and £131,000 is requested to be re-phased.
4	The net underspend of £7,363,000 in the new build programme in 2020/21 relates predominantly to delays in 4 schemes. Securing vacant possession of the sites at both Colville Road and Campkin Road took longer than anticipated, with the coronavirus pandemic making this more complex in 2020/21, causing underspending of £1,692,000 and £1,682,000 respectively. Delays have also been experienced in the projects at the Meadows and Buchan Street and Clerk Maxwell, where delays in the planning process resulted in underspending of £1,072,000 and £586,000 respectively. Net re-phasing of £7,170,000 is required. Re-phasing of budget for Colville Road II (£1,692,000), Campkin Road (£1,682,000), Meadows and Buchan (£1,072,000), Clerk Maxwell (£586,000), Colville Road III (£539,000), L2 (£398,000), Anstey Way (£93,000), Akeman Street (£27,000), Ventress Close (£50,000), Kingsway (£58,000), Mill Road (£36,000), Cromwell Road (£57,000), Histon Road (£17,000), Ditton Walk (£60,000), Aragon Close (£98,000), Sackville Close (£99,000), Borrowdale (£98,000), POD Homes (£10,000), Queensmeadow (£1,000), Colville Road Garages (£1,000), Wulfstan Way (£1,000), Kendal Way (£1,000), Gunhild Way (£1,000) and Teddar Way (£1,000), is partially offset by negative re-phasing where spend is ahead of profile for Fen Road (£8,000). £500,000 of funding for early costs associated with the new 1,000 home programme is also requested as a carry forward into 2021/22 to supplement any land acquisitions. The profile of spending on all of these schemes will be reviewed again as part of the HRA Medium Term Financial Strategy.

5	Budget of £2,482,000 was incorporated into the programme for land or property acquisitions to facilitate development. Of this £1,834,000 was spent and £648,000 is requested to be re-phased to allow one acquisition to complete when combined with the new homes programme funding of £500,000 above. £1,901,000 of resource was included to allow the authority to acquire homes for rough sleeper accommodation, but this was not utilised at 31 March 2021. A number of purchases are now progressing, with a request to carry forward the funds into 2021/22, when a new grant bid has been made to MHCLG for supplementary funding.
6	A net underspend of £361,000 in this area of the programme comprises reduced activity in respect of shared ownership re-purchase in 2020/21, giving rise to a £103,000 underspend, and underspending due to the need to recognise the revised timeframe required to implement the new Housing Management Information System (£238,000), with the latter requiring re-phasing into 2021/22. The underspend against funding for works to HRA commercial premises (£21,000) results in a request to re-phase £20,000 of resource into future years.
7	The inflation allowance of £266,000 was not allocated to schemes in 2020/21 due to the level of underspending. By re-phasing this into 2021/22 the allowance can be allocated where required once final scheme / contract values are known.
8	16 properties were sold in total during 2020/21. £468,000 of the capital receipt is available for general use (after all costs have been deducted from each receipt), while £266,000 of the overall capital receipt is identified as set-aside to be offset against the debt associated with the unit no longer owned. A further £2,446,000 of right to buy receipts have been retained by the local authority in 2020/21, but must be re-invested now in financing up to 40% of additional social housing units, provided this is done within a 5 year time frame.
9	With little activity in respect of shared ownership housing in 2020/21, a net sum of £68,000 was retained once any sums due to MHCLG had been paid. A net capital receipt was recognised in 2020/21 in relation to the sale of an HRA dwelling as part of an agreement to secure vacant possession of a development site.
10	The major repairs reserve was used to finance capital expenditure in the housing stock in 2020/21, including investment in decent homes work and other investment in the housing stock. Where less of this funding was utilised in 2020/21 than anticipated, it will instead be utilised in 2021/22 and beyond.
11	Income was recovered from leaseholders in 2020/21 in relation to their share of the cost of major improvements undertaken as part of the decent homes programme (£230,000) and was also received from private residents in relation to contributions towards DFG's or private sector housing repair grants (£41,000).
12	The use of revenue funding for capital purposes was less than anticipated, due to underspending across the capital programme. This resource will instead be required in 2021/22 to meet the cost of the re-phased capital expenditure.
13	Devolution Grant received in 2020/21 was significantly greater than anticipated as a direct result of MHCLG making the final payment of £15,000,000 to the Council directly, as opposed to paying via the Combined Authority and the Combined Authority paying across all unclaimed sums at 31 March 2021 (£7,785,000). The grant received in advance of incurring expenditure in 2020/21 (£16,597,000) will be used in 2021/22.

The capital underspend in respect of decent homes and other investment in the housing stock for 2020/21 can be summarised as follows, with more in depth explanations provided in the tables below:

Slippage – works ordered to be delivered in 2021/22	(£6,889,000)
Slippage – works ordered to be delivered in future years	(£1,478,000)
Savings (from disability adaptations, structural works, contractor overheads, officer fees, roof covering, Overspending in doors, roof structure, garages and floor coverings	(£1,108,000)
	£255,000
	(£9,220,000)

#### Decent Homes expenditure

A net underspend of £6,480,000 in decent homes expenditure during 20/21 is a combination of under and overspending against the specific decent homes elements.

	Value	Rephasing to 20/21	Rephasing to future years	Explanation
<b>Overspending</b>				
External doors	£86,000			Additional doors were ordered to partially offset forecast underspends in other parts of the programme
Roof structure	£144,000			The extent of structural roofing repair work at Books Road cost more than the allocated budget. This was offset by the underspend on roof coverings
<b>Underspending</b>				
Bathrooms	(£722,000)	£279,000	£443,000	Delivery of internal Decent Homes work was severely affected by national lockdowns and work did not start until September 2020. In addition there was a large amount of "no access" (119 properties) partly due to Covid 19. There-phasing is split over this year and future years as we do not expect to gain access to all these properties this year.
Kitchens	(£392,000)	£392,000		Delivery of internal Decent Homes work was severely affected by national lockdowns and work did not start until September 2020. In addition there was a large amount of "no access" (61 properties) partly due to Covid 19.
Re-wiring	(£147,000)	£81,000	£66,000	Delivery of internal Decent Homes work was severely affected by national lockdowns and work did not start until September 2020. In addition there was a large amount of "no access" (89 properties) partly due to Covid 19. The slippage is split over this year and future years as we do not expect to gain access to all these properties this year.
Energy and insulation works	(£1,542,000)	£1,542,000		The contract for external wall insulation and PV panels to 80 properties was approved by Committee in September 2020 and started on site in February 2021. Work is due to be completed in July 2021. In addition, of 600 loft insulation jobs issued only 150 were completed due to surveying delays and access issues as a result of Covid 19.
Central heating	(£506,000)		£506,000	The underspend is a result of access issues to 237 properties. This partly a result of Covid 19
Sulphate attack	(£102,000)		£102,000	This work is undertaken when a property becomes void - no affected property became void in 2020/21 so the budget is requested to be moved to later in the capital programme.
Balconies (Other health and safety)	(£53,000)	£53,000		This underspend relates to unfinished structural work and associated repairs at Sackville Close flats. This work is on site but was delayed starting due to Covid 19
Roof coverings	(£199,000)	£54,000		The underspend is off set by the overspend on roof structure works.
HHSRS	(£196,000)	£196,000		A large part of the HHSRS programme was completed. External staircase works at Shelly Row had to be postponed for access reasons due to Covid 19. Internal works were not programmed to start until September 2020 due to national lockdowns. There was also large amount of "no access" for internal works - this work is carried forward to 20/21.
Capitalised officer fees	(£26,000)			The value of officer time that can be capitalised each year depends upon the nature of work that is carried out by each member of the team. Underspends in a range of budgets account for this underspend in fees.
Contractor overheads	(£711,000)	£484,000	£161,000	Underspending in specific decent homes elements results in a corresponding underspend in contractor overheads.
Wall Structure	(£1,857,000)	£1,050,000	£200,000	There was a large underspend on this programme of work. Around £600,000 of this is savings as a result of competitive tenders for work being less than the estimate cost. In addition some properties were omitted from works programmes as a result of them being added to the Council's redevelopment programme. Works at Hawkins Road and Ekin Road had delayed starts due to national lockdowns.
Windows	(£182,000)	£182,000		A large part of the window programme was successfully completed but Covid 19 caused delays to the design / surveying process early in the year. Later in the year after work had resumed there were national shortages in materials.
Other external works (masonry painting)	(£73,000)	£73,000		2021/21 was the first year of the new masonry painting cycle. The property cycle follows the external repair and paint programme. So it is possible this programme may have overspends in some years and underspends in others for the first 7-year cycle.
Chimneys	(£2,000)			There was a small budget for this work and no work was required in 20/21
<b>Total</b>	<b>(£6,480,000)</b>	<b>£4,386,000</b>	<b>£1,478,000</b>	

#### Other Investment in the Housing Stock

A net underspend of £2,739,000 in other capital expenditure was evident in 2020/21.

	Value	Rephasing to 20/21	Rephasing to future years	Explanation
<b>Overspending</b>				
Garage improvements	£14,000			The overspend is result of additional works been ordered to complete both blocks of garages at Welstead Road at the same time
Communal area floor coverings	£11,000			Additional works were ordered at 38-82 Maitland Avenue so that flooring could be done at the same time as other works in this block.
<b>Underspending</b>				
Fire prevention works were underspent, with the need to carry this forward into 2020/21	(£629,000)	£629,000		The fire safety / prevention works programme contained a number of different elements in 2020/21. Some of these were delayed and this is why the request is made to carry the budget forward to 2021/22.
				Emergency lighting at Maitland Avenue and Albemarle Way - the survey / design of work was delayed by Covid 19. Works are now priced and will be on site in summer 2021.
				Fire escape from maisonettes 4.5m above ground level. Pilot installations were halted by coronavirus. Work did not resume until September 2020. Works are now progressing on site. The money needs to be carried forward to complete the programme.

	Value	Rephasing to 20/21	Rephasing to future years	Explanation
				Fire compartment improvements in five houses that have been converted into flats. There have been delays caused by access and lease issues. The money needs to be carried forward to address this risk in 21/22.
				Fire alarm installation at Kingsway flats - this work is in the design/ pricing stage so the budget needs to be carried forward to 21/22
Electrical works to communal areas	(£146,000)	£146,000		Work was originally planned at Edgecombe flats. Detailed surveys and design suggested the work was not as urgent as first thought. Work was not ordered. Work is now planned for Kingsway flats and this project is in the design stage.
Disability Adaptations	(£420,000)	£200,000		Internal Decent Homes work was affected by national lockdowns and work did not start until September 2020. In addition there were access and shielding issues in this client group due to Covid 19. This work is based on Occupational Therapist referrals - these did not take place in the national lockdowns.
Lifts	(£115,000)	£115,000		Work on lifts at three sheltered housing schemes could not take place as a result of Covid 19 and the emergency work-only policy in our sheltered housing schemes. Work has now resumed and these will be completed in 21/22
Communal area uplift	(£82,000)	£82,000		Work has been ordered at Edgecombe flats but the work was not completed by end March. This is being carried out in 21/22.
Asbestos removal	(£31,000)	£31,000		This work to communal areas was postponed until 21/22 due to Covid 19.
Hard-surfacing works	(£57,000)	£57,000		Most of the hard-surfacing works budget was spent. A number of smaller trip hazards were ordered with our contractor and these had to be individually surveyed and priced before work could start. The work was all ordered but not completed by
Communal doors	(£329,000)	£329,000		£107,000 or work was ordered in 20/21 but was not completed by 31/3/21. The remainder of the programme has been issued to our contractor but has not been priced. The work is still required and re-phasing is requested to 21/22.
Capitalised officer fees	(£17,000)	£0		The value of officer time that can be capitalised each year depends upon the nature of work that is carried out by each member of the team. In 2019/20 there was an increase in the level of officer time spent on revenue activity, resulting in an underspend against the capital allocation.
Estate investment programme	(£783,000)	£783,000		The slippage relates to a street lamp column replacement contract. There were delay completing survey work due to Covid 19. In addition there have been delays completing the procurement of this work. The work is expected to start in summer 2021.
Contractor overheads - combines some slippage with the impact of underspending in other areas and £109,000 is requested to be re-phased.	(£156,000)	£131,000		Underspending in specific investment elements results in a corresponding underspend in contractor overheads.
Total	(£2,740,000)	£2,503,000	£0	