



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

**Date:** Thursday, 21 November 2024

**Time:** 5.30 pm

**Venue:** Council Chamber, The Guildhall, Market Square, Cambridge, CB2 3QJ [access the building via Peashill entrance]

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

**Agenda**

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Minutes of the meeting held on 30 September 2024 (Pages 3 - 22)
- 4 Public Questions

**Decisions for the Leader**

- 5 Combined Authority Update (Pages 23 - 66)
- 6 Annual Complaints Self-Assessment (Pages 67 - 110)

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

- 7 Treasury Management Half Yearly Update Report (Pages 111 - 24/25 132)
- 8 Civic Quarter Project Update (Pages 133 - 322)

Appendix 3 and its associated schedules to the report relate to information which following a public interest test the public is likely to be excluded by virtue of paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972 because it contains detailed cost reports that may impact a future procurement process and commercially sensitive information on existing business models.

Public appendices can be found here [Cambridge Civic Quarter: Strategy and Resources Scrutiny Committee - Cambridge City Council](#)

**Strategy and Resources Scrutiny Committee Members:** Robertson (Chair), Gawthrope Wood (Vice-Chair), Baigent, Bennett, Bick, Sheil, Young and Todd-Jones

**Alternates:** Ashton, Clough, Griffin, Martinelli and Porrer

**Executive Councillors:** Davey (Leader), Gilderdale (Statutory Deputy Leader with Executive Responsibility for Economy and Skills) and S. Smith (Executive Councillor for Finance and Resources)

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**The full text of any public question must be submitted in writing by noon two working days before the date of the meeting or it will not be accepted. All questions submitted by the deadline will be published on the meeting webpage before the meeting is held.**

Further information on public speaking will be supplied once registration and the written question / statement has been received.

**STRATEGY AND RESOURCES SCRUTINY COMMITTEE** 30 September 2024  
17:30-20:00

**Present:** Councillors Robertson (Chair), Gawthrop Wood (Vice-Chair), Baigent, Bick, Griffin, Sheil and Young

Councillor Bennett attended virtually.

**FOR THE INFORMATION OF THE COUNCIL**

**24/19/SR Apologies for Absence**

Apologies were received from Councillor Todd-Jones.

**24/20/SR Declarations of Interest**

Name	Item	Reason
Councillor Baigent	All	Personal: Member of Cambridge Cycle Campaign

**24/21/SR Minutes of the previous meetings held on 1 July and 18 July 2024**

Councillor Sheil advised that he was present at the meeting on 1 July, but his attendance was not recorded and the minutes should be amended accordingly.

The minutes of the meeting held on 1 July and 18 July were then approved as a correct record and signed by the Chair.

**24/22/SR Public Questions**

**Question 1:**

There is so little detail in this report and little detail in the July 2023 report, the staff would like to know is there going to be cut to direct service? In the last Town Haall meeting it was mentioned the committee should scrutinise but there isn't enough information to fully scrutinize. Using the stores as an

example, if there isn't a 'like for like service' what will actually happen? Will this come back to the **November 21st** committee as this will effect tenants.

The Leader of the Council responded with the following:

- i. The decision to make £11million pounds in saving over the next four years was not a choice that the Council had taken lightly.
- ii. The recommendation for these savings were first published in the BSR the previous year and now the Council needed to make decisions on how to make those savings.
- iii. The purpose of the report was to provide high level context for the proposed savings and consultations.
- iv. Following consultation with both staff and the public, a report would be brought back to the relevant committee(s) with further details on where and how the savings would be made.
- v. Any significant changes to services the Council provided would be presented through the scrutiny committee for process and proposals to be debated and discussed.
- vi. Internal changes to staffing structures would become clearer following the process outlined.
- vii. Trade Unions should and would be involved throughout the process.

**Supplementary:**

- i. Important that the detail was brought to the scrutiny committee.
- ii. Using the stores department as an example, if the agreed savings were not met, this could come back to Committee and be looked at further.

The Leader said the following:

- i. It would be helpful to have evidence of where things haven't worked over the last year.
- ii. When the detail of the savings came forward it would be be brought back to the scrutiny committee after there had been a chance to discuss with the Trade Unions and the relevant staff members the proposals.

**Question 2:**

Cambridge is expanding a lot of thanks to our Council here today, there will be more social and private homes. The scrutiny report has no detail in out how savings are going to be made? It feels like as Cambridge is getting bigger, but we may be cutting services and staff. What services and staff levels are being considered, could this come back to the scrutiny committee? And how will it affect service users as there is no details?

The Leader said the following in response:

- i. Any changes that would be made to services which affected residents and / or staff would go through the correct scrutiny process.
- ii. It was imperative that there was scrutiny from all Members of the Council, discussions would take place over the coming months.
- iii. Given the financial constraints under which the Council was operating it was hoped that Officers and Members could talk with Ministers in Central Government about what was possible.
- iv. Had met with Ministers when visiting Cambridge and stressed the issue that with the proposed increase in population there needed to be services in place. One of the concerns raised regarded 'data lag' as the Government were using data ten years out of date which made it problematic in providing accurate reporting.

**Supplementary:**

- i. Sought confirmation there would be no action until a further report had been presented to the Scrutiny Committee.

The Leader responded.

- i. Confirmed that no action would be taken.
- ii. This was about high-level context, setting the ability for Senior Officers to consult with both staff and residents.

**Question 3:**

My understanding of the scrutiny report is that it is aimed at saving money yet there's no details in the report how this will be done, especially with the increase of contractors in the last two years. We use more contractors now where we could save thousands of pounds by having more in house staff, has this been considered and has comparison be done ? But there is no details in the report, could this be addressed and come back to another committee once this has been looked at for scrutiny?

The Leader responded with the following:

- i. Believed the question to be about contractors and subcontractors and how they were used.
- ii. The Council faced challenges and needed to make changes for residents which would be brought back to scrutiny with the detail, when in place.
- iii. There was a variable method concerning contractors, when they worked well it helped the Council to look at time limited and clear design principles to keep people focused.
- iv. Believed that the work completed by contractors on the operational hub was a good example of contractors being used properly.

- v. Contractors when used effectively could help the Council's tenants and residents in a positive way.

**Supplementary Question:**

- i. Would it be possible to produce a comparison of cost between the Council's inhouse service and the sub-contractors which could be brought a future scrutiny meeting, as there is not enough detail in the current report.

The Chief Operating Officer responded:

- i. It was possible to present material information to the scrutiny committee. However, would need to be made aware of the specific details wanted to be brought back and whether it was appropriate to bring through the scrutiny process and when.
- ii. Staffing matters were a delegated responsibility to relevant Officers which had to be discussed with the relevant Executive Councillors.

The Leader advised that when future discussions would take place with the Unions, it may be possible to share the requested comparison when appropriate.

**Question 4:**

I would like to ask as there isn't any details in the report if the transformation team will be looked at as in the cost, over £5m? The report mentions saving money but a large budget has been found to fund the transformation team yet there seems to be freeze on recruitment for front line staff. Will all details be available to be scrutinised later?

The Leader said the following:

- i. The transformation proposals were considered at a past meeting of the Strategy & Resources Committee.
- ii. It was agreed that to make the savings the Council would require a one of expenditure which would be funded from the Council's reserves at that time.
- iii. As with all finances a budget had been allocated to meet the priorities of the Council.
- iv. A recruitment freeze was in place to minimise the risk of redundancies during the extended period of change.
- v. Stricter guidelines had been put in place regarding the recruitment of vacant positions; whether filled through direct recruitment or agencies, would require direct sign off to identify and plan for posts that could be part of the redeployment pool.

**Supplementary Question:**

- i. Requested that the cost of implementing the transformation to the saving costs was clearly shown in a future report; it looked as if the Council had currently spent more than it was trying to save.

The Leader said the following:

- i. Had previously been challenged by the Opposition Councillors on the same question so would ask Officers to provide the information requested.

**Question 5:**

Could there be an update on the Extended working hours which includes the results of the tenant's survey last month to see if there is a requirement for this proposed change? Since July 2023 there has been no meaning full discussions around this. Staff are concerned about this and have family issues that will be affected. Other councils do not offer this as there is not a need from their tenants. A similar council we visited this year do not do this and we have half the staff of them.

The Executive Councillor for Finance and Resources replied with the following:

- i. There were several tenant engagement surveys' currently underway which would be shared when the data had been analysed.
- ii. The pilot project which had been approved in July would probably offer the most valuable opportunity to gage the effectiveness of the extended services.
- iii. Would have to wait to determine what the take up would be for the additional weekend appointment slots.
- iv. South Cambridgeshire District Council provided optional appointments from 8pm, weekdays and 8am to 12pm, Saturday, which may be available by exception and delivered through an outsourced model.

**Supplementary Question:**

- i. Find it difficult to understand is that a report has been produced for this scrutiny committee for something that was not sensitive, ie, the working conditions and the impact of the workforce.
- ii. The survey closed in August and were still waiting for the results to be shared, how many people responded, what was the percentage of those in favour of extended hours, as far as staff were aware, there was not a lot of interest.

- iii. Staff needed to be made aware so personal arrangements could be made if required for issues such as child care, adult care and other personal commitments.

The Executive Councillor for Finance and Resources said the following:

- i. Agreed that the results needed to be shared as soon as was possible.

**Question 6 on behalf of Unison:**

Why is the Council choosing to move £7,918,000 into General Fund Reserves (see table on page 28 MTFS) when in 2022 it was said that ‘providing there are no unexpected changes to the tax base or the rate of collection, the accumulated surplus will be distributed and received into the General fund in 2023 and 2024/25? Instead, this figure is coming out of the funding of revenue and creating a budget gap in 2025/26?

On page 43 of the MTFS it says ‘provided the Council can deliver the recurring savings requirements, the GF reserve balance is forecast to remain above the target level over the next 5 years, even without the benefit of additional business rates growth.

Why isn't the business rates growth funding used to “smooth” this year's budget to lessen the severity of the cuts and likely severe impact on staff and valued services and put less back into reserves? This would also give time for the new Labour government decisions around the future funding of local government to begin to translate into reality and impact this and other councils?

The Executive Councillor for Finance and Resources responded:

- i. The planned transfer of the £7,918,000 into General Fund Reserves was in line with the Council's long-standing policy not to rely on monies received from business rates retention.
- ii. It was very volatile and subject to reset; the Council were at the peak of business rates retention monies and was expecting this to be the final year.
- iii. Many Local Authorities Chief Finance Officers across the county anticipated that the reset would take place next year. In the event of this happening the surplus monies from business rates retention would reduce to £500,000 approximately.
- iv. The approach reflected the prudence of the Council's approach over the years, if there had been spending then further savings would be required than was currently being proposed. The Council would not have the reserves it had to fund capital projects, many of which were about saving revenue.



- v. The plan saving profile of £6million over the next two years was based on budget forecast of deficit in 2026/27 of £6.84 million.
- vi. Even if all the business rates retention monies were used to fund services this would only have a minimal effect on reducing the budget gap. This wouldn't make a significant difference to the need to make at least £6million in savings in 2026/27.
- vii. Regardless of the level of reserves the Council had , there was a need to address the structural budget deficit.
- viii. The reserves could only be spent once, but the revenue was recurring year in, year out. That was why the investment in Transformation made sense because it was one of the investments to make recurring savings.

**Supplementary Question:**

- i. Needed to be clear on the severity of the savings proposed because of the way the Council was looking to balance the budget.
- ii. This would harmfully reduce the public facing services which elected members must value and constituents.
- iii. If the Council continued to make the savings as it did last year such as the closing of public toilets, this would be deeply felt and lead to public anger, just as it did ten years ago.
- iv. Would ask if Members were ready for the public backlash and would be comfortable with the consequences of this.

The Executive Councillor for Finance and Resources said the following:

- i. There would be a public consultation on the budget making process as there had been each year.
- ii. Savings were needed which meant there would be difficult decisions to be made.
- iii. The Council would respond to public opinion.
- iv. Believed that what was most important to the public was that they saw the Council financially prudent, had a balanced budget and be funded sustainably. If this didn't happen, the Council would be in worse position politically.

**Question 7:**

This report asks the Committee to agree the principals for communities' group and economy and place group and delegate authority to the relevant director /CEO to develop and implement internal organisation in line with council policy. How can the scrutiny committee recommend this with no detailed information being submitted at this committee? Can this be brought back to the November committee when all the detail are available?

The Leader made the following comments:

- i. It was important to have proper and public scrutiny, and this report was about getting to the next stage of the process.
- ii. The consultation process would allow the Council to listen to staff and residents. The data would be analysed and brought back for scrutiny and debate whether through the BSR process or the appropriate scrutiny committees.

**Supplementary Question:**

- i. Understood the process but staff were concerned as shown tonight with their attendance and public questions.
- ii. The reason for their concern was at the previous meeting of the Strategy and Resources Committee, there had been a decision to go forward on the stores which had still not yet been brought with the detail but was being pushed through.
- iii. Other reports which had come through on high level principle had not been brought back to Committee.
- iv. Although staff were being assured that the stores report would come back with detail for scrutiny and debate as stated there were other reports which had not been brought back to Committee.
- v. Officers had said that the process had been through the scrutiny committee and therefore had the backing of Members. It needed to be made clear this was not the case and would be brought back for further scrutiny.

The Leader said the following:

- i. Aware of a trust issue and sounded like the stores process had not been run as staff would have liked.
- ii. Trust could be built by having proper communication. Meetings had taken place with the Trade Unions, the relevant Executive Councillors and Deputy Leader, which could be built upon.
- iii. Members did not come into politics to make savings, but this needed to be done.

**Question 8:**

At the last town hall meeting it was said that the scrutiny committee's job was to scrutinise the recommendations proposed for the Leader.

In the report on page 57 it says proposals for city services and the corporate hub were agreed at the S&R committee on 3 July 2023 and 29 January 2024 .

In the committee report of 3 July 2023 page 243 it says please note -timelines and savings outside of those owned solely by the city services ops programme team (our Cambridge) are estimates at this stage , and require further analysis before returning to the S&R has this been brought back to the S&R?

The Leader replied:

- i. It was the role of every scrutiny committee to scrutinise the recommendations put forward.
- ii. Today was about getting to the next stage of the process when the detail could be looked at.

### **24/23/SR To Note Record of Urgent Decision Taken by the Executive Councillor for Finance and Resources**

**5a \*\*\*RoD - Approval of funding to Cherry Hinton Community Benefit Society Limited for fitting out and starting up the Cherry Hinton Hub**  
Before the decision was noted, Councillor Young informed the Chair, she had not been consulted as the opposition spokesperson as outlined in the Out of Cycle procedure.

If she had been consulted would have questioned why this funding had not been allocated in the budget.

The decision was then noted.

### **24/24/SR Combined Authority Update Report**

#### **Matter for Decision**

The information report provided an update on the activities of the Cambridgeshire and Peterborough Combined Authority (CPCA) Board. Therefore, there was no decision to be made by the relevant Executive Councillor.

#### **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 Councillor A Smith.

In response to Members' questions Councillor A Smith said the following:

- i. Would be happy to talk to Officers to arrange a briefing on the bus franchising consultation in Cambridgeshire and Peterborough.
- ii. Would investigate if the bus franchising consultation in Cambridgeshire and Peterborough could be brought to the next Planning and Transport Scrutiny Committee for Members comments.
- iii. In response to the question if the CPCA had held further meetings with Government; there had several conversations amongst the constituent authorities and meetings which Cambridge City Council were involved with.
- iv. Cambridge City Councillors who sat on the CPCA, such as Councillor A Smith and Cllr Davey consistently worked hard to make the case for Cambridge City on all projects and scrutiny.
- v. Councillor Davey, as Leader of the Council, sat on the Cambridge 2050 Advisory Board.
- vi. UKREiF (Real Estate Investment and Infrastructure) was an investment and infrastructure forum. The CPCA planned to attend the 2024 annual conference. Cambridge as a major contributor the UK economy would feature next year.
- vii. The Infrastructure delivery framework was being worked on which would form part of the local growth plan.
- viii. At the National Infrastructure Round Table discussions had been held on water scarcity, Cambridge City Council had been represented by Joint Director of Planning and Economic Development, Stephen Kelly. Could not provide a date on when the information from that meeting would be published.
- ix. Last year the Council had agreed to move funding for Dial-a-Ride to the CPCA, in addition to direct funding from the CPCA.
- x. The City Council were aware that Dial-a-Ride required more support and would contribute an additional year's funding to allow the organisation to put together a long-term viability plan.
- xi. Papers from the last CPCA Transport and Infrastructure meeting could be accessed online outlining where improvements had been made to the school transport bus services. This also listed a variety of routes that the CPCA were looking to improve and when.

- xii. Work was also being done at combining certain school routes which should lead to a decrease in the cost of school taxis.
- xiii. The CPCA were currently exploring issues around the capital cost of franchising and location of depots; to make it fair there should be several bus companies who run the depots rather than a single bus company.
- xiv. Currently consulting on the concept of franchising; do we agree franchise.
- xv. A Business Growth and Social Impact Investment Fund of £9.5million spread over a few years had become available to support small and medium enterprises across the Cambridgeshire and Peterborough region, some of which was aimed at supporting the third sector.
- xvi. The orbital bus route around Cambridge should be starting in November.

The Chair thanked Cllr A Smith for their update report.

## **24/25/SR General Fund Medium Term Financial Strategy 2024/25-2033/34**

### **Matter for Decision**

The purpose of the MTFS was to project the General Fund's financial position over the medium term, and set out the high level strategic approach to ensuring financial sustainability over this period.

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

- i. To approve the Council's General Fund Medium Term Financial Strategy (MTFS) 2025/26-2034/35, as attached at Appendix A.
- ii. To approve the 2024/25 capital bid of an additional £487,000 for essential repairs of the riverbank at Jesus Green, as set out at page 19 of the attached MTFS.
- iii. To note the other changes to the capital plan approved under delegated powers since approval of the Budget Setting Report, as set out in section 5 of the attached MTFS.
- iv. To set the General Fund reserve Prudent Minimum Balance at £6.541 million, and the target level at £7.849 million, as recommended by the Chief Finance Officer.

**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 Chief Financial Officer outlining the MTFS.

In response to Members' questions the Chief Financial Officer and the Executive Councillor for Finance and Resources commented:

- i. The target of £6 million of savings over two years was an ambitious one. As the Council had been financially prudent over the previous years it was now easier to make some of the savings that were required to balance the budget gap, rather than having to find £11.5 million of savings in the next two years.
- ii. In terms of being able to deliver some of the proposed savings the Group redesign would go into more detail the ways the Council was going to deliver services whilst recognising savings that needed to be made.
- iii. Looking further into the future officers were having to make assumptions with regards to some of the key financial indicators and this was harder to predict the further out the strategy looked.
- iv. Officers were already looking at ways of bridging the budget gap from £6 million to £11.5 million.
- v. It was essential to make services more efficient and effective wherever possible. There were circumstances that dictated that sometimes less was less when it came to delivering some services and those were decisions that Council had to think through. The key for the Council was to make sure the Council was financially sustainable for the future.
- vi. The Council still aimed to deliver excellent services to its residents, including carrying out its programme on housing development. It was essential to make the right level of savings that delivered the least harm to front line services.

- vii. The MTFS assumptions were based on the report produced by the Bank of England in August. The scenario's in the report were based on this and fell within the Bank of England's confidence range. Scenario one was the worst case scenario and reflected CPI going back up to 5.3%.
- viii. All businesses had an independent re-valuation of their business rates which was carried out by the government. The last re-valuation was effective from April 2023. There was a deadline for businesses to appeal against the previous re-valuation done in April 2017 and that was 31 March 2024. The Council was required to make a provision for any successful appeals that were made, although most of the appeals were speculative.
- ix. The Council were in talks with government over the impact of future growth on the city and the services that are provided. The Leader confirmed that they had raised the issue of poor data that had an impact on funding levels for the Council. It was about more than housing and growth but around finances for the Council as a whole. Part of the discussions with government was to show that the Council was prudent with its finances and well run.
- x. Officers were to check the A14 project earmarked reserves fund and provide any future updates. This earmarked fund could be reallocated to environmental improvements or transport mitigations.

The Scrutiny Committee approved the recommendations, a vote on each recommendation set out below.

- i. Approve the Council's General Fund Medium Term Financial Strategy (MTFS) 2025/26-2034/35, as attached at Appendix A. **(5 for, 0 against, 2 abstentions)**
- ii. Approve the 2024/25 capital bid of an additional £487,000 for essential repairs of the riverbank at Jesus Green, as set out at page 19 of the attached MTFS. **(Unanimous)**
- iii. Note the other changes to the capital plan approved under delegated powers since approval of the Budget Setting Report, as set out in section 5 of the attached MTFS. **(Unanimous)**
- iv. Set the General Fund reserve Prudent Minimum Balance at £6.541 million, and the target level at £7.849 million, as recommended by the Chief Finance Officer **(Unanimous)**

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.

### **24/26/SR Our Cambridge – Group Design Programme and Alignment with BSR**

#### **Matter for Decision**

The report referred to draft proposals developed through the Our Cambridge programme, which would enable the Council to achieve £6million net savings and requested the necessary permissions and delegations to progress.

#### **Decision of Executive Councillor for the Leader of the Council**

- i. Agreed design principles for Communities Group and the Economy and Place Group, and delegated authority to the relevant Director/CEO to develop and implement internal organisation in line with Council policy.
- ii. Recommended to the Executive the inclusion of proposals in the public consultation that would impact service delivery on the strategic outline budget. Following consultation final decisions would go through the budget setting process.
- iii. Noted the overall approach to achieving £6m savings over the 25/26 and 26/27 budget cycle as recommended in the MTFS.

#### **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 Chief Operating Officer.

The Chief Operating Officer, Director of Communities, Chief Finance Officer and the Leader said the following in response to Members' questions:

- i. A neighbourhood-based approach would allow services such as housing, environmental health, estates, sport and leisure and community development, as example, to be delivered collectively and collaboratively, which would look at services from a resident's perspective in the different neighbourhoods throughout the city with inclusion from Ward Councillors.
- ii. There were also other key public services that worked on a neighbourhood-based approach, particularly in health. Worked had been undertaken to determine how the Council was better aligned with external health colleagues and integrated neighbourhoods to improve the working relationship.
- iii. The neighbourhood approach would also benefit the Council's external organisations such as the Police and health groups.
- iv. Savings referenced would be made across all groups in the Council.
- v. The report had been set out to establish the principles that could be taken out to consultation with staff and the community. The details would come back for full scrutiny at a future meeting. It was important to highlight that Officers were working behind the scenes to look at that detail.
- vi. The process was not just about savings, the transformation programme was also about making a Council fit for purpose for the future, working more effectively and efficiently and better for residents.
- vii. Was looking at the Council's internal staffing structure to enhance resilience, reduce cost and become more effective. The Council had in place traditional structures for a long time, it was right to question whether they were still the correct structures to meet the needs of how the Council would operate moving forward.
- viii. Part of the Our Cambridge programme was to look at performance, how well were officers carrying out their roles and responsibilities.
- ix. Disputed that the Our Cambridge programme was taking too long; already significant changes had taken place.
- x. The way the Our Cambridge programme had outlined the purpose, was to talk more about the impact and outcome of what was trying to be achieved as a Council and not necessarily focused on the individual services.

- xi. Looking across the work that Officers undertook, the Council was a fundamental partner to public safety; shared the community safety partnership, provided environmental health services across the city, employed antisocial behaviour teams and enforcement teams.
- xii. While the Council were not the primary / lead contributor to public safety had contributed £14 million of health and wellbeing services
- xiii. The Council was also a housing provider in the City which was probably the most fundamental role for providing a safety net for residents.
- xiv. The Council were investing £100million in Abbey Ward which would take some of the health inequalities that currently existed with the current housing properties.
- xv. The 2.5% inflation figure was a baseline assumption that was used to calculate the budget gap. The Council's budget for 2024/25 included £23 million income from fees and charges, although this did not include income from commercial property, of which there was an additional £10 million of income. There was also an additional £3.5 million in income from other commercial sources.
- xvi. The public budget consultation would ask high level questions, however there would still be opportunity to scrutinise those fees and charges that are proposed to change through the budget setting process.

The Committee **resolved** by 5 votes to 0 with 2 abstentions 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.

### **24/27/SR 3C ICT Shared Service Review**

#### **Matter for Decision**

The report referred to the recommendations on the future of the shared ICT service that serves Huntingdonshire District Council, Cambridge City Council and South Cambridgeshire District Council.

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

- i. Noted the final report submitted by Triple Value Impact (TVI) (Appendix 1 of the Officer's report – confidential item).
- ii. Agreed to the recommended option 1 (redesigned 3C ICT and Digital, Lead Authority remains Huntingdonshire District Council) and to delegate the responsibility for finalising the scope and detailed nature of the new agreement and associated activities to the Chief Executives and respective Portfolio Holders for each partnership council reporting on progress through the revised member board.

**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 Strategic Digital Lead Officer.

In response to Members' questions the Chief Operating Officer and Strategic Digital Lead Officer and External Consultant said the following:

- i. The reference to legacy systems were systems that needed to be replaced.
- ii. Originally the partnership agreement was a shared partnership agreement, but it had become more of a client, supplier relationship which would be renewed as part of the agreement.
- iii. The data would be stored in a UK based data centre (which was a requirement of where any data would be moved to) with UK based staff who would be subjected to the living wage.
- iv. With the move to the cloud there would be some risk, such as being impacted by Microsoft wide outages. These were very rare, .01% when these outages occurred and the resilience very good.
- v. Some of the data would be stored in Microsoft data centres; Microsoft had a target to be carbon negative by 2030. Further information could be provided.

- vi. The future of the ICT service was integral to the Our Cambridge programme and the work on the Council's digital technology strategy.

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.

### **24/28/SR Hartree - Vacant Possession Strategy**

#### **Matter for Decision**

The Officer's report referred to Hartree - Vacant Possession Strategy

#### **Decision of the Leader of the Council.**

- i. Approved Officer's recommendations.

#### **Reason for the Decision**

As set out in the Officer's report.

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

Not applicable.

#### **Scrutiny Considerations**

The Scrutiny Committee resolved 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

The Committee **unanimously** resolved to endorse the recommendations.

The Leader approved the recommendations.

### **Conflicts of Interest Declared by the Leader of the Council (and any Dispensations Granted)**

No conflicts of interest were declared by the Leader.

The meeting ended at 20:00

**CHAIR**

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## REPORT TITLE: Combined Authority Update

**To:**

Cllr Mike Davey, Leader of the Council

Strategy & Resources Scrutiny Committee, 21<sup>st</sup> November 2024

**Report by:**

Andrew Limb, Assistant Chief Executive

Tel: 01223 457004 Email: Andrew.Limb@Cambridge.gov.uk

**Wards affected:**

(All)

### 1. Recommendations

#### 1.1 It is recommended that the Leader:

Invite the Council's representative on the Combined Authority Board, Councillor Anna Smith, to provide an update on the work of the Board and issues considered at the meeting of the Combined Authority Board held on 16<sup>th</sup> October and 13<sup>th</sup> November 2024.

### 2. Purpose and reason for the report

#### 2.1 This is a regular report to the Strategy & Resources Scrutiny Committee providing an update on the activities of the Cambridgeshire and Peterborough Combined Authority (CPCA) Board.

### 3. Alternative options considered

#### 3.1 Not applicable

#### **4. Background and key issues**

- 4.1 The decision sheets from the Combined Authority Board meetings on the 16<sup>th</sup> October is appended at Appendix A. The decision sheet from the 13<sup>th</sup> November will also be circulated to members of this committee.

The CPCA Chief Executive's update report to the CPCA Board at the 16<sup>th</sup> October is appended for information at Appendix B. The Chief Executive's update to the 13<sup>th</sup> November Board meeting will be circulated to members of this committee.

The CPCA Forward Plan, for October 2024 is attached at Appendix C. Members of the Committee may wish to highlight any areas of particular interest coming to forthcoming meetings to the Council's representative on the Board.

- 4.2 A draft City Council response to the CPCA's consultation on bus reform was taken to the council's Planning Policy & Transport scrutiny committee meeting on 4<sup>th</sup> November 2024.

#### **5. Implications**

##### **5.1 Relevant risks**

None

##### **Financial Implications**

- 5.2 None.

##### **Legal Implications**

- 5.3 None.



## **Equalities and socio-economic Implications**

5.4 None.

## **Net Zero Carbon, Climate Change and Environmental implications**

5.5 None.

## **Procurement Implications**

5.6 None.

## **Community Safety Implications**

5.7 None.

## **9. Background documents**

9.1 None.

## **10. Appendices**

10.1 Appendix A – [Decision statement from the Combined Authority Board Meeting on 16<sup>th</sup> October 2024](#)

Appendix B - [Chief Executive's report to the Combined Authority Board 16<sup>th</sup> October 2024](#)

Appendix C - [Combined Authority Forward Plan October 2024](#)

Appendix D – [Chief Executive's report to the Combined Authority Board 13<sup>th</sup> November 2024](#)

Appendix E – Decision statement from the Combined Authority Board Meeting on 13<sup>th</sup> November 2024 – To Follow.

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





Any key decision/s set below will come into force and may be implemented after 5.00pm on the fifth clear working day after publication of the decision, unless they are called-in [see note on call in below], with the exception of any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

## **1 Announcements**

The Mayor welcomed everyone to the meeting, and advised he would be using his prerogative as Mayor to adjust the running order of the meeting.

**Note, the items were taken in the following order: 1-7, 9-18, 8.**

## **2 Apologies for Absence**

Apologies were received from Councillor Dennis Jones (Councillor Mohammed Jamil substituting), Councillor Anna Smith (Councillor Mike Davey substituting) and Councillor Edna Murphy.

## **3 Declaration of Interests**

There were no declaration of interests made.

## **4 Combined Authority Membership Update**

It was resolved to:

- A Note the changes in membership from East Cambridgeshire District Council on the Combined Authority's Skills and Employment Committee.
- B Note the temporary change in substitute member from Fenland District Council on the Combined Authority's Audit and Governance Committee.
- C Note the temporary change in substitute member from Huntingdonshire District Council on the Combined Authority Board for the November meeting.
- D Note the change of substitute member from Cambridge City Council on the Combined Authority's Investment Committee.**
- E Note the appointment of a member of the Combined Authority's Investment Committee to a new Business Growth Steering Group.**

## **5 Minutes of the previous meeting**

The minutes of the meeting on 4 September 2024 were approved as an accurate record and signed by the Mayor. The action log was noted.

## **6 Petitions**

No petitions were received.

## **7 Public and Member Questions**

Two public questions and two member questions were received. The questions and responses are published [here](#).

## 8 Motions

An amended motion was proposed by Councillor Mike Davey and seconded by Councillor Mohammed Jamil. The amendment was agreed by a majority vote and the substantive motion was then carried.

This Authority notes:

- The Labour Government has made the difficult decision to means test Winter Fuel Payments. This means that they will only continue to be received by those in receipt of Pension Credit and other benefits.
- The significant public concern about the impact of this change. Rising cost of living pressures have taken their toll in recent years, especially given the context of the numbers of older people left in a financially challenging and vulnerable position by the actions and management of the economy by the previous Conservative government. Government modelling estimates that the level of fuel poverty in 2024 will be 12.7% , whilst some estimates place the number of single pensioner households living in poverty between 20 and 23%. Age UK has suggested that at least 1.6 million pensioners living in poverty are not claiming eligible benefits, of which 1 million may currently be entitled to qualifying benefits but not claiming them. The position for our older residents is stark.
- Many pensioners who would be eligible for pension credit do not currently claim it. Research suggests that this is both because potential claimants are unaware that they are eligible and, to a lesser but significant extent, because they can feel uncomfortable in claiming benefits.
- The Energy Price Cap is due to rise by 10% in October, which makes it even more important that all residents are able to access all possible support available to them.

This Authority further notes:

- The financial shock experienced as a result of the disastrous Truss-Kwarteng minibudget, and the significant budgetary pressures imposed on the incoming Labour Government as a result of the serial mismanagement of the UK economy, best characterised by that budget, And especially the £22bn black hole in our nation's finances, which is the context for the current chancellor's decision.
- The Government's commitment to the pensions triple lock, which is expected to deliver an increase of approximately £400 for those on the full new state pension.
- The continuation of the £150 Warm Home Discount for low-income households from October and the extension of the Household Support Fund with £421 million, which can be used to ensure local authorities can support vulnerable people and families.
- The low take up of Pension Credit with only 63% of those eligible nationwide receiving it – and over 880,000 pensioners not doing so. This Authority recognises the role we all have to play to increase awareness of benefits such as Pension Credit to ensure people get access to the support they are entitled to.
- It is vital, therefore, that we all make every effort to help eligible pensioners claim pension credit and other allowances they may be entitled to both highlighting eligibility as well as challenging concerns around claiming entitlements.

This Authority resolves to:

- Publicly support and endorse the work of our relevant constituent councils in their awareness campaigns to maximise uptake of pension credits, encouraging them all to use the Low-Income Families Tracker (LIFT) to identify those who are eligible.
- Request that the Mayor and all Board Members sign a joint letter to the Chancellor of the Exchequer, asking the government to ensure that vulnerable pensioners, particularly those who do not claim Pension Credit, are protected from fuel poverty as part of it Warm Homes Plan, as well as considering what support can be given to help

people reduce their energy bills and consumption.

- Commit the Authority to working collaboratively across in Cambridgeshire and Peterborough to support residents during the cost of living crisis, as has recently happened in the Transport and Infrastructure Committee's decision to extend of free travel for those with concessionary bus passes into peak hours from May 2025.
- Encourage local efforts to promote, as the government has advised, Pension Credit uptake through constituent council services and partnerships with local charities and community organisations to ensure that all eligible pensioners in Cambridgeshire and Peterborough are supported in claiming their entitlement, and to be clear that there is no stigma in being in receipt of means-tested benefits

## **9 Forward Plan**

It was resolved to:

- A Approve the Forward Plan for October 2024.

## **10 Combined Authority Chief Executive Highlights Report**

It was resolved to:

- A Note the contents of the report.

## **11 Improvement Framework - Next Steps**

It was resolved to:

- A Note the contents of the letter from Max Soule, Deputy Director, Local Government Intervention and Stewardship, Ministry of Housing, Communities and Local Government
- B Recognise the progress that has been made and the work undertaken by staff, Elected Members, partners and agencies to address the areas of identified improvement
- C Note the close down arrangements for the current improvement programme (phase 3)
- D Note the proposed role for the Independent Advisory and Support Group (formerly the Independent Improvement Board) and the draft Terms of Reference
- E Agree the end date for the Independent Advisory and Support Group

## **12 Shared Ambition for Cambridgeshire & Peterborough**

It was resolved to:

- A Note the significant engagement and work with partners and stakeholders across the region to develop the Shared Ambition for Cambridgeshire & Peterborough.
- B Approve the Shared Ambition for Cambridgeshire & Peterborough.
- C Approve the approach to the implementation and monitoring of delivery of the Shared Ambition.

## **13 State of the Region**

It was resolved to:

- A Approve the State of the Region 2024 Report and Dashboard as the Combined Authority's core evidence base, to inform all investment decisions, policy, strategy and business case development.

- B Note State of the Region 2024 Summary Slides.
- C Note plans to strengthen the evidence base on an ongoing basis, including SOTR dashboard updates as new data becomes available, and an annual report.

#### **14 Gateway Review Mid-Term Report**

It was resolved to:

- A Note the findings of the Ministry for Housing, Communities & Local Government (MHCLG) Gateway Review 2 (GR2) Mid-Term Report for the period 2020/21-2025/26.
- B Note how the Combined Authority is responding to themes from the Gateway Review 2 Mid-Term report.
- C Note planned next steps prior to submission of the GR2 Final Report in October 2025.

#### **15 Greater South East Net Zero Hub Budgets**

It was resolved to:

- A Agree the Home Upgrade Grant Phase Two (HUG2) and the Local Net Zero Accelerator (LNZA) Revised Budgets for 2024/25 set out in Table 1
- B Note the Revised Budgets for the projects set out in Table 2 agreed under the Executive Director of Place and Connectivity's delegated authority at the GSEnz Board meeting on 3rd September 2024
- C Agree the necessary revisions to the Combined Authority's Medium-Term Financial Plan

#### **16 Cambridgeshire and Peterborough Business Growth Company Limited**

It was resolved to:

- A Instruct officers to undertake the actions required to wind-up the Cambridgeshire & Peterborough Business Growth Company Limited.
- B Appoint an additional director, Kate McFarlane, Director Policy and Engagement to the Board of the Cambridgeshire & Peterborough Business Growth Company Limited in order to oversee and support the orderly closure of the company

#### **17a Proposed changes to Constitution to meet the requirements of the Procurement Act 2023**

It was resolved to:

- A Approve the attached changes to the Contract procedure Rules (CPR's) within the constitution which will become effective when the new legislation is implemented.

#### **18a New Digital Connectivity Strategy 2025-2029 KD2024/013**

It was resolved to:

- A approve the new Digital Connectivity Strategy 2025-2029

#### **18b Electric Vehicles**

It was resolved to:

- A approve the Cambridgeshire and Peterborough Electric Vehicles Infrastructure Strategy
- B note the progress on Electric Vehicles and Local Electric Vehicle Infrastructure (LEVI)

business case

**18c English National Concessionary Travel Scheme -Local Concession Proposal for pre 09.30 Bus Travel KD2024/046**

It was resolved to:

- A (using its powers as a local Travel Concession Authority) introduce a local concession allowing pre 9:30 travel for all passholders within the Cambridgeshire & Peterborough Travel Concession Area from May 2025
- B delegate authority to the Assistant Director for Transport (Public Transport Services) to engage with local operators from the date of decision through to May 2025 to ensure the new local concession is implemented for that date, providing updates to this committee.

**18d Local Transport and Connectivity Plan and Associated Strategies**

It was resolved to:

- A delegate authority to the Assistant Director for Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into one or more contracts with the relevant delivery body, as needed to continue the development of the LTCP sub strategies

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, except for any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

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# Combined Authority Board

**16 October 2024**

Title:	Combined Authority Chief Executive Highlights Report
Report of:	Rob Bridge, Chief Executive
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	No vote required

## Recommendations:

A	Note the content of this report
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## Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities

## 1. Purpose

1.1	This report provides a general update on the key activities of the Combined Authority and the Mayor since the last Board meeting, which are not covered in other reports to this Meeting. It also provides information on some key developments, risks and opportunities that have emerged.
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## 2. Responding to the new Government

2.1	<p><b>Local Growth Plan</b></p> <p>Since last Board, the Government has continued to work with Mayoral Combined Authorities in producing Local Growth Plans as part of embedding Mayoral Combined Authorities into the delivery system for its mission for Kickstarting Economic Growth.</p>
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	<p>Local Growth Plans are required to be locally led, ten-year strategic plans for Mayoral Combined Authorities with an opportunity to feed into the Comprehensive Spending Review in Spring 2025. They are pitched by Government as the 'guiding star' of all future plans for the area.</p> <p>A key focus has been an ask from Government to set 3 to 5 key priorities for a region which could feed into the National Industrial Strategy.</p> <p>These priorities are required to feature in the Local Growth Plan and will be the basis for potentially securing funding linked to single integrated settlements and other funding opportunities.</p> <p>The priorities are based on expanding key tradeable sectors and clusters that demonstrate comparative economic advantage and contribute to national productivity and economic growth or are based on unlocking binding constraints on productivity and national economic growth.</p> <p>At the time of writing work is in progress to finalise the 3-5 priorities for Cambridgeshire &amp; Peterborough through joint workshops with Government Officials for submission at the end of October. Once agreed locally, and then agreed centrally, a 'Remit Letter' will be issued by Government setting out the importance of the priorities as pillars of the Local Growth Plan. This will then lead into further work into next Spring and Summer to identify interventions and investments and finalise the Local Growth Plan for each region.</p>
2.2	<p><b>Devolution</b></p> <p>In the King's Speech, the Government committed to bringing forward a white paper on further devolution opportunities for the sector and Mayoral Combined Authorities. Following this announcement the Combined Authority, and Mayor of Cambridgeshire &amp; Peterborough, have been engaging with Ministers, Senior Civil Servants and other Mayoral Combined Authorities to learn more about what these emerging opportunities could be and contributing to the development of the English Devolution White Paper. This is likely to lead to a new Devolution Framework to be developed as part of this process and the UK Mayors network is being used as a forum for Mayoral Combined Authorities to support the development of this. An internal Devolution Working Group has been established to support this work and we are utilising the Local Growth Plan Working Group (including Officers from Constituent Councils) to not only update on ongoing conversations but also to consider how we respond to opportunities and position for the future.</p>

3. Economy and Growth	
3.1	<p><b>Business Growth and Social Impact Investment Fund</b></p> <p>On Thursday 19<sup>th</sup> September, business leaders, social enterprises, and Third Sector organisations from across the region gathered in Peterborough to hear about two new Combined Authority initiatives worth nearly £9.5 million, aimed at supporting growth, innovation and regional economic and social prosperity.</p> <p>The launch event for the Business Growth and Social Impact Investment Fund was led by Dr Nik Johnson, Mayor of Cambridgeshire and Peterborough, and Cllr Anna Smith, Deputy Mayor of Cambridgeshire and Peterborough.</p> <p>The event provided an opportunity for attendees to explore how they can access loans, digital resources, and strategic support funded by the Combined Authority and the UK Government.</p> <p>Small-to-medium sized businesses within the region who successfully apply for the programme will be able to access loans between £100,000 and £500,000 over the next three years, with a focus on key sectors such as IT, Life Sciences, Agri-Tech, Advanced Manufacturing, and Green-Tech.</p> <p>Third sector, community interest and social enterprise organisations who are eligible for the programme will be able to access up to £100,000, with funding aimed at helping to create or safeguard eighty-five jobs, while delivering wider benefits for local communities through enhanced social impact and sustainability.</p>
3.2	<p><b>National Manufacturing Day</b></p> <p>The Cambridgeshire and Peterborough Combined Authority actively collaborated with local employers and schools to promote National Manufacturing Day on Thursday 26<sup>th</sup> September.</p>

	<p>Our objective was to showcase the wealth of career opportunities within the manufacturing sector for residents and highlight the skills essential for driving sustained growth within this thriving sector.</p> <p>Mayor Dr Nik Johnson marked National Manufacturing Day by visiting the North Cambridgeshire Training Centre, with Business Board Chair Al Kingsley, to spotlight the wealth of opportunities available for young people in the thriving manufacturing sector. The Mayor also visited Domino Printing Sciences alongside partners from MAKE UK.</p> <p>A concurrent communications campaign which sought to position Cambridgeshire and Peterborough as the destination for manufacturers to do business was also run on LinkedIn. The social media platform was specifically chosen for its targeted reach within business and professional sectors. The campaign included 5 posts, 3 of which were videos. Post content featured the Mayor, Business Board member Katy Davis and North Cambridgeshire Training Centre amongst others and reached a total of 4,986 individual users with a click through rate of between 5-7% (a good click through rate on LinkedIn is typically considered to be between 2-4%). These statistics indicate that the campaign reached new businesses, who received and engaged with the message that Cambridgeshire and Peterborough is a destination for manufacturers to do business. This chimes with anecdotal officer feedback, where they saw an increase of new business connections following the campaign.</p>
3.3	<p><b>Agri-tech and Food Technology in Eastern England Launchpad</b></p> <p>Businesses in the agri-tech, agri-biotech and food-tech sectors in Cambridgeshire and Peterborough can now bid for innovation funding as part of a Combined Authority partnership with councils in the east and Government body Innovate UK. Building on the region’s existing strengths and ambitions to be a global hub of innovation in the sector, up to £2.5 million of Launchpad funding will be split into two competitions, with grant packages ranging from £25,000 to £300,000. The fund launched on September 23 with applications taken until November 6.</p> <p>The aim will be to break down barriers to innovation-led growth, supporting jobs and growing the local economy. Grants could be given to, for example, innovation projects which focus on driving agricultural productivity, quality food production and novel food production systems.</p>
3.4	<p><b>Fenland Sector Team Tour</b></p> <p>The Assistant Director of Business Trade and Investment, David Moore together with Nykki Rogers, International Trade Investment and Innovation Manager and Economic Growth Champions for Life Sciences, Advanced Materials and Manufacturing and Energy &amp; Clean Tech visited major sites and two important businesses PCML and FreshCut Del Monte in Fenland to gain a deeper understanding of the opportunities and challenges facing the area and those businesses.</p> <p>Site visits on the tour included the North Cambridgeshire Technical College and planned Advanced Manufacturing Park and the Peterborough Science Park.</p> <p>The team were hosted by Councillor Ian Benney, Portfolio Holder, Economic Growth and Skills together with members of the Fenland Economic Development and Business Engagement Team, Simon Jackson and Ann Wardle.</p>
3.5	<p><b>Skills Update</b></p> <p>The Combined Authority’s Skills Directorate has been continuing to engage with the Department for Education and other Mayoral Combined Authorities on behalf of the region to support the development of Skills England and further skills devolution.</p> <p>On September 23<sup>rd</sup> we hosted a discussion with Adult Skills and Bootcamps providers. The meeting was with providers who we have previously contracted with or have the potential to collaborate with in the future. Wave 5 of Skills Bootcamps are still to be awarded and procurement for the 2025 Adult Skills Fund is set to begin this month.</p> <p>The Careers Hub has expanded its offer by launching new support targeted at the region’s most vulnerable students. An “enhanced” offer from the team will see SEND and Alternative Provision schools, as well as those with high numbers of pupil premium-eligible students, provided with tailored support from the Hub, including enterprise workshops, referrals and signposting and guidance for parental engagement.</p>

	<p>The Hub has also rolled out a new suite of Green Careers resources for teachers across Cambridgeshire and Peterborough in response to growing demand for Green Skills in the future workforce</p> <p>The UKSPF team and All-Age Careers Lead are delighted to be working with Reed in Partnership to provide employability workshops and resources to individuals currently not in employment, supporting them to move closer to the labour market, increase their confidence and provide opportunities for work.</p> <p>Through Growth Works with Skills, 19 interns have started their placements as part of the UKSPF-funded scheme, with 6 recruited and awaiting their start date and another 40 formally agreed with employers and currently being recruited for. Of the 6 leavers so far, 2 stayed with their current employer, 1 went on to an apprenticeship and one went into other full-time education after not being in any mainstream education for around 10 years.</p> <p>Within the four years of apprenticeship data we have available, the starts, participation and achievements of 'Minority Ethnic Groups' has increased almost year on year. Outside of London, the Combined Authority had the highest percentage of starts on Higher apprenticeships (in 23/24) compared to any other combined authority, including those funded nationally by the ESFA (summarized as one region).</p>
3.6	<p><b>Unlocking cinematic potential</b></p> <p>The UK film and television industry is worth an estimated £12.6 billion to the UK economy and is expected to grow by 4% by 2026. Our aim is ensure our region benefits from that growth and provide residents with associated job opportunities.</p> <p>Productions can spend around £100,000 a day in local neighbourhoods, on accommodation, transport, catering, and renting homes and businesses as locations. Moreover, a requirement to locally recruit skilled professions, such as hair and make-up artistry, can drive economic growth for even more local businesses.</p> <p>By leveraging the support of key partners including Filming in England, the region can capitalise on its rich cultural and natural assets, attract productions, create jobs, and drive economic growth.</p> <p>Working with the Culture and Creativity Forum, constituent councils and local stakeholders, the Combined Authority will be curating photography and a film reel of the region which can be shared with location scouts to pitch the region as a location for production. Some of this work already exists in pockets of the region, this piece of work is designed to compliment what already exists.</p>
3.7	<p><b>Oxford to Cambridge Pan-Regional Partnership update</b></p> <p>The Government's forthcoming Devolution White Paper is expected to outline its vision for devolution, including the future of pan-regional partnerships. In addition, there is growing anticipation around the details of the new Industrial Strategy and updates to the National Planning Policy Framework (NPPF), which will significantly impact cross-boundary and pan-regional collaboration.</p> <p>The Oxford to Cambridge Pan-Regional Partnership current funding agreement is due to end in March 2025, and the PRP continue their conversations with Government on this.</p> <p>The Combined Authority are actively working in close partnership, aligning our efforts, and seeking every opportunity to join forces. By doing so, we can maximize the benefits and opportunities available through this collective approach.</p>

## 4. Place & Connectivity

4.1	<p><b>Active Travel Update</b></p> <p>In Active Travel England's (ATE) revised Local Authority Active Travel Capability Ratings 2024, the Combined Authority is one of only six Local Authorities to achieve a Level 3 Rating (80 Local Authorities in total nationwide). Ratings are an assessment of how effective Authorities currently are at planning, designing, and delivering the type of schemes that will support the objectives set out in the Cycling and Walking Investment Strategy. The Combined Authority is the only Local Authority to have moved into Level 3 rating this year and reflects our ongoing commitment to active travel.</p>
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	<p>The concept of the Walking, Wheeling, and Cycling Commissioner (formally known as Cycling Tsar or Active Travel Ambassador) was taken to the Combined Authority's Corporate Management Team this month to discuss the finer details of the role and progress has been made in relation to the requirements for the role. The goal is to make a key appointment in 2025, following a dynamic and forward-thinking campaign driven by the updated Active Travel Strategy. This proactive approach will ensure that the selection process aligns with the latest priorities in sustainable transport and mobility, setting the stage for a more connected and accessible future. By leveraging the insights and initiatives outlined in the refreshed Strategy, the campaign will aim to attract visionary leadership capable of steering the program toward long-term success.</p> <p>At ATE's request the Combined Authority have created a Design Review Panel. The panel, which has representatives from Cambridgeshire County Council (CCC), PCC, ATE and the Combined Authority, will review infrastructure schemes to ensure they consider all users' needs and meet the criteria set out in ATE funding.</p> <p>The Combined Authority are investing in the Walking and Cycling Index. Currently this survey data is only collected within the Greater Cambridge area, however the Combined Authority are looking to expand this sample to incorporate the whole region, allowing for a wider understanding of residents needs in relation to active travel.</p> <p>In conjunction with CCC, the Combined Authority submitted a bid to the A428 National Highways Social Value Fund. The scheme will provide a bridge and ramps over Hail Wester Ford which would allow a safer and more accessible crossing over the ford. Finalists in the bidding process will be asked to present their bid at the end of September.</p>
4.2	<p><b>Peterborough Station Quarter (PSQ) Update &amp; Public Engagement</b></p> <p>Since the Outline Business Case was approved by the Department for Transport in March 2024, work with the project partners and designers ARUP has focused on developing and optimising the Outline Business Case designs for the Full Business Case. This work is seeking to:</p> <ul style="list-style-type: none"> <li>• Better integrate public realm and access to and from the city centre through the creation of a new boulevard between Queensgate roundabout and the station;</li> <li>• Improve the prominence of the new eastern station square;</li> <li>• Consolidate surface car parking to unlock land for alternative uses; and</li> <li>• Give more prominence of active travel routes.</li> </ul> <p>Further design work is required before the Full Business Case will be submitted to DfT early in the next calendar year. Engaging the public at this stage was an opportunity to update the public on progress since the Outline Business Case was submitted and creates an opportunity to understand the public's priorities for the scheme before the design is finalised. This engagement was not a statutory requirement as the scheme is expected to be covered by existing highway powers and rail industry permitted development powers.</p> <p>As the project lead for PSQ, the public engagement was led by Peterborough City Council (PCC) and covers the entire Government funded scheme.</p> <p>The public engagement period started on 20 August 2024 and closed on 27 September 2024. Engagement activities included:</p> <ul style="list-style-type: none"> <li>• A series of pop-up events in the community at locations such as the train station and city centre to publicise the proposals, drive engagement and gather views.</li> <li>• Group Stakeholder meetings and workshops with thematically linked groups of stakeholders to outline plans and receive feedback. The number of these required will vary according to the level and type of stakeholder interest.</li> <li>• A survey in paper form and online (Peterborough Station Quarter   Peterborough City Council)</li> </ul> <p>The initial phase of the Peterborough Station Quarter project, which forms the foundation of the current public engagement, will serve as a crucial catalyst for future development stages: by unlocking key parcels of land, this phase will pave the way for significant private investment, enabling the realisation of a comprehensive mixed-use masterplan. This broader vision includes the creation of new commercial</p>

	and residential spaces, along with substantial enhancements to public transport links and active travel infrastructure.
4.3	<p><b>Bus Franchising Consultation</b></p> <p>The Cambridgeshire and Peterborough Combined Authority’s bus franchising consultation reached its halfway mark on September 26<sup>th</sup>.</p> <p>Taking place both face-to-face and digitally, the 14-week consultation will close on 20 November. It will inform a decision by the Mayor of Cambridgeshire and Peterborough on how to reform buses in the area.</p> <p>Since the consultation launched in August, the Combined Authority has sought to engage with families, students, older people, statutory consultees and other stakeholders in various ways including via in-person events.</p> <p>Everyone is welcome to take part and the Combined Authority is especially keen to hear from young people who either rely on the bus or who could benefit from the bus in the future.</p> <p>The consultation is being promoted across the region in several ways including:</p> <ul style="list-style-type: none"> <li>• social media</li> <li>• media (local, regional, national and trade)</li> <li>• online and out of home advertising</li> <li>• radio</li> <li>• posters and leaflets (displayed in a range of busy community and transport locations such as libraries and bus stations)</li> </ul>
4.4	<p><b>Tiger Bus Pass</b></p> <p>The Tiger £1 Bus Pass campaign continues to build momentum, with over 27,000 applications received to date. The success of the scheme is evident, with the number of journeys having more than doubled from last month—increasing from 61,000 to 113,000. This highlights the growing impact of the pass on students and young people across the region.</p> <p>We are actively engaging with stakeholders in areas with lower uptake, such as East Cambridgeshire, to ensure the pass is accessible and well-promoted across the entire region. Our focus remains on targeting the right demographic through schools, colleges, and community outreach, ensuring we maintain strong application and usage numbers.</p> <p>As we move forward, we are turning our attention to the upcoming precept route launches, planning how we can integrate our Tiger Pass narrative with these new routes. We aim to highlight how the pass can be used on routes linking schools, colleges, universities, and key community hubs like sports facilities, leisure venues, and cultural spots, providing value not only to students but also to families.</p>

## 5. Appendices

5.1	None
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## 6. Implications

### Financial Implications

6.1	None other than those contained in the body of the report
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### Legal Implications

6.2	None
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Public Health Implications	
6.3	None
Environmental & Climate Change Implications	
6.4	None
Other Significant Implications	
6.5	None
Background Papers	
6.6	None

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**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# Cambridgeshire and Peterborough Combined Authority Forward Plan

FOR THE PERIOD 1 OCTOBER 2024 TO 31 JANUARY 2025

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**The Forward Plan is an indication of future decisions. It is subject to continual review and may be changed in line with any revisions to the priorities and plans of the CPCA.**

**It is re-published on a monthly basis to reflect such changes.**

## **Purpose**

The Forward Plan sets out all of the decisions to be taken by the Combined Authority Board, Thematic Committees or by way of a Mayoral Decision Notice in the coming months. This makes sure that local residents and organisations know what decisions are due to be taken and when.

The Forward Plan is a live document which is updated regularly and published on the [Combined Authority website](#) (click the 'Forward Plans' button to view). At least 28 clear days' notice will be given of any key decisions to be taken.

## What is a key decision?

A key decision is one which, in the view of the Overview and Scrutiny Committee, is likely to:

- i. result in the Combined Authority spending or saving a significant amount, compared with the budget for the service or function the decision relates to (usually £500,000 or more); or
- ii. have a significant effect on communities living or working in an area made up of two or more wards or electoral divisions in the area.

## Non-key decisions and update reports

For transparency, the Forward Plan also includes all non-key decisions and update reports to be considered by the Combined Authority Board, Thematic Committees and the Business Board.

## Access to reports

A report will be available to view online one week before a decision is taken. You are entitled to view any documents listed on the Forward Plan after publication, or obtain extracts from any documents listed, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on this notice can be requested from [Democratic Services](#).

The Forward Plan will state if any reports or appendices are likely to be exempt from publication or confidential and may be discussed in private. If you want to make representations that a decision which it is proposed will be taken in private should instead be taken in public please contact [Matt Lumberbatch, Director Legal and Governance, Monitoring Officer](#) at least five working days before the decision is due to be made.

Substantive changes to the previous month's Forward Plan are indicated in **bold text** for ease of reference.

## Notice of decisions

Notice of the Combined Authority Board's decisions and Thematic Committee decisions will be published online within three days of a public meeting taking place.

## Standing items at Thematic Committee meetings

The following reports are standing items and will be considered by at each meeting of the relevant committee. The most recently published Forward Plan will also be included on the agenda for each Thematic Committee meeting:

### Environment and Sustainable Communities Committee

1. Budget Report
2. Affordable Housing Programme – Update on Implementation
3. Climate Partnership Update
4. CPCA Director's Update

### Skills and Employment Committee

1. Budget Report
2. Employment and Skills Board Update
3. CPCA Director's Update

### Transport and Infrastructure Committee

1. Budget Report
2. CPCA Director's Update

### Business Board

1. Combined Authority Forward Planning
2. Business Board Chair's update
3. CPCA Director's Update
4. Feedback from Thematic Committees
5. Budget and Performance report

<b>Title of Report</b>	<b>Decision Required</b>	<b>Decision Maker</b>	<b>Decision Date</b>	<b>Consultation</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Background documents</b>	<b>Likely Exemption</b>
Local Transport and Connectivity Plan Sub Strategies	To receive an update on LTCP sub strategy work and to delegate authority to enter into contracts	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Emma White, Acting Transport Strategy and Policy Manager	Lead Member for Transport and Infrastructure	None	Open
Electric Vehicles - KD2024/006	To receive an update and recommend approval of the Electric Vehicle Infrastructure Strategy.	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Emma White, Acting Transport Strategy and Policy Manager	Lead Member for Transport and Infrastructure	None	Open
New Digital Connectivity Strategy 2025-2029 KD2024/013	To provide the Connecting Cambridgeshire Digital Connectivity annual progress update and to seek approval of the strategy for the future phases of the programme	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Ceren Clulow, Programme Director, Connecting Cambridgeshire	Lead Member for Transport and Infrastructure	None	Open
English National Concessionary Travel Scheme - Local Concession Proposal for pre 09.30 Bus Travel KD2024/046	A proposal to enable concessionary pass holders to use the pass to access free transport pre 0930 within the region	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Andrew Highfield, Assistant Director, Public Transport Services	Lead Member for Transport and Infrastructure	None	Open

Net Zero Hub Budgets	To report the Executive Director's use of delegated authority agreeing to revised Net Zero Hub Budgets (covering 2024/25, 2025/26 and 2026/27 budgets)	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Maxine Narburgh, Regional Director, GSENZH	Mayor	None	Open
Updates to the Constitution	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Matthew Cumberbatch, Monitoring Officer	Lead Member for Governance	None	Open
Combined Authority Chief Executive Highlights Report	Providing a general update on the key activities of the Combined Authority since the last meeting.	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Rob Bridge, Chief Executive	Mayor	None	Open
Shared Ambition for Cambridgeshire & Peterborough KD2024-031	To approve the draft Shared Ambition for Cambridgeshire & Peterborough	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Kate McFarlane, Director Policy and Engagement	Lead Member for Devolution and Place	None	Open
Improvement Framework - Next Steps	To note the next steps in regard to the Improvement Framework	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open

Gateway Review Mid-Term Report	To note progress of the Gateway Review Mid-term Report.	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Jules Ient, Head of Policy Insight and Performance	Mayor	None	Open
State of the Region KD2024-014	To approve the State of the Region Report	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Jules Ient, Head of Policy Insight and Performance	Mayor	None	Open
Cambridgeshire and Peterborough Business Growth Company Limited	To instruct officers to undertake the actions required to wind up the Cambridgeshire and Peterborough Business Growth Company Limited	Combined Authority Board	16 Oct 2024	Relevant internal and external stakeholders	Richard Kenny, Executive Director Economy and Growth	Mayor	None	Open
Further Education Cold Spots 2024/25	Update on the work plan and next steps	Skills and Employment Committee	21 Oct 2024	Relevant internal and external stakeholders	Laura Guymmer, Strategic Careers Hub Lead	Lead Member for Skills	None	Open
Adult Skills Fund - KD2024/061	To update members on plans for future commissioning of Adult Skills including strategic priorities	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Andrea Wood, Assistant Director, Skills	Lead Member for Skills	None	Open
Mid Year Performance Review	To receive a progress report on mid-term performance: funding and strategic focus	Skills and Employment Committee	21 Oct 2024	Relevant internal and external stakeholders	Andrea Wood, Assistant Director, Skills	Lead Member for Skills	None	Open

Bootcamps Update - KD2024-051	To update members on the outcome of the recent procurement activity and agree delivery plans for 2024/25	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Laura Guymer, Strategic Careers Hub Lead	Lead Member for Skills	None	Open
Skills Brokerage and Future Skills Support for Business	To brief Members on plans for continuity of service beyond UKSPF funding	Skills and Employment Committee	21 Oct 2024	Relevant internal and external stakeholders	Alexis McLeod, Senior Programme Manager	Lead Member for Skills	None	Open
Climate Programme Bidding Round Outline Business Case	To approve the Climate Programme Bidding Round Outline Business Case and funding to progress to Full Business Case stage	Investment Committee	21 Oct 2024	Relevant internal and external stakeholders	Nathan Bunting, Programme Manager PMO	Lead Member for Communities and Environment	None	Open
Peterborough R&D Property Company Limited (PropCo2) - KD2024/050	Amend the conditionality given with the CPCA shareholder approval granted by CPCA Board in March 2023 that Anglia Ruskin University (ARU) become a shareholder in PropCo2 and that ARU be granted a head lease of the property known as Phase 2 of the ARU Peterborough development	Combined Authority Board	13 Nov 2024	Relevant external and internal stakeholders	Jim Cunningham, Interim Assistant Director Delivery	Mayor	None	Open

SAF Business Case Approvals - Chief Executive Decisions	To note the Chief Executive business case decisions for projects less than £1m under the single assurance framework	Investment Committee	21 Oct 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Concept Papers	To note the concept papers prior to their presentation to the CPCA Board.	Investment Committee	21 Oct 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Combined Authority Subsidiary Companies and Equity Interests	To note the subsidiary company information and current equity holdings of the Combined Authority.	Investment Committee	21 Oct 2024	Open	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Draft Local Nature Recovery Strategy KD2024/029	To agree a Draft Local Nature Recovery Strategy for public consultation.	Environment and Sustainable Communities Committee	25 Oct 2024	Relevant internal and external stakeholders	Adrian Cannard, Strategic Planning Manager	Lead Member for Communities and Environment	None	Open
Infrastructure Delivery Framework - Final Draft KD2024/049	To present the final draft of the Infrastructure Delivery Framework for approval.	Combined Authority Board	13 Nov 2024		Judith Barker, Executive Director of Place and Connectivity	Lead Member for Communities and Environment	None	Open

GSENZH delivery of Warmer Homes – Local Grant Scheme - KD2024/055	To approve GSENZH to apply for and deliver the Warmer Homes – Local Grant scheme across a consortia of Local Authorities in the GSENZH area using capital grant funding from DESNZ over a 3-5 year period	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Maxine Narburgh, Regional Director, GSENZH	Lead Member for Communities and Environment	None	Open
Climate Programme KD2024/055	To agree approach to the next bidding round and to agree scope of the next climate review	Environment and Sustainable Communities Committee	25 Oct 2024	Relevant internal and external stakeholders	Adrian Cannard, Strategic Planning Manager	Lead Member for Communities and Environment	None	Open
Fenland Soil	To receive an update on the work of Fenland Soil	Environment and Sustainable Communities Committee	25 Oct 2024	Relevant internal and external stakeholders	Adrian Cannard, Strategic Planning Manager	Lead Member for Communities and Environment	None	Open
Great Ouse Valley Trust	Update on the work of the Great Ouse Valley Trust	Environment and Sustainable Communities Committee	25 Oct 2024	Relevant internal and external stakeholders	Adrian Cannard, Strategic Planning Manager	Lead Member for Communities and Environment	None	Open
A141 – update on progress and engagement	Update on A141 project progress and delivery including engagement including public consultation	Transport and Infrastructure Committee	4 Nov 2024	Relevant internal and external stakeholders	Matthew Lutz, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open

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Ely to Cambridge Corridor update	Update on progress of the Ely to Cambridge Corridor project with focus on delivery of key gateway review.	Transport and Infrastructure Committee	4 Nov 2024	Relevant internal and external stakeholders	Matthew Lutz, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open
Greater Cambridge Transport Strategy – Update	To update Members on the Greater Cambridge Transport Strategy	Transport and Infrastructure Committee	4 Nov 2024	Relevant internal and external stakeholders	Emma White, Acting Transport Strategy and Policy Manager	Lead Member for Transport and Infrastructure	None	Open
Infrastructure Delivery Framework - Update	To note the final draft of the Infrastructure Delivery Framework	Transport and Infrastructure Committee	4 Nov 2024	Internal and External Stakeholders	Judith Barker, Executive Director of Place and Connectivity	Lead Member for Communities and Environment	None	Open
Bus Network Update - KD2024/062	An update on the delivery of the bus network, (including the precept funded services) as well as a decision on the continuation of the Tiger pass for a further 12 months post April 2025	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Andrew Highfield, Assistant Director, Public Transport Services	Lead Member for Transport and Infrastructure	None	Open
Fen Roads: Economic Impact Assessment for Peat Soil Affected Roads	The report proposes a scope to enable the development of the Fen Roads Economic Impact Assessment for Peat Soil Affected Roads	Transport and Infrastructure Committee	4 Nov 2024	Relevant internal and external stakeholders	Anna Graham, Transport Programme Manager	Lead Member for Communities and Environment	None	Open

Wisbech to March Rail KD2024/010	Update on the development of Network Rail's options appraisal report and decision to be made on which option to proceed with to allow the scheme to proceed.	Transport and Infrastructure Committee	4 Nov 2024	Relevant internal and external stakeholders	Matthew Lutz, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open
Mid-Year Review (Skills)	To receive a progress report on mid-term performance: funding and strategic focus	Business Board	11 Nov 2024	Relevant internal and external stakeholders	Andrea Wood, Assistant Director, Skills	Lead Member for Skills, Lead Member for Transport and Infrastructure	None	Open
Connecting Cambridgeshire Digital Strategy	To endorse the latest iteration of the Cambridgeshire Digital Strategy, produced in partnership with Connecting Cambridgeshire	Business Board	11 Nov 2024	Relevant internal and external stakeholders	Domenico Cirillo, Business Programmes & Business Board Manager	Chair of Business Board	None	Open
Constituent Authority Update	To provide Business Board members with an update from Fenland District Council.	Business Board	11 Nov 2024	Relevant internal and external stakeholders	TBC	Chair of Business Board	None	Open
Skills Brokerage and Future Skills Support for Business	To brief Members on plans for continuity of service beyond UKSPF funding	Business Board	11 Nov 2024	Relevant internal and external stakeholders	Alexis McLeod, Senior Programme Manager	Lead Member for Skills	None	Open

Shared Prosperity Fund KD2024/052	To provide an update to Business Board members on progress to date pertaining to the Share Prosperity Fund.	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Steve Clarke, Senior Responsible Officer, Local Growth Fund, Market Insight and Evaluation,	Chair of Business Board	None	Open
Homes England Strategic Place Partnership - KD2024/056	Combined Authority Board	To agree to enter a Strategic Place Partnership with Homes England	13 Nov 2024	Relevant internal and external stakeholders	Rob Bridge, Chief Executive	Mayor	None	Open
Updates to the Constitution Page 51	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Matthew Cumberbatch, Monitoring Officer	Lead Member for Governance	None	Open
Combined Authority Chief Executive Highlights Report	Providing a general update on the key activities of the Combined Authority since the last meeting.	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders		Mayor	None	Open

2025/26 Corporate Strategy and Budget and Medium-Term Financial Plan KD2024/005	To approve the draft Medium-Term Financial Plan for public consultation and to note the developing Corporate Plan.	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance, Kate McFarlane, Director Policy and Engagement	Mayor	None	Open
Budget Monitoring Update - KD2024/060	To provide an update on the revenue and capital budgets for the year to date and to present some environmental project change requests for the Board to consider.	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Corporate Performance Report	To present the Corporate Performance Report Q1 & Q2 2024/25 and the Directorate Performance Report Q2 2024/25 for Members' scrutiny	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Jules Ient, Head of Policy Insight and Performance	Lead Member for Governance	None	Open
Corporate Risk Report	To present the Corporate Risk Report Q1 2024/25 for Members' scrutiny	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Chris Bolton, Head of PMO	Mayor	None	Open

Review of Investment Concept Papers KD2024/042	To approve concept papers recommended from the Investment Panel	Combined Authority Board	13 Nov 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
HR Policy Update	Updating key HR Policies	Human Resources Committee	15 Nov 2024	Relevant internal and external stakeholders	Nicky McLoughlin, Assistant Director Human Resources	Mayor	None	Open
Concept Papers	To note the concept papers prior to their presentation at the CA Board	Investment Committee	25 Nov 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance, Joanna Morley, Governance Manager	Mayor	None	Open
SAF Business Case Approvals - Chief Executive Decisions	To note the Chief Executive business case decisions for projects less than £1m under the single assurance framework	Investment Committee	25 Nov 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Future Fens KD2024/058	To approve the Future Fens Full Business Case and funding for delivery	Investment Committee	25 Nov 2024	Relevant internal and external stakeholders	Adrian Cannard, Strategic Planning Manager	Lead Member for Communities and Environment	None	Open

Water Resources East	To receive an update on the work of Water Resources East	Environment and Sustainable Communities Committee	11 Dec 2024	Relevant internal and external stakeholders	Adrian Cannard, Strategic Planning Manager	Lead Member for Communities and Environment	None	Open
Concept Papers	To note the concept papers prior to their presentation at the CA Board	Investment Committee	16 Dec 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Fen Road Trial KD2024/059	To approve the Fen Roads Trail Full Business Case	Investment Committee	16 Dec 2024	Relevant internal and external stakeholders	Adrian Cannard, Strategic Planning Manager	Lead Member for Communities and Environment	None	Open
CAF Business Case Approvals - Chief Executive Decisions	To note the Chief Executive business case decisions for projects less than £1m under the single assurance framework	Investment Committee	16 Dec 2024	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
A16 Norwood Improvement	To provide an update on the A16 Norwood Improvement and to seek approval to move to the next stage	Transport and Infrastructure Committee	10 Jan 2025	Relevant internal and external stakeholders	Anna Graham, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open
University Access Improvements in Peterborough KD2024/017	To provide an update on the project and to seek approval to move to the next stage	Transport and Infrastructure Committee	10 Jan 2025	Relevant internal and external stakeholders	Anna Graham, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open

Monitoring and Evaluation Update	To update members on the monitoring and evaluating of the LTCP and Transport	Transport and Infrastructure Committee	10 Jan 2025	Relevant internal and external stakeholders.	Emma White, Acting Transport Strategy and Policy Manager	Lead Member for Transport and Infrastructure	None	Open
Mobility Hub Planning	Report on progress and next steps for the mobility hub programme, seek approval from the Committee.	Transport and Infrastructure Committee	10 Jan 2025	Relevant internal and external stakeholders	Chris Mills, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open
River Nene Pedestrian Bridge (Cygnet Bridge) ID 2024/016	To provide an update on the river Nene pedestrian bridge (Cygnet Bridge) Improvement and to seek approval to move to the next stage	Transport and Infrastructure Committee	10 Jan 2025	Relevant internal and external stakeholders	Anna Graham, Transport Programme Manager	Lead Member for Transport and Infrastructure	None	Open
Depot for Electric Buses - Interim Feasibility Report	To consider a feasibility study undertaken to assess the viability of providing a bus depot facility in Peterborough.	Transport and Infrastructure Committee	10 Jan 2025	Relevant internal and external stakeholders	Nick Sweeney, Asset Strategy Manager	Lead Member for Transport and Infrastructure	None	Open
Peterborough Station Quarter	Update on progress to develop the Full Business Case.	Transport and Infrastructure Committee	10 Jan 2025	Relevant internal and external stakeholders	Gidon Wieder, Programme Manager Peterborough Station Quarter	Lead Member for Transport and Infrastructure	None	Open

Peterborough Station Quarter KD2024/053	Update on progress to develop the full business case	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Gidon Wieder, Programme Manager Peterborough Station Quarter	Lead Member for Transport and Infrastructure	None	Open
SAF Business Case Approvals - Chief Executive Decisions	To note the Chief Executive business case decisions for projects less than £1m under the single assurance framework	Investment Committee	13 Jan 2025	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Concept Papers	To note the concept papers prior to their presentation at the CA Board	Investment Committee	13 Jan 2025	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Constituent Authority Update	To provide Business Board members with an update from one of the Constituent Authorities.	Business Board	20 Jan 2025	Relevant internal and external stakeholders	TBC	Chair of Business Board	None	Open
Updates to the Constitution	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Matthew Cumberbatch, Monitoring Officer	Lead Member for Governance	None	Open
Combined Authority Chief Executive Highlights Report	Providing a general update on the key activities of the Combined Authority since the last meeting.	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Rob Bridge, Chief Executive	Mayor	None	Open



Budget Monitoring Update	To provide an update on the revenue and capital budgets for the year to date.	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Rob Emery, Assistant Director Finance	Mayor	None	Open
Corporate Risk Report	To present the Corporate Risk Report Q2 2024/25 for Members' scrutiny	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Chris Bolton, Head of PMO	Mayor	None	Open
Mayor's Budget KD2024/004	To agree the Mayor's draft budget for 2025/26	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Rob Emery, Assistant Director Finance	Mayor	None	Open
2025/26 Corporate Strategy and Budget and Medium-Term Financial Plan KD2024/054	To note the consultation feedback, approve the Corporate Strategy and Budget and MTFP	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance, Kate McFarlane, Director Policy and Engagement	Mayor	None	Open
Business Rate Supplement Powers and Process	To provide a summary of the Combined Authority's powers to levy a Business Rates Supplement, potential timelines, and high-level modelling of the amounts which could be raised.	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open

Review of Investment Concept Papers KD2024/043	To approve concept papers recommended from the Investment Panel	Combined Authority Board	22 Jan 2025	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Local Nature Recovery Strategy KD2024/030	To recommend the Local Nature Recovery Strategy for adoption.	Combined Authority Board	19 Mar 2025	Relevant internal and external stakeholders	Adrian Cannard, Strategic Planning Manager	Lead Member for Communities and Environment	None	Open
Updates to the Constitution	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Combined Authority Board	19 Mar 2025	Relevant internal and external stakeholders	Matthew Cumberbatch, Monitoring Officer	Lead Member for Governance	None	Open
Combined Authority Chief Executive Highlights Report	Providing a general update on the key activities of the Combined Authority since the last meeting.	Combined Authority Board	19 Mar 2025	Relevant internal and external stakeholders	Rob Bridge, Chief Executive	Mayor	None	Open
Budget Monitoring Update	To provide an update on the revenue and capital budgets for the year to date and approving draft carry-forwards.	Combined Authority Board	19 Mar 2025	Relevant internal and external stakeholders	Rob Emery, Assistant Director Finance	Mayor	None	Open
Review of Investment Concept Papers KD2024/044	To approve concept papers recommended from the Investment Panel	Combined Authority Board	19 Mar 2025	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open

Constituent Authority Update	To provide Business Board members with an update from one of the Constituent Authorities.	Business Board	31 Mar 2025	Relevant internal and external stakeholders	TBC	Chair of Business Board	None	Open
Updates to the Constitution	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Combined Authority Board	2 Apr 2025	Relevant internal and external stakeholders	Matthew Cumberbatch, Monitoring Officer	Lead Member for Governance	None	Open
Review of Investment Concept Papers KD2024/045	To approve concept papers recommended from the Investment Panel	Combined Authority Board	2 Apr 2025	Relevant internal and external stakeholders	Janice Gotts, Executive Director - Resources and Performance	Mayor	None	Open
Combined Authority Chief Executive Highlights Report	Providing a general update on the key activities of the Combined Authority since the last meeting.	Combined Authority Board	2 Apr 2025	Relevant internal and external stakeholders	Rob Bridge, Chief Executive	Mayor	None	Open
Corporate Performance Report	To present the Corporate Performance Report Q3 2024/25 for Members' scrutiny	Combined Authority Board	2 Apr 2025	Relevant internal and external stakeholders	Jules Ient, Head of Policy Insight and Performance	Lead Member for Governance	None	Open
Corporate Risk Report	To present the Corporate Risk Report Q3 2024/25 for Members' scrutiny	Combined Authority Board	2 Apr 2025	Relevant internal and external stakeholders	Chris Bolton, Head of PMO	Mayor	None	Open





# Combined Authority Board

**13 November 2024**

Title:	Combined Authority Chief Executive Highlights Report
Report of:	Rob Bridge, Chief Executive
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	No vote required

## Recommendations:

A	Note the content of this report
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## Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities

## 1. Purpose

1.1	This report provides a general update on the key activities of the Combined Authority and the Mayor since the last Board meeting, which are not covered in other reports to this Meeting. It also provides information on some key developments, risks and opportunities that have emerged.
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## 2. Responding to the new Government

2.1	<p><b>Local Growth Plan</b></p> <p>The Combined Authority, in partnership with our Constituent Councils, is working with colleagues from the Department for Business &amp; Trade and the Ministry of Housing, Communities, and Local Government to progress the region's Local Growth Plan.</p>
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	<p>Local Growth Plans will be the blueprint for how growth within Cambridgeshire and Peterborough will contribute to the delivery of the National Industrial Strategy and the Government’s Missions.</p> <p>At this stage, we are continuing to discuss our five emerging growth priorities with Government. Our proposed priorities are:</p> <ul style="list-style-type: none"> <li>• Expand and intensify our globally significant science and technology cluster, centred around Cambridge but drawing on and developing assets and linkages with the wider region, strengthening the UK’s position as a science and technology superpower</li> <li>• Deliver a leading-edge Advanced Manufacturing and Materials Powerhouse</li> <li>• Leverage our unique position as Britain’s leading hub for semiconductor, AI, and supercomputing research and enterprise to drive the UK’s advancement in next-generation digital infrastructure and data mining</li> <li>• Address critical gaps in water, energy, connectivity, and transport infrastructure to fuel growth in our three key clusters</li> <li>• Provide new and affordable homes for our communities and retain and attract world class talent and workers in our three key clusters</li> </ul> <p>These are the key opportunities / strengthens where we feel the region can best contribute to the National Industrial Strategy.</p> <p>These are currently proposals and have not been agreed with Government; who are undertaking a process to consider the shared sectoral priorities put forward by Mayoral Combined Authorities.</p>
2.2	<p><b>Autumn Budget 2024</b></p> <p>On Wednesday 30th October the Chancellor delivered the Autumn Budget.</p> <p>During the Budget, the Government reaffirmed their commitment to the development of Local Growth Plans and further devolution opportunities for Mayoral Combined Authorities.</p> <p>Key announcements for Cambridgeshire &amp; Peterborough included:</p> <ul style="list-style-type: none"> <li>• £10 million of funding to enable the Cambridge Growth Company to develop an ambitious plan for the housing, transport, water, and wider infrastructure Cambridge needs to realise its full potential</li> <li>• Committed to deliver East West Rail (From November 14, 2024 East West Rail will run a 10 week consultation across the route)</li> <li>• Reaffirmation of our Levelling Up Fund money for the regeneration of Peterborough Station Quarter</li> <li>• The continuation of the Wisbech Town Deal with a new prospectus for projects</li> <li>• UK Shared Prosperity Fund will continue at a reduced level in 2025-26 ahead of wider funding reforms.</li> </ul> <p>Ahead of the Budget, a £240 million Get Britain Working package was unveiled which includes work, skills and health support for disabled people and long-term sick. Get Britain Working “trailblazers” will bring together and streamline work, health, and skills support to disabled people and those who are long term sick.</p> <p>The government will also work in close partnership with mayors to develop these trailblazers, to ensure these local services are tailored to meet the unique employment and inactivity challenges in different areas.</p> <p>The Budget made it clear that the Government continues to promote greater devolution across the country.</p> <p>From 2025-26 there are integrated settlements for two Mayoral Combined Authorities (early trailblazer authorities of Greater Manchester and West Midlands) with a second tranche planned in 2026-27.</p> <p>The CPCA will be working with Government to be part of the integrated settlement arrangements from 2027-28. In the short-term, we will continue to work closely with MHCLG and HM Treasury to leverage wider funding simplifications which are expected to be rolled out to all MCAs from next year.</p>

	<p>While Ely Junction was not mentioned in the Budget, the Combined Authority and Mayor are continuing to make the case for this much-needed investment; the Mayor raised this with the Chief Secretary to the Treasury shortly after the Budget on a call with other Mayors.</p> <p>The Government also used the Budget to announce their intention to consult on future funding for Pan-Regional Partnerships, including the Oxford to Cambridge PRP.</p>
2.3	<p><b>East of England APPG</b></p> <p>On Monday 4<sup>th</sup> November the East of England All Party Parliamentary Group held a meeting in Parliament to discuss:</p> <ul style="list-style-type: none"> <li>• Maximising the region’s potential for growth through inward investment</li> <li>• Implications of the budget for the East of England</li> <li>• Delivering strong and financially sustainable councils</li> </ul> <p>MPs from across the East informed Government’s Growth Mission Champion, Dan Tomlinson MP that it is infrastructure barriers which are blocking growth in the region, explaining that projects like Ely Area Capacity Enhancements will unlock not just local growth, but national growth through international trade. The need to understand that international gateways, such as Freeport East and Stansted Airport as generators for growth in their own right was also discussed.</p> <p>The Combined Authority provided substantial evidence to two briefing papers which were presented to MPs, one on <i>Maximising the region’s potential for growth through inward investment</i> and another on <i>Delivering strong and financially sustainable councils</i>, which will also be shared with relevant Government Ministers.</p>
2.4	<p><b>Homes England Investment Symposium</b></p> <p>On Monday 4<sup>th</sup> November, the Combined Authority held a table at the exclusive Homes England Investment Symposium in London. Joined by representatives from Cambridge City Council and Peterborough City Council, a small group promoted the region to national property developers and investors. Economy and Growth Director, Richard Kenny also spoke on a panel session 'Mayor's and Local Growth: How will the UK's commitment to devolution stimulate investment opportunities in Place', Richard spoke on the economic growth in Cambridgeshire and Peterborough and the great potential the region has but acknowledged the infrastructure barriers that can delay that growth.</p>

### 3. Economy and Growth

3.1	<p><b>Skills Bootcamps</b></p> <p>A further £2.4 million has been secured to support local people in getting good jobs.</p> <p>The funding will be invested in Skills Bootcamps—short, flexible training lasting up to 16 weeks—to help fast-track local people into good jobs. Bootcamps give people the opportunity to develop sector-specific skills and fast-track to an interview with a local employer. The technical skills offered are linked to those needed by local employers, increasing the likelihood of participants securing a job or advancing their careers, including progression into apprenticeships.</p> <p>The Combined Authority has been commissioning Skills Bootcamps with various colleges and training providers in partnership with local employers since 2021. This latest adds to an existing £2.54m already invested in Skills Bootcamps by CPCA. For the most recent Skills Bootcamp courses to date, 66% of those taking part have secured a job interview, and 44% have progressed into employment.</p> <p>The latest funding round is set to deliver a broad range of Boot Camps in Green Skills, Finance, and Mental Health. These will supplement the Digital and IT, Construction, Electric Vehicle, and Business and Management boot camps already available. Bootcamps are delivered at Level 2-5, with Level 2 equivalent to GCSE and Level 5 equivalent to a foundation degree or Higher National Diploma (HND).</p> <p>This latest wave of Bootcamps is set to commence in November 2024. Eligibility criteria include having the right to work in the UK, being aged 19 or over, being employed, self-employed, unemployed, or</p>
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	changing or returning to a career. Additionally, Skills Bootcamps may also be open to serving prisoners due to be released within six months of course completion and those on temporary release.
3.2	<p><b>Internships</b></p> <p>CPCA offer funding to employers of up to 50% of a paid internship salary for 13 weeks, working between 16 - 30 hours per week.</p> <p>So far, 11 interns have started, two have already finished with a 100% success rate. One finished at 7 weeks and went into an apprenticeship with another employer, the other remained in sustainable employment with their internship employer. Recruitment is ongoing for another 44 internships where employers have signed agreements in place, and we are currently on-boarding new employers.</p> <p>CPCA has received 70 applications from eligible individuals interested in being an Intern. All have been given access to careers/ other support through signposting via the website, have gained a digital badge and access to the skills pass/ digital wallet to be able to collate their badges and create a digital CV.</p> <p>An extended contract with Reed in Partnership to deliver adult careers support for individuals aged 19+ that are currently out of work, will continue delivery in September. This work will be integral to helping individuals overcome structural barriers to work and find sustainable employment.</p> <p>Our Skills Brokers have been prolific in attending events and maximizing opportunities to network across the region as well as hosting our own events including our free webinars for employers.</p>
3.3	<p><b>Universal Support</b></p> <p>The Universal Support programme was paused during the pre-election period, and confirmation has now been received that the ethos, demographic and intention remain a key focus of the new government and that the DWP are re-visiting the initial design to allow local areas to own and have a local plan to tackle economic activity that is suitable for their geographies. DWP have been tasked with interrogating the model developed thus far to ensure suitability and wider system cohesion. In September 24 the new Government announced this programme would be called the National Supported Employment Programme, but grant agreements were put on hold until beyond the Budget at the end of October 24. Work has begun to engage colleagues from Public Health and the NHS and a development and implementation plan is now being completed.</p>

## 4. Place & Connectivity

4.1	<p><b>Active Travel Ambition Series</b></p> <p>The Active Travel Ambition Series on the 9 October was a great success. The event, that was funded by Active Travel England and organised by the Combined Authority, brought together sustainable transport professionals from the region and beyond to share ambition and showcase the great work being done in Cambridgeshire and Peterborough. The conference, that was held in Whittlesford, saw over 100 officers attend from the active travel teams, public health, accessibility groups, consultants and developers. By strengthening our convening power, enhancing our technical expertise, and fostering trust with Active Travel England, the Combined Authority continue to solidify our leadership in active travel. Mayor Dr Nik Johnson warmly welcomed the attendees, while Cllr Anna Smith provided a thoughtful close to the day. The event clearly showcased our ability to offer strong and supportive leadership in walking, wheeling, and cycling, further positioning us as a driving force in this critical area. A wide range of presentations provided details on the Local Transport and Connectivity Plan and how active travel continues to play a fundamental role in the Combined Authority meeting it's overarching aims and objectives, as well as updates on Cambridgeshire's Active Travel Team's overall ambition, School Street management with cameras in Peterborough and Love to Ride's progress in our region.</p>
4.2	<p><b>Peterborough Station Quarter</b></p> <p>The public engagement period for the Peterborough Station Quarter (PSQ) concluded on 27 September, and we are pleased to report a very positive response from the community. The level of public participation has been commendable, reflecting strong interest and support for the project. A comprehensive report is currently being developed to analyse and evaluate the feedback received. This</p>



	<p>report will play a crucial role in informing the final stages of the scheme's design and will be included in our documentation for the Full Business Case submission scheduled for early next year. In parallel, significant progress has been made on the design aspects of the project. The process to select the preferred options for the station buildings is nearing completion. Preliminary modelling suggests that these selected options will effectively alleviate forecasted passenger congestion during peak hours, enhancing the overall passenger experience at the station. Furthermore, ground investigations and surveys are planned for the coming months. These activities are essential for informing the cost plan for the Full Business Case, ensuring that we have a thorough understanding of the site conditions and potential challenges ahead. The PSQ project represents the critical initial phase that will enable the successful delivery of the wider masterplan for the city. This comprehensive masterplan is important in ensuring that Peterborough reaches its full potential, providing a strategic blueprint for sustainable growth, improved connectivity, and economic vitality. This holistic approach will guide development, infrastructure investment, and public realm enhancements, ensuring long-term benefits for residents, businesses, and visitors.</p>
4.3	<p><b>Love to Ride – Cycle September</b></p> <p>Love to Ride is a behaviour change programme which uses web and app-based platform to encourage cycling through challenges and incentives. The Combined Authority is funding the 2024/25 programme through the Capability and Ambition fund and is available across the area. Cycle September, a work-based challenge, took place and resulted in: • 1,610 people registered for the challenge • 233 workplaces participating • 1,151 riders participating • 390 new users signed up for the challenge (51 of these were new riders!) • 165,644 miles logged • 60% of trips logged were for transport • 26,647 lbs of CO2 saved from entering the atmosphere The Love to Ride campaigns continue to see more people and workplaces participating. Compared to Cycle September 2023 there has been an overall increase in figures with an additional 162 people registered for the challenge, 12 additional workplaces and 2,113 additional lbs of CO2 saved. The Active Travel Team work closely with Love to Ride to ensure the campaigns are reaching more people across the region and we are building on our success year after year.</p>
4.4	<p><b>Mayor’s Tiger £1 Bus Pass</b></p> <p>As of October, the Tiger £1 Bus Pass has achieved substantial success with 30,467 applications, far surpassing the initial target of 10,000 applications by over 300%. This widespread uptake demonstrates strong interest and engagement from residents across the Combined Authority region. Application data shows a consistent reach across urban centres and more rural areas, indicating that our targeted outreach strategies are effectively engaging diverse communities. Notably, most applications fall within the 11-20 age bracket, confirming that our campaign successfully connected with the target demographic most likely to benefit from the pass.</p> <p>The Tiger £1 Bus Pass campaign has exceeded multiple objectives since its launch in May 2024. The campaign aimed to raise awareness, increase applications, gather feedback, and monitor pass usage. So far, we have achieved over 61,887 social media impressions, with click-through rates reaching over 62,000—more than three times our initial target. With a significant total of 199,383 journeys made using the pass, we are seeing consistent usage, far exceeding our six-month journey target of 50,000. This high engagement reflects the strong value the Tiger Pass offers students and young people, and it showcases our success in delivering an affordable transportation option that’s making a difference in daily commuting.</p>

5. Appendices	
5.1	None

6. Implications	
Financial Implications	

6.1	None other than those contained in the body of the report
Legal Implications	
6.2	None
Public Health Implications	
6.3	None
Environmental & Climate Change Implications	
6.4	None
Other Significant Implications	
6.5	None
Background Papers	
6.6	None



## REPORT TITLE: Annual Complaints Self-Assessment

**To:**

Councillor Mike Davey - Leader

Strategy & Resources Committee – 21<sup>st</sup> November 2024

**Report by:**

Tony Stead, Customer Services Development Manager

Tel: 01223 457501 Email: [tony.stead@cambridge.gov.uk](mailto:tony.stead@cambridge.gov.uk)

**Wards affected:**

All

### 1. Recommendations

1.1 It is recommended that Leader:

1. Approve the self-assessment for publication

### 2. Purpose and reason for the report

2.1 This self-assessment process is a new statutory requirement. Its purpose is to check that our complaints process is compliant with the Codes of Practice for the Local Government and Social Care Ombudsman and the Housing Ombudsman. Part of the new requirement is that the assessment is presented and then published on the Council website. It should be noted that this assessment is only looking at the process we use and does not cover reporting on actual complaints received. In future years we will bring this self-assessment for scrutiny alongside the Annual Customer Feedback Report so that information on both the process and on complaints and feedback received is presented at the same time. The Annual Customer Feedback Report for this year was presented to this committee earlier in the year.

### **3. Alternative options considered**

3.1 As this is a statutory requirement there were no alternative options to consider

### **4. Background and key issues**

4.1 Please see Appendix 1 for the self-assessment.

### **5. Corporate plan**

5.1 The self-assessment ensures that our complaints policy and process is fair and accessible for all and offers residents and staff an opportunity to resolve issues that are raised.

[Corporate plan 2022-27: our priorities for Cambridge - Cambridge City Council](#)

### **6. Consultation, engagement and communication**

6.1 This self-assessment will be published on our website.

### **7. Anticipated outcomes, benefits or impact**

7.1 As a result of the decision the Council would be fully compliant with all areas of the Ombudsman Code of Practice. This demonstrates a commitment to the public and the governing body that the Council takes the complaints process seriously and makes effort to ensure its effectiveness and accessibility.

## **8. Implications**

### **8.1 Relevant risks**

If we were not to bring this report and subsequently publish there is a reputational risk that we would not be compliant with the Housing Ombudsman's code of practice, which would lower public confidence in our handling of complaints.

### **Financial Implications**

8.2 None to report

### **Legal Implications**

8.3 None to report

### **Equalities and socio-economic Implications**

8.4 The Housing Ombudsman code of practice takes steps to ensure that complaints policies are fair and accessible for all residents. By not complying with this code, there could be an impact on members of the public with accessibility requirements. [Cambridge City Council Equality Impact Assessment guidance notes 230818.docx \(sharepoint.com\)](#)

### **Net Zero Carbon, Climate Change and Environmental implications**

8.5 There are no Net Zero Carbon, Climate Change or Environmental implications. [Chief Executive Office - Guidance on completing the net zero climate change and environmental implications section .pdf - All Documents \(sharepoint.com\)](#)

### **Procurement Implications**

8.6 None to report

## **Community Safety Implications**

8.7 None to report

### **9. Background documents**

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1 Housing Ombudsman self-assessment form. Cambridge City Council complaints policy.

### **10. Appendices**

10.1 Annual Complaints self-assessment 2023-24

To inspect the background papers or if you have a query on the report please contact Tony Stead – [tony.stead@cambridge.gov.uk](mailto:tony.stead@cambridge.gov.uk)

## Appendix 1: Self-assessment form

This self-assessment has been completed to ensure that the Council's complaints procedure is compliant with codes of practice laid out by the Local Government & Social Care Ombudsman, and the Housing Ombudsman. Although this self-assessment has been requested by the Housing Ombudsman Service, its contents apply to how the complaints procedure operates across all services.

As part of the code, in future cycles this assessment will be presented annually alongside the Annual Customer Feedback report in July. As the requirement for this assessment came out of cycle, it is necessary to present it separately this year. But from 2025, the reports will be presented alongside each other.

This self-assessment form has been completed by the complaints officer and must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

## Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	<p>A complaint must be defined as:</p> <p><i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i></p>	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a> Page 2</p>	<p>Cambridge City Council uses the Housing Ombudsman’s complaint definition in our Complaints Policy (CCC Policy). The definition used is universal across our complaints service and applies to both Housing and non-Housing related complaints.</p>
1.3	<p>A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or</p>		<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p><i>“If a customer contacts a member of Council staff with an expression of dissatisfaction, but do not specifically mention that they want to complain, our staff will offer them the opportunity to raise a complaint”</i></p>	<p>Our complaints policy states that if an issue is raised with a staff member, that staff member will offer the customer a chance to raise a complaint:</p>



	representative must be handled in line with the landlord's complaints policy.			
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Page 3</p> <p><i>“Service requests and complaints are slightly different. A service request is a contact from a customer that brings a matter to the council's attention for the first time, and requests a service offered by the council, for example, reporting a missed bin or telling us about noise nuisance.”</i></p>	We clearly define this within our policy, on our complaints web page prior to raising a complaint and in our internal training documents.
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 2.0</p> <p><i>“This can sometimes include when the customer is receiving a service from the Council. The customer may still complain whilst this service request is ongoing. It is not necessary to wait for completion of works or requests, and can complain at any time.”</i></p>	CCC policy is clear that we deal with all complaints through the agreed process unless certain conditions apply.

1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 2.0</p> <p><i>“Customers may be sent a customer satisfaction survey following any interactions with the Council. Any dissatisfaction expressed within these surveys will not be considered a formal complaint, however we will follow up on negative responses to these surveys and offer the opportunity to raise a complaint case if appropriate.”</i></p>	Our Customer Service managers follow up with any negative feedback left on satisfaction surveys to either resolve issues that occurred or raise a complaint if appropriate.
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## Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Pages 3-4</p> <p><i>“If the Council decides not to accept a complaint, a detailed explanation will be provided setting out the reasons why the matter is not suitable for the Council’s complaints process and the right to take that decision to the Ombudsman. The Council would not accept a complaint for the reasons set out in section 2.2, or if a complainant chooses to submit their complaint without contact details. If a complainant chooses to omit their contact details, we will treat this as anonymous feedback.”</i></p>	CCC policy is clear that we deal with all complaints through the agreed process unless certain conditions apply.
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> <li>The issue giving rise to the complaint</li> </ul>	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Page 4</p> <p><i>“If we refuse to investigate or escalate your complaint for any of the reasons mentioned in sections 2.1, 2.2, 2.3 and 2.4 we will provide a thorough explanation as to why we made this decision. At this point, you will also be given the information to enable you to raise your complaint with either the Housing Ombudsman, or the Local Government and Social Care Ombudsman. The Ombudsman will then advise how best to proceed. This may involve returning you case to the Council to investigate despite our initial decision.”</i></p>	CCC policy is compliant with this.

	<p>occurred over twelve months ago.</p> <ul style="list-style-type: none"> <li>• Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.</li> <li>• Matters that have previously been considered under the complaints policy.</li> </ul>			
2.3	<p>Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.</p>	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 2.5</p> <p><i>“Complaints will be accepted from 12 months of the issue being complained about occurring. If we have already investigated the issue within 12 months, we would not investigate it again. In this instance, the complainant would be signposted to the Ombudsman to pursue their complaint further.”</i></p>	CCC policy is compliant with this.
2.4	<p>If a landlord decides not to accept a complaint, an</p>	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p>	CCC policy is compliant with this.

	<p>explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.</p>		<p style="text-align: center;">Section 2.5</p> <p><i>“If we refuse to investigate or escalate your complaint for any of the reasons mentioned in sections 2.1, 2.2, 2.3 and 2.4 we will provide a thorough explanation as to why we made this decision. At this point, you will also be given the information to enable you to raise your complaint with either the Housing Ombudsman, or the Local Government and Social Care Ombudsman. The Ombudsman will then advise how best to proceed. This may involve returning your case to the Council to investigate despite our initial decision.”</i></p>	
2.5	<p>Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.</p>	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p style="text-align: center;">Section 2.5</p> <p><i>“Each case will be considered on its own merits and individual circumstances and at times we may make exceptions to investigate complaints outside of the 12 month timeframe. Whenever the Council makes the decision to reject a complaint, the reasoning will be clearly explained to the complainant.”</i></p>	<p>CCC policy is compliant with this.</p>

### Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 3.0</p> <p><i>“If a customer requires any adjustments to the complaints process, these should be recorded on the complaints form when submitting a complaint. The Council will consider these and then discuss with the complainant to agree any reasonable adjustments we can make. A record will be kept of any adjustments made on the case.”</i></p>	<p>CCC policy is compliant with this. Our staff at all levels are trained to mediate complaints for residents, and we have accessible complaint forms available online and at reception in our offices.</p>
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 3.0</p> <p><i>“There are various ways to contact the council, but regardless of how a complaint is received, all cases will be logged into the Council’s central case management system. If a complainant contacts the Council by phone, email or in person, staff members can assist with recording a complaint. The Council would prefer complainants to complete the form themselves so that they can provide their complaint in their own words with as much detail as possible, but where a customer is unable to complete the complaints form</i></p>	<p>All staff are briefed on the complaints process, and new starters in frontline services receive in depth training for how to handle complaints and raise them on behalf of a customer. Further guidance is</p>

			<i>themselves, Council staff should assist complainants to record their case.”</i>	available on our internal intranet site.
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	<a href="#">Strategy and Resources Scrutiny Committee - Monday, 1st July, 2024 5.30 pm - YouTube</a> 16:34 in this video of our committee meeting Cllr Bennett mentions this point and is agreed with by the Complaints Officers and other Councillors, including the Leader of the Council	Our Members and staff support this. Regular Corporate Management meetings are focused on what we can learn from the complaints we have received.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord’s website.	Yes	<a href="#">Compliments, complaints and suggestions - Cambridge City Council</a>	Our easy-read complaints form contains a quick guide to the complaints policy to ensure it is accessible to all.
3.5	The policy must explain how the landlord will publicise details of the complaints policy,	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a> Section 1.0	CCC policy is compliant with this.

	including information about the Ombudsman and this Code.		<i>"This policy will be published on the Cambridge City Council website alongside our Annual Customer Feedback report, easy-read complaints form, how to complain guidance and information relating to the Local Government &amp; Social Care Ombudsman, and the Housing Ombudsman."</i>	
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	<a href="#">Case details - CaseTracker</a>	Complainants have the option on the complaints form for a "on behalf of" complaint, where a representative can raise a case on their behalf.
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a> Page 8 <i>"you can ask the <a href="#">Local Government and Social Care Ombudsman</a> to review your complaint. If you are a council tenant, or a council leaseholder with a complaint about our management of your leasehold, you should contact the <a href="#">Housing Ombudsman</a>."</i>	The contact details for the Ombudsman are also included in every stage 2 complaints response



## Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 5.0</p> <p><i>"The Lead Complaints Officer is accountable for all complaint handling in the Council. They will report on and analyse complaint themes and trends on a monthly, quarterly and annual basis, and report any potential systemic issues, serious risks or any policies or procedures that require a review to the appropriate service staff. This officer will also report to Members on complaints performance and be responsible for identifying service improvements and creating a culture that sees complaints as an opportunity to make these improvements"</i></p>	The Customer Services Development Manager is responsible for complaint handling within the Council and reports to committee and senior management on a regular basis
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 5.0</p> <p><i>"System Administrators are responsible for reporting on performance, and statistics, and managing any training or troubleshooting with the case management system. System Administrators work with staff at all levels to facilitate prompt resolution of complaints"</i></p>	CCC policy is compliant with this.

	resolve disputes promptly and fairly.			
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 5.0</p> <p><i>“All staff that handle complaints are trained in the process, policy and system and given regular refresher training.”</i></p> <p><i>“Each year an Annual Customer Feedback report will be produced and presented to the Council’s Strategy &amp; Resources committee. This report will put the volumes of complaints into context alongside service performance statistics, and outline any improvements made as a result of the complaints raised throughout the year.”</i></p>	CCC policy is compliant with this. We have enough resource to manage the complaints process from an investigation and administration perspective.

### Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p>	We only have one formal complaints policy which covers all service areas.

5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p><i>"There are 2 stages to the Council's complaints procedure internally, and complainants also have the right for their case to be reviewed externally by either the Local Government &amp; Social Care Ombudsman (LGSCO) or the Housing Ombudsman."</i></p>	We only have two formal complaint stages.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p>	CCC policy is compliant with this. See 5.2 comments
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage	N/A	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 2.4</p> <p><i>"Should you complain about a third party, such as a contractor acting on behalf of the Council, we will investigate these complaints in line with this policy, as they are considered to be acting on our behalf."</i></p>	The Council handle complaints relating to third parties in line with their policy. Third parties do not handle cases as they are considered to be

	complaints process set out in this Code. Residents must not be expected to go through two complaints processes.			acting on behalf of the Council
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	N/A	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a> Section 2.4	See 5.4 commentary
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a> Section 4.0 <ul style="list-style-type: none"> <li>• <i>“At both stages of our complaints procedure, we will confirm with you: The stage at which we are responding</i></li> <li>• <i>The definition of your complaint (what we understand your complaint to be about)</i></li> </ul>	CCC policy is compliant with this.

5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.		<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 4.2</p> <p><i>“We will also advise how any aspects of the complaint that we are not responsible for can be pursued.”</i></p>	CCC policy is compliant with this.
5.8	<p>At each stage of the complaints process, complaint handlers must:</p> <ul style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind;</li> <li>b. give the resident a fair chance to set out their position;</li> <li>c. take measures to address any actual or perceived conflict of interest; and</li> <li>d. consider all relevant information</li> </ul>		<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 4.0</p> <p><i>“Complaints at both stages will be considered on their own merits, with an open mind by investigators. Residents will be given the chance to set out their position. The Council will take measures to address any actual or perceived conflicts of interest, and consider all relevant information and evidence provided when investigating a complaint.”</i></p>	CCC policy is compliant with this.

	and evidence carefully.			
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf</a></p> <p>Section 4.1</p> <p><i>“If our response falls outside of these 10 working days, you will be kept informed at regular intervals agreed with you with the progress of your complaint case.”</i></p>	CCC policy is compliant with this.
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf">Our equality and diversity policies and plans - Cambridge City Council</a></p> <p>And</p> <p><a href="https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf</a></p> <p>Section 3.0</p> <p><i>“If a customer requires any adjustments to the complaints process, these should be recorded on the complaints form when submitting a complaint. The Council will consider these and then discuss with the complainant to agree any reasonable adjustments we can make. A record will be kept of any adjustments made on the case.”</i></p>	<p>All employees must adhere to the equality and diversity policies for all aspects of their work.</p> <p>A new section is in development on our complaints form for complainants to outline any adjustments they require separately to the body of their complaint so it is clearer to case</p>

	kept under active review.			owners on the system.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 4.1</p> <p><i>“The reasons for declining to escalate a complaint are the same as the reasons for not accepting a complaint. The Council may also refuse to escalate a complaint if a statutory appeal body is required to resolve the case. See section 2.2 for a list of where this may be applicable.”</i></p>	CCC policy is compliant with this.
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 3.0</p> <p><i>“When a case is entered into the Council complaints system, the case will be allocated to a service manager in the area/department related to the complaint, the complainant will also receive an automatic response informing them that we aim to respond to all complaints within 10 working days. All information and communications relating to the case will be recorded and sent through this system.”</i></p>	All customer contact relating to a case is recorded within our case management system, and communications are sent directly to and from this system.

	as reports or surveys.			
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 4.2.3</p> <p><i>"If, as a result of a complaint remedial works, or other action is required, this will be booked as part of the response to the complaint. This can be done at either stage 1 or stage 2."</i></p>	CCC policy is compliant with this.
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep	Yes	<p><a href="https://www.cambridge.gov.uk/media/vn4joh1q/unreasonable-complainants-policy.pdf">https://www.cambridge.gov.uk/media/vn4joh1q/unreasonable-complainants-policy.pdf</a></p>	This policy was written based on Ombudsman guidance. We have an internal process with calendar review reminders for any restrictions placed on residents contact.



	restrictions under regular review.			
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	<a href="https://www.cambridge.gov.uk/media/vn4joh1q/unreasonable-complainants-policy.pdf">https://www.cambridge.gov.uk/media/vn4joh1q/unreasonable-complainants-policy.pdf</a>	Policy was written based on Ombudsman guidance

## Section 6: Complaints Stages

### Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	<a href="#">Customer Feedback Report 2023/24 - Cambridge City Council</a>	Our complaints policy supports this by encouraging complainants to contact the Council to resolve requests for service first if they have not already been raised with the Council. 90% of complaints in 2023-24 were resolved at the first stage.
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <b><u>within five working</u></b>	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>	Complaints are registered in the system as soon as they are submitted with no further internal triage.

	<b><u>days of the complaint being received.</u></b>			
6.3	Landlords must issue a full response to stage 1 complaints <b><u>within 10 working days</u></b> of the complaint being acknowledged.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 4.2.1	Our policy is compliant with this. <i>“The Council aim to respond to complaints within 10 working days”</i>
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 4.1  <i>“Sometimes cases are complex and require more than 10 days to investigate. If this is the case, the person investigating the complaint will contact the complainant to advise them of a new target date for a response. This will be a single time extension of up to a further ten working days.”</i>	CCC policy is compliant with this. We do not extend past ten working days.
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 4.1  <i>“When we change the target date on a case, the complainant will be provided with the contact details for the relevant Ombudsman.”</i>	CCC policy is compliant with this. Our template for formulating an extension notification contains this information.

6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf</a></p> <p>Section 4.0</p> <p><i>“We consider the case resolved and responded to when we have agreed a solution with the complainant and any follow on work has been scheduled. Rather than when that work has been completed. We will still keep track of follow on work to ensure it is completed within an appropriate timescale.”</i></p>	CCC policy is compliant with this.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.		<p><a href="https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf</a></p> <p>Section 4.0</p> <p><i>“We will also ensure that all points raised within the complaints definition are responded to and any decisions we make reference the relevant law, policy or good practice.”</i></p>	CCC policy is compliant with this.
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf</a></p> <p>Section 4.2.1</p> <p><i>“If any new complaints about the same issue are raised during the investigation of a Stage 1 complaint, these will be merged into the original case and responded to within the response to that case. The</i></p>	Our Triage Admin team are notified of all new cases and merge where appropriate. Case investigators are required to quote

	<p>1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.</p>		<p><i>Officer responding will highlight which case reference numbers they are responding to at the start of their response.</i></p>	<p>which case numbers they are responding to at the start of their responses. If a customer raises a new unrelated issue within a case it is raised as a new stage 1 complaint.</p>
<p>6.9</p>	<p>Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:</p> <ol style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions;</li> </ol> <p>and</p>		<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 4.0</p> <ul style="list-style-type: none"> <li>• <i>“At both stages of our complaints procedure, we will confirm with you: The stage at which we are responding</i></li> <li>• <i>The definition of your complaint (what we understand your complaint to be about)</i></li> <li>• <i>Whether we uphold your complaint, or do not uphold your complaint</i> <ul style="list-style-type: none"> <li>• <i>The reasoning behind any decisions made</i></li> <li>• <i>The details of any remedies we offer to put things right</i></li> </ul> </li> <li>• <i>Details of any outstanding actions relating to your complaint</i> <i>Cambridge City Council – Complaints Policy 2024</i></li> <li>• <i>How you can escalate your complaint to the next stage of the process if you are not satisfied with your response”</i></li> </ul>	<p>CCC policy is compliant with this. Our template to assist with formulation of a stage 1 response contains bullet point reminders of the things to include in the response and some standard text for escalating to stage 2.</p>

	g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.			
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## Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 4.2.1  <i>"The Council aim to respond to complaints within 10 working days. If any or all part of the complaint is not dealt with to the satisfaction of the complainant at stage 1, they can ask for their complaint to be escalated to stage 2 of the Council's complaints procedure"</i>	The sign-off text on a stage 1 response instructs complainants how to request escalation.
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 4.0	Our Triage Admin team are notified immediately when an escalation request is made and it is assigned to the appropriate Officer straight away who will acknowledge the escalation.

6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 4.2  <i>“When we respond at stage 1, we will ask why the complainant does not feel their case was resolved at stage 1, and their preferred outcome of escalating their complaint to stage 2. This information is only to guide the Council, and is not a requirement to escalate a complaint.”</i>	We do ask for why the complainant remains unhappy, but it is made clear that this is not a requirement, it is to help us understand how to put things right.
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 4.2  <i>“Once a complaint is escalated to stage 2 it will be allocated to a member of the Corporate Management Team, or Senior Manager acting on their behalf. The person considering the complaint at stage 2 will not be the same person that investigated at stage 1.”</i>	Each service has an Officer at stage two with a higher seniority than the person at stage 1
6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>	Our target time is ten working days at stage 2
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  <i>“Sometimes cases are complex and require more than 10 days to investigate. If this is the case, the person investigating the complaint will contact the complainant to advise them of a new target date for a response. This will be a single time extension of up to a further ten working days. We may on rare occasions pause case timers if we</i>	Our policy and internal guidance is compliant with this.

	response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.		<i>require more information from complainants and are waiting for them to provide it."</i>	
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.		<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 4.1  <i>"When we change the target date on a case, the complainant will be provided with the contact details for the relevant Ombudsman."</i>	CCC policy is compliant with this.
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 4.1  <i>"We consider the case resolved and responded to when we have agreed a solution with the complainant and any follow on work has been scheduled. Rather than when that work has been completed. We will still keep track of follow on work to ensure it is completed within an appropriate timescale."</i>	Our policy states that the point of resolution is when a solution to the issues has been identified or when any follow on works have been booked rather than when they have been completed.
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions,	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 4.0	Our guidance and training internally states that all issues within a complaint must be



	<p>referencing the relevant policy, law and good practice where appropriate.</p>		<p><i>“We will also ensure that all points raised within the complaints definition are responded to and any decisions we make reference the relevant law, policy or good practice.”</i></p>	<p>addressed. There are also prompts within our case management system for formulating a response</p>
<p>6.19</p>	<p>Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:</p> <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to the Ombudsman Service if the</li> </ul>	<p>Yes</p>	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 4.0</p> <p><i>“At both stages of our complaints procedure, we will confirm with you:</i></p> <ul style="list-style-type: none"> <li>• <i>The stage at which we are responding</i></li> <li>• <i>The definition of your complaint (what we understand your complaint to be about)</i></li> <li>• <i>Whether we uphold your complaint, or do not uphold your complaint</i> <ul style="list-style-type: none"> <li>• <i>The reasoning behind any decisions made</i></li> </ul> </li> <li>• <i>The details of any remedies we offer to put things right</i></li> <li>• <i>Details of any outstanding actions relating to your complaint</i></li> <li>• <i>How you can escalate your complaint to the next stage of the process if you are not satisfied with your response.”</i></li> </ul>	<p>All of these items are prompted within a response template in our case management system.</p>

	individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>	Staff at stage 2 are members of our Corporate Management Team and have the authority to make any relevant decisions.

### Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> </ul>	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 4.2.3</p> <p><i>"These actions can include, an apology and acknowledging what has gone wrong, providing an explanation, taking action to rectify a delay to receiving a service, reconsidering and potentially changing a decision, amending a record or adding a correction/addendum, providing financial redress, or reviewing and changing policies, procedures or practices. This list is not exhaustive."</i></p>	CCC policy is compliant with this. This is highlighted in training, and case owners are reminded of these things in the response template

	<ul style="list-style-type: none"> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a> Section 4.2.3 <i>“The Council’s remedial action will reflect the impact the fault had on the resident, and be tracked and monitored as part of the Complaints process”</i>	CCC policy is compliant with this. Remedial action is based on Ombudsman guidance, or actions which will resolve the issue(s) raised.
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a> Section 4.2.3 <i>“When the Council outline this action, we will be clear with the resident about what will happen, and the timescales involved. This remedy will also be offered in line with guidance from the Local Government and Social Care and Housing Ombudsman.”</i>	CCC policy is compliant with this.
7.4	Landlords must take account of the guidance issued by the Ombudsman	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>	CCC policy is compliant with

	when deciding on appropriate remedies.		Section 4.2.3	this. See 7.2 comments
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## Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ul style="list-style-type: none"> <li>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a</li> </ul>	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 5.0</p> <p><i>“Each year an Annual Customer Feedback report will be produced and presented to the Council’s Strategy &amp; Resources committee. This report will put the volumes of complaints into context alongside service performance statistics, and outline any improvements made as a result of the complaints raised throughout the year.”</i></p>	CCC policy is compliant with this.

	<p>result of the learning from complaints;</p> <p>e. any annual report about the landlord's performance from the Ombudsman; and</p> <p>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>			
8.2	<p>The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.</p>	No	<p>Annual Report: <a href="#">Compliments, complaints and suggestions - Cambridge City Council</a></p> <p>And</p> <p><a href="#">Agenda for Strategy and Resources Scrutiny Committee on Monday, 1st July, 2024, 5.30 pm - Cambridge Council</a></p> <p>Self-Assessment to be reported by 29<sup>th</sup> November 2024</p>	<p>CCC is currently non-compliant with this part of the code as this self-assessment has not been reported to committee. This will be reported and published by 29<sup>th</sup> November 2024</p>
8.3	<p>Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.</p>	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf</a></p> <p>Section 2.0</p>	<p>If this situation arises we would be compliant.</p>

			<p><i>“Each year the Council will carry out a self-assessment against the Ombudsman’s Complaint Handling Code to ensure that our complaint handling remains in line with its requirements. This will be made accessible to the public. This self-assessment will also be completed following any major restructure, change to procedure or if requested by the Ombudsman.”</i></p>	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf</a></p> <p>Section 2.0</p> <p><i>“Each year the Council will carry out a self-assessment against the Ombudsman’s Complaint Handling Code to ensure that our complaint handling remains in line with its requirements. This will be made accessible to the public. This self-assessment will also be completed following any major restructure, change to procedure or if requested by the Ombudsman.”</i></p>	If this situation arises we would be compliant.
8.5	<p>If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website</p> <p>Landlords must provide a timescale for returning to compliance with the Code.</p>	Yes	<p>Should this occur a message would be put on the main page of our website and all complaints related pages to inform residents.</p>	CCC Policy would be compliant with this should it occur.





## Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 5.0  <i>“They will report on and analyse complaint themes and trends on a monthly, quarterly and annual basis, and report any potential systemic issues, serious risks or any policies or procedures that require a review to the appropriate service staff. This officer will also report to Members on complaints performance and be responsible for identifying service improvements and creating a culture that sees complaints as an opportunity to make these improvements.”</i>	CCC Policy is compliant
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 5.0	CCC Policy is compliant. See text in 9.1
9.3	Accountability and transparency are also integral to a positive complaint handling	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 5.0	CCC Policy is compliant See text in 9.1

	culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.			
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 5.0  <i>"The Lead Complaints Officer is accountable for all complaint handling in the Council. They will report on and analyse complaint themes and trends on a monthly, quarterly and annual basis, and report any potential systemic issues, serious risks or any policies or procedures that require a review to the appropriate service staff. This officer will also report to Members on complaints performance and be responsible for identifying service improvements and creating a culture that sees complaints as an opportunity to make these improvements."</i>	CCC Policy is compliant
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Partially	<p>Responsibility for complaints sits with Officers from Customer Services and the Exec Cllr for Customer Services receives updates, as does the Leader of the Council</p> <p><a href="#">Executive post - Executive Councillor for Finance and Resources - Cambridge Council</a></p>	To be appointed at future committee meeting.

9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Partially	<p>Responsibility for complaints sits with Officers from Customer Services and the Exec Cllr for Customer Services receives updates, as does the Leader of the Council</p> <p><a href="#">Executive post - Executive Councillor for Finance and Resources - Cambridge Council</a></p>	To be appointed at future committee meeting.
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: <ul style="list-style-type: none"> <li>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</li> <li>b. regular reviews of issues and trends arising from complaint handling;</li> <li>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in</li> </ul>	Yes	<p><a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a></p> <p>Section 5.0</p>	CCC Policy is compliant

	<p>complying with orders related to severe maladministration findings; and</p> <p>d. annual complaints performance and service improvement report.</p>			
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	Yes	<p>The Council has an overall objective which is “<b>All colleagues will work together as a whole council to live our values and behaviours in all that we do.</b>”</p> <p>Our values and behaviours fall into four categories:</p> <p><b>Collaborative</b></p> <ul style="list-style-type: none"> <li>• I actively participate in team working.</li> <li>• I work with colleagues, external partners and customers to achieve agreed outcomes.</li> <li>• I share my knowledge and experience with others.</li> <li>• I enable opportunities for internal and external partnership working.</li> <li>• I make time to consult with networks to inform my decisions.</li> <li>• I create opportunities for knowledge and experience to be shared.</li> </ul> <p><b>Courageous</b></p> <ul style="list-style-type: none"> <li>• I identify and embrace new and better ways of doing things.</li> <li>• I question and challenge constructively when needed.</li> <li>• I act quickly to resolve issues when they arise.</li> <li>• I act boldly to achieve positive impacts and results</li> </ul>	<p>By living our values in all that we do and meeting our corporate objective these behaviours will meet this requirement.</p>

			<ul style="list-style-type: none"><li>• I drive change, and support others to engage in change.</li><li>• I embrace challenges and challenge others, taking balanced risks when needed.</li></ul> <p>Compassionate</p> <ul style="list-style-type: none"><li>• I treat others fairly and respectfully</li><li>• I act inclusively and challenge discrimination</li><li>• I care about myself, others and my impact on the environment</li><li>• I foster a culture of respect, diversity and inclusion</li><li>• I champion the wellbeing of others</li><li>• I take actions which reduce the effects of climate change</li></ul> <p>Accountable</p> <ul style="list-style-type: none"><li>• I am responsible for my own actions and performance</li><li>• I focus on delivering outcomes and I'm not easily deterred</li><li>• I actively seek development opportunities</li><li>• I'm responsible for the delivery and performance of my team</li><li>• I act quickly when standards are not met</li><li>• I'm responsible for decision making and accountable for the outcomes</li></ul>	
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## Report: **TREASURY MANAGEMENT MID-YEAR REVIEW REPORT 2024/25**

**To:**

The Executive Councillor for Finance and Resources: Councillor Simon Smith

Strategy and Resources Scrutiny Committee 21 November 2024

**Report by:**

Jody Etherington – Chief Finance Officer and S151 Officer  
Tel: 01223 458130 Email: jody.etherington@cambridge.gov.uk

**Wards affected:**

**All Wards**

### Key Decision

#### 1. Executive Summary

- 1.1 The council has adopted The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management (Revised 2021).
- 1.2 This half-year report has been prepared in accordance with the Code and covers the following: -
  - An economic update for the first half of the 2024/25 financial year;
  - A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
  - The Council's capital expenditure, as set out in the Capital Strategy, and prudential indicators;
  - A review of the Council's investment portfolio for 2024/25;
  - A review of the Council's borrowing strategy for 2024/25; and
  - A review of compliance with Treasury and Prudential Limits for 2024/25.
- 1.3 Cash and investment balances as at 30 September were £105 million. The balance is forecast to gradually reduce over the remainder of the

year as existing balances are used to fund General Fund (GF) and Housing Revenue Account (HRA) capital expenditure.

- 1.4 Interest receipts for the year are projected at £6.6 million which is £3.1 million higher than the original budget. The variance is due mainly to sustained higher investment rates and higher cash balances being held for longer periods than expected.

## **2. Recommendations**

The Executive Councillor is asked to:-

- 2.1 Recommend to Council the council's estimated Prudential and Treasury Indicators for 2024/25 to 2027/28 (Appendix A).
- 2.2 Note that no changes have been made to the counterparty list (Appendix B).

## **3. Background**

- 3.1. In December 2021, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued revised Prudential and Treasury Management Codes. These require all local authorities to prepare a Capital Strategy which is to provide the following: -
  - a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
  - an overview of how the associated risk is managed; and
  - the implications for future financial sustainability.
- 3.2 The Code of Practice for Treasury Management recommends that members be updated on treasury management activities regularly.
- 3.3 In line with the Code of Practice, all treasury management reports are presented to both Strategy & Resources Scrutiny Committee and to Full Council.
- 3.4 The Council is currently supported in its treasury management functions by specialist advisors, Link Asset Services. These services include the provision of advice to the council on developments and best practice in this area and provide information on the creditworthiness of potential counterparties, deposits, borrowing, interest rates and the economy.



## 4. Economic and Interest Rate Update

- 4.1 The council has appointed Link Group as its treasury advisors and part of their service is to assist the council to formulate a view on interest rates. The PWLB rate forecasts below are based on the certainty rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1 November 2012.
- 4.2 In addition to this discount, the PWLB has introduced a 'Reduced HRA lending margin'. This is a reduction in the margin applied to loans that will be used to fund capital expenditure within the HRA. From 15 June 2023 qualifying loans have attracted a lower rate equivalent to 0.40% below the current PWLB certainty rate.
- 4.3 The latest forecast on 10 July 2024 is shown below. A comparison between the forecast and that included in the Treasury Management Strategy Statement shows that PWLB rates are still forecast to decrease over the next two years, but now at a slower trajectory.

	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26
<b>Bank rate</b>	5.00%	4.50%	4.00%	3.50%	3.00%	2.75%	2.75%	2.75%
<b>3 month Average Earnings</b>	5.00%	4.50%	4.00%	3.50%	3.00%	2.80%	2.80%	2.80%
<b>6 month Average Earnings</b>	5.10%	4.60%	4.10%	3.60%	3.10%	2.90%	2.90%	2.90%
<b>12 month Average Earnings</b>	5.20%	4.70%	4.20%	3.70%	3.20%	3.00%	3.00%	3.00%
<b>5yr PWLB rate</b>	4.70%	4.50%	4.30%	4.10%	4.00%	3.90%	3.90%	3.90%
<b>10yr PWLB rate</b>	4.80%	4.60%	4.50%	4.30%	4.10%	4.10%	4.10%	4.00%
<b>25yr PWLB rate</b>	5.20%	5.00%	4.80%	4.70%	4.50%	4.50%	4.40%	4.40%
<b>50yr PWLB rate</b>	5.00%	4.80%	4.60%	4.50%	4.30%	4.30%	4.20%	4.20%

- 4.4 The Bank of England's Monetary Policy Committee (MPC) sets monetary policy to meet the 2% inflation target. Following several years of high inflation, CPI dropped below this target for the first time to 1.7% in September 2024.

4.5 At its meeting on 31 July 2024, the MPC voted by a majority of 5-4 to reduce Bank Rate by 0.25 percentage points, to 5.00%. At its meeting on 18 September 2024, the MPC agreed to maintain the Bank Rate at 5.00%.

## **5. Annual Investment Strategy**

5.1 The Treasury Management Strategy Statement (TMSS) for 2024/25, which includes the Annual Investment Strategy, was approved by Full Council on 15 February 2024.

5.2 The council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the council's risk appetite.

5.3 The council has endeavoured to position its portfolio to take advantage of the current interest rate environment. Officers have sought to achieve a balance between instruments offering liquidity to meet the needs of financing the capital programme, with fixed term investments agreed when the interest rates were generally understood to have peaked. The strategy will be kept under review over the remainder of the financial year and updated in line with revised profiling of capital expenditure and advice from our treasury management advisors on the future path of interest rates.

5.4 The average rate of return for all deposits to 30 September 2024 is 4.16%, compared to 4.62% over the same six-month period in 2023/24. In the year to date, the council's investment in the CCLA Property Fund has provided distributions equivalent to 5.21% (annualised) of the council's initial investment.

5.5 To ensure that minimal risk is present for the HRA nominal cash balances, returns from lower risk investments are used to transfer interest receipts to the HRA.

5.6 Current estimates for 2024/25 include gross interest receipts of £6.6 million. This is mainly due to interest rates remaining higher than anticipated for longer, and capital slippage meaning there remains more cash available to invest.

- 5.7 An analysis of the instruments the council has invested in and the associated counterparties has been prepared as at 30 September 2024 (Appendix C).
- 5.8 During the first half of 2024/25, we have utilised Link Group's Treasury Agency Service. This service facilitates access to financial instruments which are not always available to individual local authorities accessing financial markets.
- 5.9 Officers continue to work with Link Group to understand developments within financial markets which offer the opportunity to have regard for environmental, social and governance (ESG) criteria when placing investments. The relevant CIPFA guidance asserts the primacy of 'security, liquidity and yield' considerations when managing the treasury portfolio and the council is required to adhere to that guidance. Where the council invests for the longer term, there are opportunities to invest in products or counterparties which align with council objectives. Currently, this is reflected in the substantial fixed-term deposits with other local authorities covering periods up to 13 months and investments in the CCLA Local Authority Property Fund. The CCLA Property Fund provides investors with regular updates about its work to reduce the carbon footprint of its property portfolio and increase the EPC rating of individual properties it owns.

## **6. The Council's Capital Expenditure and Financing 2024/25 to 2027/28**

- 6.1 The council undertakes capital expenditure on long-term assets. These activities may either be:
- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, developer contributions, revenue contributions, reserves etc.), which has no resultant impact on the council's borrowing need; or
  - If insufficient financing is available, or a decision is taken not to apply other resources, the funding of capital expenditure will give rise to a borrowing need.
- 6.2 Details of capital expenditure forms one of the required prudential indicators. The table below shows the proposed capital expenditure and how it will be financed. It also includes any re-phasing during 2024/25

and is in line with the agreed capital plan and estimated future capital expenditure.

Estimate	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
GF capital expenditure	106,907	18,172	2,727	1,798
HRA capital expenditure	107,748	93,643	102,622	126,491
<b>Total capital expenditure</b>	<b>214,655</b>	<b>111,815</b>	<b>105,349</b>	<b>128,289</b>
Resourced by:				
• Capital receipts	(20,264)	(6,668)	(3,671)	(5,538)
• Other contributions	(52,035)	(73,959)	(98,887)	(60,379)
<b>Total resources available for financing capital expenditure</b>	<b>(72,299)</b>	<b>(80,627)</b>	<b>(102,558)</b>	<b>(65,917)</b>
<b>Financed from cash balances &amp; any Prudential Borrowing required</b>	<b>142,356</b>	<b>31,188</b>	<b>2,791</b>	<b>62,372</b>

6.3 Capital expenditure in the General Fund in 2024/25 includes a planned £64.3 million on the Park Street car park development. This project is due to complete during the financial year so there is no spend included in future years. Capital expenditure in the HRA over the four year period shown in the table includes a total of £306.5 million on the construction, redevelopment and acquisition of new council housing stock as part of the council's ambitious ten-year programme in this area. The remaining spend is primarily in respect of the ongoing costs of maintaining existing stock to decent homes standards.

## 7. The Council's Prudential and Treasury Management Indicators

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

7.2 Both the GF and HRA CFR are projected to increase from current levels in line with the capital plans for the respective funds. Based on the current capital plan, the GF CFR reduces in 2026/27 as capital loans to CIP are repaid. However, the current MTFs assumes that subsequent capital

plans, approved as part of future years' budgets, will increase the CFR unless other sources of financing for GF capital expenditure can be identified.

CFR and External Borrowing Estimate	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
GF CFR	139,463	151,364	107,633	127,846
HRA CFR	284,880	302,568	305,359	367,731
<b>Total CFR</b>	<b>424,343</b>	<b>453,932</b>	<b>412,992</b>	<b>473,916</b>
<b>Movement in the CFR</b>	<b>142,050</b>	<b>29,589</b>	<b>(40,940)</b>	<b>60,924</b>
Estimated External Gross Debt/Borrowing (Including HRA Reform)	313,123	385,162	386,839	448,078
Authorised Limit for External Debt	550,000	600,000	600,000	625,000
Operational Boundary for External Debt	434,343	463,932	422,992	483,916

7.3 A further prudential indicator controls the overall level of borrowing externally. This is the Authorised Borrowing Limit (ABL) which represents the limit beyond which borrowing is prohibited and needs to be set and revised by Members.

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

UPDATE	Principal (£'000)
Authorised Borrowing Limit (A) – Agreed by Council on 15 February 2024	550,000
External Borrowing as at 30 September 2024 (B)	243,572
<b>Total Current Headroom (A minus B)</b>	<b>306,428</b>

7.5 During this financial year the council has operated within the 'authorised' and 'operational' borrowing limits contained within the Prudential Indicators set out in the council's Treasury Management Strategy Statement. The anticipated Prudential & Treasury Indicators are shown in Appendix A.

## **8. Borrowing**

- 8.1 The council is permitted to borrow under the Prudential Framework, introduced with effect from 1 April 2004.
- 8.2 Current borrowing relates to loans from the PWLB for self-financing dwellings held within the HRA, taken out in 2012 totalling £213.572 million, and the first tranche of external borrowing undertaken to support the Park Street redevelopment project, with £30 million having been drawn down in April 2024.
- 8.3 The council's current capital plan incorporates further external borrowing in 2024/25 and future years. This represents the draw down of the remaining £55 million funding for Park Street agreed at the inception of the project, funding for delivery of the HRA capital programme and funding for GF capital projects which cannot be funded from available capital resources. The current Medium Term Financial Strategy assumes an increasing need for borrowing over the life of the forecast period. The council will take advice from its treasury management advisors about when to borrow and the appropriate terms to reflect the assets being financed.
- 8.4 The provision for the repayment of debt is known as the Minimum Revenue Provision (MRP). Regulations require the council to publish at least annually a policy by which MRP will be determined. This policy was agreed by council on 15 February 2024. Changes to the policy will be considered and amendments may be proposed in the next Treasury Management Strategy Statement, alongside the council's Capital Strategy and Budget Setting Report.

## **9. Implications**

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

This is a financial report and implications are included in the detailed paragraphs as appropriate.

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

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

None

**(c) Equality and Poverty Implications**

None

**(d) Environmental Implications**

None

**(e) Procurement Implications**

None

**(f) Community Safety Implications**

None

**10. Consultation and communication considerations**

None required

**11. Background papers**

No background papers were used in the preparation of this report

**12. Appendices**

12.1 Appendix A – Prudential and Treasury Management Indicators

Appendix B – The Council’s Current Counterparty list

Appendix C – Sources of the Council’s Deposits

Appendix D – Glossary of Terms and Abbreviations

**13. Inspection of papers**

13.1 If you have any queries about this report please contact:

Author’s Name:	Isabel Brittain
Author’s Phone Number:	01223 458134
Author’s Email:	isabel.brittain@cambridge.gov.uk

## Appendix A

### PRUDENTIAL & TREASURY MANAGEMENT INDICATORS

Estimates	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
<b>Capital expenditure</b>				
- GF	106,907	18,172	2,727	1,798
- HRA	107,748	93,643	102,622	126,491
<b>Total</b>	<b>214,655</b>	<b>111,815</b>	<b>105,349</b>	<b>128,289</b>
<b>Capital Financing Requirement (CFR) as at 31 March</b>				
- GF	139,463	151,364	107,633	106,185
- HRA	284,880	302,568	305,359	367,731
<b>Total</b>	<b>424,343</b>	<b>453,932</b>	<b>412,992</b>	<b>473,916</b>
<b>Change in the CFR</b>	<b>142,050</b>	<b>29,589</b>	<b>(40,940)</b>	<b>60,924</b>

*The above tables reflect capital expenditure in the current capital plan and highlight the expected impact of that expenditure on the council's Capital Financing Requirement.*



## PRUDENTIAL & TREASURY MANAGEMENT INDICATORS

Estimates	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
<b>Deposits at 31 March</b>	47,692	90,142	132,759	133,074
<b>External Gross Debt</b>	313,123	385,162	386,839	448,078
<b>Ratio of net financing costs to net revenue stream</b>				
-GF%	(6.46)	6.58	17.13	22.14
-HRA%	14.62	18.47	18.22	18.66
<b>Net income from commercial and service investments to net revenue stream</b>				
-GF	10,532	12,554	14,147	14,006
-HRA	471	483	494	627
<b>% of net revenue stream</b>				
-GF%	43.02	46.38	69.31	65.36
-HRA%	0.84	0.83	0.81	0.94

*The above table reflects the treasury management implications of the projected capital expenditure, funding sources, financing costs and investment income set out in the council's current Medium Term Financial Strategy (MTFS). The use of the MTFS is considered to provide the most relevant source of data to show how the council's performance against CIPFA's prudential indicators is expected to change over the period covered by the MTFS.*

## PRUDENTIAL & TREASURY MANAGEMENT INDICATORS

Estimates	Estimate 2024/25 £'000	Estimate 2025/26 £'000	Estimate 2026/27 £'000	Estimate 2027/28 £'000
<b>Treasury Indicators</b>				
<b>Authorised limit</b>				
for borrowing	550,000	600,000	600,000	625,000
for other long-term liabilities	2,000	2,000	2,000	2,000
<b>Total</b>	<b>552,000</b>	<b>602,000</b>	<b>602,000</b>	<b>627,000</b>
<b>Operational boundary</b>				
for borrowing	434,343	463,932	422,992	483,916
for other long-term liabilities	1,500	1,500	1,500	1,500
<b>Total</b>	<b>435,843</b>	<b>465,432</b>	<b>424,492</b>	<b>485,416</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	50,000
<b>Analysis of exposure to fixed and variable interest rates</b>				
Net interest on fixed rate borrowing/deposits	8,489	12,217	14,249	16,819
Net interest on variable rate borrowing/deposits	(2,152)	(1,292)	(1,050)	(1,137)
<b>Maturity structure of new fixed rate borrowing</b>		Upper Limit	Lower Limit	
10 years and above		100%	100%	

***The above table reflects the treasury management implications of the projected capital expenditure, financing costs and investment income set out in the council's current Medium Term Financial Strategy (MTFS). The use of the MTFS is considered to provide the most relevant source of data to show how the council's performance against CIPFA's prudential indicators is expected to change over the period covered by the MTFS.***



## Appendix B

### Treasury Management Annual Investment Strategy

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.

#### Current Counterparty List

Link Group Colour	Council's Current Deposit Period	Category	Limit (£)
<b>UK Banks and Building Societies: -</b>			
Yellow	60 months	UK Banks and Building Societies	35m
Magenta	60 months	UK Banks and Building Societies	35m
Pink	60 months	UK Banks and Building Societies	35m
Purple	24 months	UK Banks and Building Societies	30m
Blue	12 months	UK Banks and Building Societies	30m
Orange	12 months	UK Banks and Building Societies	30m
Red	6 months	UK Banks and Building Societies	20m
Green	100 days	UK Banks and Building Societies	10m
No Colour	Not recommended	UK Banks and Building Societies	0m

Name	Council's Current Deposit Period	Category	Limit (£)
<b>Specified Investments: -</b>			
All UK Local Authorities	N/A	Local Authority	20m

Name	Council's Current Deposit Period	Category	Limit (£)
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
Enhanced Cash Funds (Standard & Poor's: AA Af/S1, Fitch: AA A/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 (AA Af) – CNAV, VNAV & LVNAV	Liquid Rolling Balance	Financial Instrument	15m (per fund) with no maximum limit overall
UK Government Treasury Bills	Up to 6 months	Financial Instrument	15m
Members of a Banking Group	Using Link's Credit Criteria	UK Banks and UK Nationalised Banks	40m
<b>Non-Specified Investments: -</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 (CCHC) Working Capital Loan *	Up to 1 year	Loan	200,000
Cherry Hinton Community Benefit Society	Up to 1 year	Loan	50,000
CCHC Investment *	Rolling Balance	Loan (Asset Security)	7,500,000
Cambridge Investment Partnership (Mill Road)*	Rolling Balance	Loan (Asset Security)	17,800,000

<b>Name</b>	<b>Council's Current Deposit Period</b>	<b>Category</b>	<b>Limit (£)</b>
Cambridge Investment Partnership (Cromwell Road)*	Rolling Balance	Loan (Asset Security)	48,300,000
Cambridge Investment Partnership (Orchard Park L2)*	Rolling Balance	Loan (Asset Security)	11,529,000
Cambridge Investment Partnership	Rolling Balance	Loan (Asset Security)	33,940,000
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	See limits above
Certificates of Deposit (with UK Building Societies)	Liquid Rolling Balance	Financial Instrument	See limits above
Certificates of Deposit (with Foreign Banking Institutions)	Liquid Rolling Balance	Financial Instrument	2m (per single counterparty)
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)
Commercial Property Investments funded from cash balances	Over 1 year	Commercial Property	25m (in total)
Municipal Bonds Agency	N/A	Pooled Financial Instrument Facility	50,000
Secured Local Bond – 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.

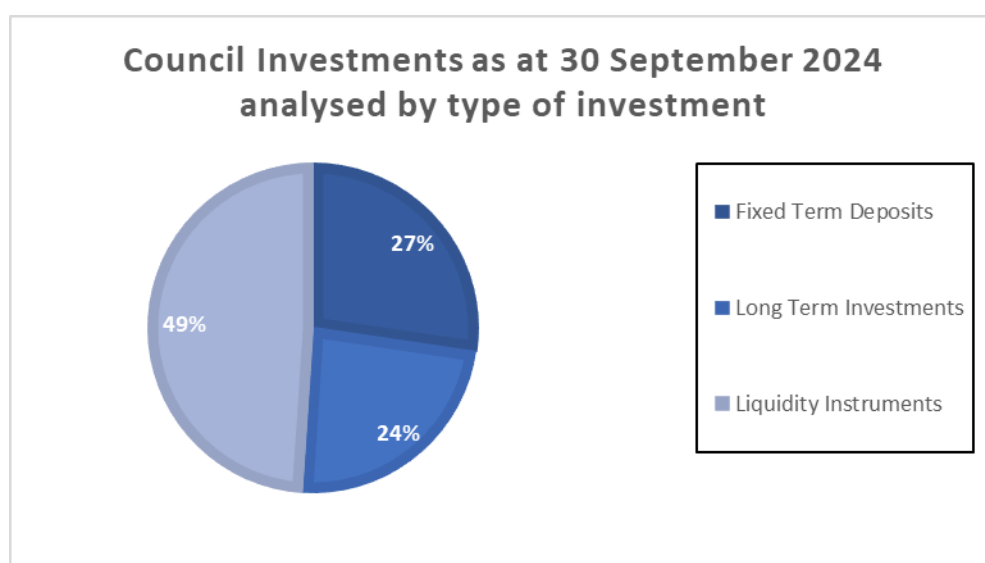
**Deposits as at 30 September 2024**

Local authorities are free to deposit surplus funds not immediately required to meet the costs of providing services. The council deposits amounts set aside in its general reserves and earmarked reserves.

The interest earned on these deposits is credited to the GF and HRA respectively and helps to fund the cost of providing services.

At 30 September 2024, the council had deposits of £105.4m. The table below provides a breakdown of where the money was deposited and the types of financial instrument held.

Funds Deposited as at 30 September 2024	£'000
UK Banks	14,590
Local Authorities	21,000
Money Market Funds	42,000
Enhanced Cash Funds	10,000
Property Fund	15,000
Allia Limited	2,800
<b>Total Deposited</b>	<b>105,390</b>





**Treasury Management – Glossary of Terms and Abbreviations**

<b>Term</b>	<b>Definition</b>
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

<b>Term</b>	<b>Definition</b>
Government CNAV	Highly liquid sovereign stock based on a Constant Net Asset Value (CNAV)
HRA	Housing Revenue Account - a ringfenced account for local authority housing where a council acts as landlord
HRA Self-Financing	A new funding regime for the HRA introduced in place of the previous annual subsidy system
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)
MPC	Monetary Policy Committee - The Bank of England Committee responsible for setting the UK's bank base rate
Minimum Revenue Provision (MRP)	Revenue charge to finance the repayment of debt
Non Ring Fenced Bank (NRFB)	Government and Bank of England rules 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
Non-Specified Investments	These are investments that do not meet the conditions laid down for Specified Investments and potentially carry additional risk, e.g. lending for periods beyond 1 year
Operational Boundary	Limit which external borrowing is not normally expected to exceed
PWLB	Public Works Loans Board - an Executive Government Agency of HM Treasury from which local authorities and other prescribed bodies may borrow at favourable interest rates
Quantitative Easing (QE)	A financial mechanism whereby the Central Bank creates money to buy bonds from financial institutions, which reduces interest rates, leaving businesses and individuals to borrow more. This is intended to lead to an increase in spending, creating more jobs and boosting the economy

<b>Term</b>	<b>Definition</b>
Ring Fenced Bank (RFB)	Government and Bank of England rules 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
Sterling Over Night Index Average (SONIA)	SONIA is a widely used benchmark based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors.
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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**REPORT TITLE: Civic Quarter Project Update**

**To:** Executive Councillor for Finance and Resources

**Strategy & Resources Scrutiny Committee, Thursday 21st November 2024**

**Report by:**

Benedict Binns, Assistant Director, Development

Tel: 01223 450000 Email: [ben.binns@cambridge.gov.uk](mailto:ben.binns@cambridge.gov.uk)

**Wards affected:**

All

## 1 Recommendations

It is recommended that the Executive Councillor for Finance and Resources, approves the recommendations outlined in the report that includes the business case, Concept Design Report, Public Engagement Report and the Commercial Report for the Civic Quarter including:

- 1.1 Noting the outcomes from the first Public Consultation that took place to shape the outcomes of the Concept Designs.
- 1.2 Approve to proceed to the next stage of design with a planning submission in late summer 2025 for the Guildhall, Corn Exchange, Market Square and the associated public realm, carrying out a second public consultation in Spring 2025
- 1.3 Approve the allocation of a capital budget of £55m as set out in 8.3 and delegate authority to the Council's Section 151 Officer to apply the agreed capital financing to the project in the most cost effective way.
- 1.4 Delegated authority to the Chief Executive Officer and Executive Councillor for Finance, and Resources to carry out a procurement process for the appointment of a contractor by Spring 2025
- 1.5 Approve the Civic Quarter Project team to work closely with the Corporate team, Market Operations team, Cultural Services team and Market traders to develop a business plan by Spring 2025 which includes:
  1. Completion of the Terms and Conditions and the balance of trade work on the Market ahead of the proposed second public consultation for the Civic Quarter in Spring 2025
  2. An assessment of the revenue impact of decanting the Guildhall, Market and Corn Exchange
  3. A business plan for the operation of the future Guildhall, Market and Corn Exchange
- 1.6 Delegated authority to the Chief Executive Officer and Executive Councillor for Finance and Resources for the future use of Mandela House subject to review by Property Services.

## 2. **Executive Summary**

2.1 The Civic Quarter has seen the changes of time and developments over the centuries with the site of the Guildhall celebrating a history dating back 800 years this year, the Corn Exchange approaching its 150<sup>th</sup> anniversary and a market that dates back over a thousand years.

The council is now looking at proposals for investment in the Guildhall, Market Square, Corn Exchange and public realm, making them fit for a fast growing global city in the 21st century society that our residents can be proud of.

2.2 This report outlines investment proposals that include:

- 1) making our heritage buildings net zero, and improve biodiversity and water efficiency across the site
- 2) improving accessibility and creating a welcoming new civic heart open to the public
- 3) consolidating office space in the city and creating a working environment that supports staff retention, collaboration and enhanced productivity
- 4) creating space for a cultural attraction within the Guildhall
- 5) saving the council money by reducing running costs and creating opportunities for additional income

2.3 Designs at this stage are concept, indicative and will continue to evolve depending on feedback from staff, traders, members and the public as well as financial constraints. The investment proposals provided in this report are target budgets based on current information and have been reviewed by Calford Seaden, the council's employers' agent (Project Manager and Quantity Surveyor) who will continue to provide independent advice for the council.

It should be noted that further survey work, reviews with the planners and market conditions will mean cost risks remain. Early contractor engagement will de-risk the project further by providing greater cost assurance.

## **2.4 The Guildhall**

- 2.4.1 For the Guildhall, a number of options were considered as set out in this report. The recommendation is to proceed with Option 3 (Commercial Offices with a Cultural Attraction) which retains the entrance area – the heart space - for the public and all users of the building on the Ground floor, with council staff located at Ground, First and Second floors. The Civic Spaces are retained on the first floor, and Commercial Office space, accessed separately from Peas Hill, on the upper floors. This is set out in pages 2-4 of the Concept Design Report Executive Summary (Appendix 1). This option includes meeting the new Net Zero Standard.

Option 3 includes an opportunity for a Cultural Attraction and discussions are in progress with the Museum of Cambridge. As this depends on the Museum of Cambridge attracting external funding, which is uncertain, the design team have assumed a fallback position of

Option 2a (Office provision) in their technical reports.

- 2.4.2 The indicative investment budget to refurbish the Guildhall for the preferred option is estimated at c.£41m.

This current net running cost of the Guildhall and Mandela House is c £2.4million. This investment is estimated to generate a net saving for the council of c. £1,000,000 per annum after the cost of capital.

- 2.4.3 Decant options will focus on committee and civic spaces as it is expected that Mandela House will continue to provide office space for staff and existing tenants until works, if approved, are completed.

## **2.5 The Corn Exchange**

- 2.5.1 For the Corn Exchange, investment proposals include designs to increase revenue streams including fire capacity increase to c.2000; delivery of additional events and enhanced bar offerings. This is set out in pages 5-7 of the Concept Design Report Executive Summary (Appendix 1).

Proposals include transforming Parson's Court into an attractive Food and Beverage offer with a transformed pedestrianised breakout space. For the Corn Exchange, designs include: additional lifts to make the building fully accessible; expanded back of house facilities; new plug-and-play Audio Visual systems will allow a quicker turnaround of events allowing more daytime use for conferences and new mechanical ventilation and cooling systems are proposed to improve the experience for audiences during performances.

There are a number of heritage challenges to making the Corn Exchange sustainable, but the investment includes design improvements getting as close to Net Zero as possible. Enhancements to the fabric of the building along with air source heat pumps are proposed to significantly reduce energy consumption and maintenance costs. Solar Photovoltaic (PV) panels are proposed on both sides of the large roof which will also generate significant renewable energy.



- 2.5.2 The cost to redevelop the Corn Exchange, along with Parsons Court, is estimated at c.£22m. With constrained council finances, it is recommended the committee approves an initial budget of £4.5m as Phase 1 to enable completion of a full roof replacement (as well as immediate emergency repairs), including insulation and installation of PVs on the roof. Phase 2 will be completed when funds permit.

It is also recommended to develop a new business plan for the Corn Exchange that includes consideration of additional funding routes, the revenue model and the impact of a period of closure on the Corn Exchange. Approval of further funding beyond the initial £4.5m will remain subject to the agreement of the business plan.

Investment in the new designs, according to initial financial modelling, could produce an increase in revenue for the council.

## **2.6 The Market Square including surrounding public realm**

- 2.6.1 For the Market Square, investment proposals include designs for a lightweight canopy to cover approximately half of the market. The canopy will support traders in permanent stalls as well as providing storage for market operations and seating for the general public. This is set out in pages 8-10 of the Concept Design Report Executive Summary (Appendix 1)

The remaining space in the market will be available for additional trading during weekends and busier months using demountable stalls, while also providing opportunity for occasional event space.

The proposals also include an accessible shared surface approach surrounding the market. While vehicular access for blue badge holders and emergency vehicles are maintained, the shared surface approach promotes and prioritises greater pedestrian use, while addressing issues of motorised scooter use around the square.

The investment includes sustainability improvements to biodiversity with more tree planting along with a commitment to water efficiency and the use of renewable energy.

- 2.6.2 The investment to deliver the improvements to the market, including surrounding public realm, is estimated at c.£12.6m. Improving the market square is a priority, but with constrained council finances, it is therefore recommended that an initial capital investment of £3m as Phase 1 is approved to support re-surfacing works with phase 2 to be considered at a later date.

A detailed business plan will be developed for the market that will consider further funding opportunities, a Balance of Trade policy, and management approach for a fully redeveloped market. Approval of further funding beyond the initial £3m will remain subject to the agreement of the business plan.

- 2.6.3 Redeveloping the market square offers multiple benefits beyond the purely commercial aspect. The introduction of placemaking improvements—such as the ability to host events and an enhanced market – will create a vibrant public space for cultural events, social gatherings, and local commerce, further boosting the city's identity and enhancing the overall urban experience.

The improved placemaking should lead to increased occupancy improving the long term viability of the market.

2.6.4 On 9 October the Market Traders Group were asked to give a steer on their preferred decant option if works are approved (see 4.13.1). This was followed up with an all-trader survey. The majority of respondents (88%) supported the principle of remaining close to the Market Square shown in options 1 (21%) and 2 (67%), with little support expressed for an off-site solution. Therefore, option 2 will form the basis of the next stage of design with option 1 to continue to be tested. Consideration will need to be given to engagement with local businesses as part of the development of the decant approach.

As part of the decant process, a support package for market traders will be developed to ensure the decant process is as smooth as possible.

## 2.7 Engagement

2.7.1 The report includes the outcomes of the first public consultation process and demonstrates how the extensive engagement undertaken has influenced the design proposals and preferred business case options, including how Community Wealth Building (in section 8.7) and support for Cultural Services will be delivered through the project.

2.7.2 The first consultation period began on 17th June and concluded on 28th July 2024. During the engagement period, 885 survey responses were received through the Council's online consultation portal. This is the highest level of response since the introduction of the online portal. This included 863 individuals and 22 responses from representatives of organisations.

Section 4.5 outlines the key findings from the engagement process.

## 2.8 Overall Costs and Programme

2.8.1 Total costs are outlined below:

Stage 3 Design Costs for whole Civic Quarter to Planning	£3.6m
Construction allowance for Guildhall – option 3	£41m
Construction allowance for priority Market Square Works	£3m
Construction allowance for Corn Exchange roof replacement	£4.5m
Council on-costs (further professional fees and staff costs)	£2.9m
<b>Total</b>	<b>£55m</b>

The key expenditure in the 2024/25 and 2025/26 financial years will be the Stage 3 Design Costs. No construction expenditure is expected until the 2026/27 Financial Year.

## 2.8.2 Programme

The report also considers funding, procurement, programme and phasing options for the delivery of the project. The indicative programme below highlights the next steps

<b>Milestone</b>	<b>Target date</b>
S&R Committee	Nov 24
Design development and reviews	Dec 24
Building Surveys start	Dec 24
Design development and reviews	Jan-March25
Appointment of contractor	April 25
Target public consultation 2	Spring 25
Design development and reviews	June-Sept 25
Submission of planning applications	Sept 25
Planning Approval	June 26
Build Contract signed	Sept 26
Start on Site	Oct 26

- 2.8.3 There is an exempt annex attached to this report that is NOT FOR PUBLICATION by reason of paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972 because it contains detailed cost reports that may impact a future procurement process and commercially sensitive information on existing business models. The public interest test has been applied to the information contained within this exempt annex and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

### 3 Alternative options considered

3.1 The January 2024 report considered the alternative option of disposal of the Guildhall and Mandela House, and subsequent acquisition of a lease for alternative offices. This resulted in a lower Net Present Value over 30 years compared to retention and redevelopment of the Guildhall, as well as cultural and civic loss associated with the disposal of the Guildhall.

This paper sets out a number of alternative options for the Guildhall use, with analysis provided in section 4.10. The preferred option is considered to provide the optimal balance of net savings to the council, future flexibility and community use. Alternative funding options have also been considered at section 8.4.1.

### 4 Background and key issues

4.1 The January 2024 Strategy and Resources Committee approved a budget of £1.45m for progression of a design to RIBA Stage 2 and accompanying commercial report for the Guildhall, the Market Square, the Corn Exchange and connecting public realm.

Following an open tender process, a development consortium led by Cartwright Pickard Architects was appointed in April 2024. The consortium includes a commercial advisor, engagement advisor and design specialists in sustainability, landscape, transport, heritage and engineering.

4.2 This report refers to RIBA Stages. These are a widely recognised framework established by the Royal Institute of British Architects (RIBA) for Construction work. They organise the process of managing and designing construction projects into eight easy-to-understand stages.

Stage 0 Strategic definition	Project Brief
Stage 1 Preparation and Briefing	Initial design concepts: “proof of concept” for the Guildhall and Stage 1 LDA Report for market
Stage 2 Concept Design	Testing of concepts and public consultation 1 <b>This is what is being presented in this report</b>
Stage 3 Detailed Design	Design refinement, public consultation 2 and planning submission
Stage 4 Technical Design	Technical designs for contractor; often part of the build contract
Stage 5 Construction	Refurbishment and Build contract
Stage 6 Handover	Handover to the council with defects period
Stage 7 Use and Maintenance	Management and operation of the building

## **4.3 Initial Project Objectives**

### **4.3.1 Guildhall**

The procurement brief set the following requirements for each asset for the stage 2 work:

- 1) Sustainability – the Council will require the Guildhall to be an exemplar project with a Net Zero Carbon aspiration.
- 2) Office – the proposals should demonstrate that the Guildhall is capable of providing sufficient modern office desk space to accommodate current and future needs of the Council.
- 3) Civic function – the proposals should demonstrate how the core civic functions will continue to be met. In addition, the building should accommodate a Customer Service function for the public.
- 4) Commercial use - Opportunity should be taken to maximise commercial use for areas of the building surplus to required office and civic use.

### **4.3.2 Market Square**

- 1) Proposals should accord with the agreed vision for the Market Square presented to the Environment and Community Scrutiny Committee in March 2022. The vision includes for 'a bustling 7-day market, space for seating and eating, additional business and social opportunities and engaging and inclusive cultural events will add to the richness of the area, making this an active day and evening hub in the city centre for local businesses, residents, and the wider community.'
- 2) Proposals should respond to existing limiting factors affecting the market square, including limited accessibility due to uneven surface and the surrounding highway uses, and lack of an evening offer.
- 3) Proposals should also set out decanting options during works period that maintain current levels of trade.

### **4.3.3 Corn Exchange**

Proposals should improve:

- 1) the acoustics of the Corn Exchange
- 2) the spend per head of customers
- 3) energy efficiency and reduce annual operational costs.

The brief was subsequently extended to include Parsons Court and the Council-owned premises above the current Box office at no.3 Parsons Court. Following a slight reduction in overall capacity following a fire assessment, it was also agreed that proposals should restore previous fire capacity as a minimum.

#### **4.4 Design Proposals for Public Consultation 1 (Appendix 5, p.93-104)**

4.4.1 The key features from the proposals that formed the basis of the public consultation are set out below. A number of these proposals evolved following the consultation process as set out in 4.9, notably the move away from the hotel as the primary commercial option.

##### **4.4.2 Guildhall:**

- 1) New lightwells created that extend into existing basement area, creating additional usable floorspace.
- 2) Shared ground floor lobby, with café for use by public, council staff and commercial occupiers
- 3) primary Commercial option proposed as a hotel – this was advised as the most attractive commercial option, with third party leased or managed offices as alternative commercial use.
- 4) To accommodate hotel requirements for upper floors, council office staff to be located in new basement area, ground and first floors.
- 5) Extensive use of Photovoltaics (PVs) on roof and major internal retrofitting to deliver Net Zero enhancements.
- 6) Extension of 4th floor roof area to create rooftop pavilion space
- 7) a range of commercial uses for the parts of the building not occupied by the council were initially considered, including student accommodation, residential and retail uses, the advice of the consortium's commercial advisor was clear that hotel or commercial offices were the two most attractive and deliverable uses for the Guildhall.

##### **4.4.3 The Market square:**

- 1) Establishment of permanent structure on southern edge of market to provide storage and Food and Beverage offering.
- 2) Mix of permanent and demountable stalls to allow the market to grow and contract during the week
- 3) More formal events space created on northern edge of market
- 4) Tree planting on and surrounding the market square

##### **4.4.4 The Corn Exchange:**

- 1) New roof proposed with enhanced insulation and PVs
- 2) Deep acoustics/Audio Visual equipment upgrades
- 3) Revamped main bar and additional Food and Drink offering to increase spend per head, including use of Parsons Court and no.3 Parsons court as additional Food and Beverage offering.

## 4.5 Consultation, engagement and communication

4.5.1 The Civic Quarter is a major project with multiple stakeholders. An extensive engagement process was designed to ensure feedback from the public and external stakeholders was received and would influence design development. Concurrently, the consortium engaged in a Planning Performance Agreement with Greater Cambridge Shared Planning Services, ensuring significant feedback from planning officers during Stage 2. In addition, both staff and Councillors provided additional feedback on design requirements and emerging proposals.

4.5.2 The consortium's Engagement specialists, ECF Communications, undertook community and stakeholder engagement on behalf of the council on the proposals set out in 4.4. The first consultation period began on 17th June and concluded on 28th July 2024. During the engagement period, 885 survey responses, through the Council's online consultation portal were received. This is the highest level of response since the introduction of the online portal. This included 863 individuals and 22 responses from representatives of organisations.

In addition, 15 feedback emails were received from individuals and 4 formal written responses from groups. In relation to the market, 60+ market traders engaged through a roadshow, dedicated workshop, webinar, surveying and online engagement. To reach a wider audience across Cambridge, 6 pop-up events were organised in Abbey, Arbury, East Chesterton, Market, Romsey and Trumpington wards with 100+ people engaged, and a youth workshop organised with 14 attendees. As well as this, a workshop with Cambridge Business Improvement District members, 4 community workshops and 3 themed workshops on Sustainability, Transport and Heritage took place.

4.5.3 The outcomes of the first public consultation were presented to the Civic Quarter Liaison and Market Traders groups on 9 October 2024 and the full report published on the [project website](#), the Council's website and via the Council's online consultation portal. This can also be viewed at Appendix 5.

Key themes from the engagement feedback included:

### **Guildhall**

Desire was expressed for the building to be more open, and an inviting space with the inclusion of community uses. The proposal for a hotel in the Guildhall received mixed feedback, with a lot of support but also a lot of opposition.

### **Market Square**

Further improvements to the security and deterring anti-social behaviour in the square were needed, along with enhanced biodiversity and sustainability.

Accessibility was a key issue, and conflicting views were clear from the feedback gathered. For example, heritage groups and some traders preferred to retain the granite setts (i.e. the cobbles), while other traders raised the challenges in cleaning the setts and accessibility.

Wheelchair users also highlighted the accessibility issues created by the setts. The

addition of a permanent structure and demountable stalls received some support with others less enthusiastic, while there was considerable support for measures to improve the biodiversity of the market.

### **Corn Exchange**

Support was demonstrated for measures that improved acoustics, accessibility and the atmosphere, including support for enhancing the bar areas. The uninviting nature of current entrance and the proximity to the road network when queuing were seen as areas that needed improvement.

## **4.6 Planning Feedback**

4.6.1 The consortium entered into a Planning Performance Agreement with Greater Cambridge Shared Planning Services. Engagement over the period included an officer walkaround, breakout sessions on each site as well as a separate Movement breakout focussed on the public realm, and two formal all party pre-application meetings. An initial meeting with Historic England also took place.

4.6.2 At completion of Stage 2, the key principles of redevelopment for the Guildhall and Corn Exchange were accepted. Officers were content with the direction of travel for the Corn Exchange. Key risks for the Guildhall remain the treatment of certain historic spaces, the appearance and use of a rear extension, and the size and appearance of rooftop plant screening. Officers were not opposed to hotel or office use but were more supportive of a potential incorporation of a cultural attraction.

4.6.3 The development of the proposed canopy structure was seen as potentially positive, albeit further detail would be needed to assure the planners of its benefits given the sensitive location.

4.6.4 Currently, the preferred design approach for a shared surface around the market will require further discussion and development during RIBA Stage 3.

The trade-offs between heritage and accessibility were recognised and retention of the setts was the clearly stated preference, which has influenced the approach to 'lift and level' the setts rather than surfacing over the setts.

Further engagement with key planning stakeholders particularly Historic England and Cam Cycle will be required in RIBA Stage 3.

## **4.7 Staff and Member feedback**

4.7.1 Ahead of design development, workshops took place with Council teams, including Democratic Services, Customer Services and a cross section of office users to capture key design requirements for the Guildhall. Similarly, workshops were held with Markets and Cultural Services team to understand operational requirements for the Market and Corn Exchange. A cross-party Member Steering group also provided input.

4.7.2 The key feedback in relation to the Guildhall centred around the balance between council



office space, community/cultural space and the need for commercial revenue. The importance of a working environment that supports staff retention, collaboration between staff and enhanced productivity was fed back to the design team. In addition, there was a strong desire to support a community and cultural space within the Guildhall.

- 4.7.3 In relation to the Market Square, the design trade-offs that emerged during the pre-application process between accessibility and sustainability objectives on one hand and heritage and highways aims on the other was recognised, particularly in relation to treatment of the setts and greening of the market and surrounding areas.

However, the primacy of accessibility and sustainability as overarching objectives for the Council was confirmed. This recognises the Council's obligations under the Equality Act 2010 and the commitment to Net Zero on Council assets by 2030, and internal feedback promoted an ambitious approach for the market that would facilitate a modern trading environment to safeguard the enduring appeal of the market for residents and visitors.

## **4.8 Future Engagement**

- 4.8.1 If approved, the RIBA stage 3 design process will commence in December 2024. Public Consultation 2 is proposed for late Spring 2025, ahead of a planning application in late Summer 2025. Additional engagement with members and staff will continue through the RIBA stage 3 process to ensure the emerging designs reflects the needs of users.

- 4.8.2 In relation to the market, following approval at the Environment and Community Scrutiny Committee in March 2024, engagement with traders on updates to the market's Terms and Conditions and Market Licensing Powers will be undertaken by the Markets Team, with a consultation period commencing in January 2025.

Alongside this, engagement on a Balance of Trade Policy will also be developed. This will enable a settled position on Terms and Conditions and Balance of Trade to be reached by March 2025 which will enable the Stage 3 designs to be developed to reflect these settled positions.

## **4.9 Development of preferred design options**

### **4.10 Guildhall**

- 4.10.1 Following the engagement process which validated much of the design work, the council undertook an options appraisal on the commercial options.

Therefore, five options were reviewed: three office options (leased, management agreement, leased with Museum of Cambridge space) ; and two hotel options (one with the Museum of Cambridge).

The commercial advisor undertook significant engagement with hotel operators and office agents as part of the development of these options. Further detail on the financial performance of each option is provided in the commercial report at Appendix 3, p.22.

- 4.10.2 The analysis demonstrates that the hotel options generate the highest per annum revenue

levels for the council. However, these options also require the highest level of capital investment.

Although the hotel options continued to demonstrate the highest level of commercial return and security of income with a 25 year lease these options offered less future flexibility for council workspace and no cultural or community offer.

On the other hand, the office options, whilst providing more flexibility for council workspace and a cultural or community offer, generates less commercial revenue and will be within a more volatile office market environment.

Option 3 retains the entrance – the heart space - for the public and all users of the building on the Ground floor, with council staff located at Ground, First and Second floors, with the Civic Spaces being retained on the first floor, and Commercial Office, accessed separately from Peas Hill, on the upper floors. This option includes meeting the new Net Zero Standard

Option 3 includes an option for a Cultural Attraction and discussions are in progress with the Museum of Cambridge. The Council currently owns the Museum of Cambridge's current premises, and the opportunity to relocate the Museum to the Guildhall offers potential benefits to all parties.

If approved, Option 3 will be explored further with the Museum of Cambridge or another cultural attraction. As Option 3 depends on the Museum of Cambridge attracting external funding, which is uncertain, the design team have assumed a fallback position of Option 2a (Office provision) in their technical reports and assumed a 2/3 lease and 1/3 management agreement for the commercial space.

Full details of the RIBA stage 2 designs for the Guildhall can be seen at Appendix 2, section 3 and schedule 1 to Appendix 2. It is recommended that the scheme is now progressed to RIBA Stage 3 through to a planning application.

#### **4.11 Corn Exchange**

- 4.11.1 For the Corn Exchange, designs include: increasing fire capacity to c.2000 due to better movement flows and additional fire escapes; additional lifts to make the building fully accessible; expanded back of house facilities; new plug-and-play Audio Visual systems will allow a quicker turnaround of events allowing more daytime use for conferences and new mechanical ventilation and cooling systems are proposed to improve the experience for audiences during performances.
- 4.11.2 In addition, a remodelled bar area, including additional mezzanine bar will improve the customer experience and bar revenues as well as facilitating movement throughout the building. The inclusion of Parsons Court has also enabled the transition of this space from a bin storage area into an attractive Food and Beverage offer with a transformed pedestrianised breakout space for the Corn Exchange.

4.11.3 Consultation feedback also demonstrated the inherent risks with proximity to traffic when queuing for entrance or leaving the venue. While the plans will need further development and discussion with planners at RIBA stage 3, the proposals include for the removal of the right turn out of the Grand Arcade and enforcement of traffic restrictions on Corn Exchange Street, Wheeler Street, Benet Street and Market Street.

4.11.4 There are a number of heritage challenges to making the Corn Exchange sustainable, but the investment includes design improvements getting as close to Net Zero as possible. Enhancements to the fabric of the building along with air source heat pumps proposed to significantly reduce energy consumption and maintenance costs. Solar Photovoltaic (PV) panels are proposed on both sides of the large roof which will also generate significant renewable energy. A future potential connection to a district heating network is also feasible.

4.11.5 Full details of the RIBA stage 2 designs for the Corn Exchange and surrounding Public Realm can be seen at Appendix 2, Section 4, and schedule 1 to Appendix 2. It is recommended that the scheme is now progressed to RIBA stage 3 through to a planning application.

## **4.12 Market Square**

4.12.1 Indicative designs for a lightweight canopy structure have been developed in response to feedback from public consultation 1 and the pre-application process on the location of the canopy, the impact on views to the Guildhall and the impact on footfall flow into and out of Rose Crescent.

This lightweight canopy is proposed to cover approximately half of the market, to support a critical mass of traders at all times of the year, with the remaining space in the market available for additional trading during weekends and busier months, while also providing opportunity for occasional event space.

The proposals also include the establishment of a more accessible shared surface approach for the roads surrounding the market. While vehicular access for blue badge holders and emergency vehicles is maintained, the shared surface approach, supported by reduced kerb levels, promotes and prioritises greater pedestrian use. In addition, the traffic management approach, together with appropriate enforcement, will tackle the issue of motorised scooters that impact usability of the square.

Full details of the RIBA stage 2 proposals for the Market Square and surrounding public realm can be seen at Appendix 2, Section 5. It is recommended that the scheme is now progressed to RIBA stage 3 through to a planning application.

## **4.13 Market Square Decant and Support Package**

4.13.1 To deliver a high quality market in accordance with the agreed vision, it will be necessary for market traders to decant from the market square during construction. Feedback from traders focussed on the desire to stay close to the existing location in order to retain continuity of trade with customers as far as possible, while maintaining a nucleus of stalls together.

This feedback informed the development of two high level decant options that would locate traders in roads close to the Market Square. Under option 1, Peas Hill, Guildhall Street and Sidney Street were identified as locations that could house market stalls during

the decant period, while under option 2, the Market Square works would be phased, enabling some traders to remain on the square, with Peas Hill and Guildhall Street accommodating other stalls.

A third option was for the market to move 'off-site' to another location in the city during the works. Options were presented at the Market Traders Group on 9 October, with a summary of the presentation subsequently issued to all traders. Details of the options can be viewed at Appendix 2, p.191-192.

While it was recognised none of the options were fully developed and all would need significant additional detail around servicing, waste and ensuring requisite permissions are agreed the majority of respondents (88%) supported the principle of remaining close to the Market Square shown in options 1 (21%) and 2 (67%), with little support expressed for an off-site solution. Therefore, option 2 will form the basis of the next stage of design with option 1 to continue to be tested. Consideration will need to be given to engagement with local businesses as part of the development of the decant approach.

4.13.2 As stated in section 1.5, it is recommended a Business plan is developed by Spring 2025 which will include the impact of decanting and the future operation of the market. As part of the decant process, there will be a support package for market traders to ensure the decant process is as smooth as possible. This will be fully developed when a contractor is appointed to assist with the phasing and construction impacts.

Support will include:

- 1) upgrading the market web site
- 2) signage to assist shoppers
- 3) A compensation package considering relocation costs
- 4) Business support advice

## **5 Corporate plan**

- 5.1 The Civic Quarter project and decisions around proceeding to the next stage has wide ranging positive impacts on the Council's new vision.

### **Residents enjoy a high quality of life and exemplar public service**

The works to the public realm will create enhanced open spaces with trees and seating for all to enjoy.

The Guildhall will become the focus for residents and communities to engage with the Council for civic, democratic and customer services. The operational savings from consolidating staff accommodation and commercial income will support the delivery of front-line services.

### **Decarbonisation and sustainability are central to prosperity**

The project will make the Guildhall operational net zero, and the Corn Exchange will become significantly more energy efficient, although further work is needed to understand, due to heritage issues, whether Enerphit standards can be met in full.

The market square and public realm will see investment in sustainability to improvements to biodiversity with more tree planting and increasing green spaces along with a commitment to water efficiency and the use of renewable energy.

### **Innovation benefits people and planet**

The project will rejuvenate this part of the city and investment in the Market will help to enhance its long-term viability, together with improvements to the Corn Exchange and will support a thriving local economy which benefits residents and workers.

### **Development is sustainable and inclusive**

The project will invest in our heritage buildings, meeting net zero standards making them accessible with inclusive facilities, with more options for community use.

### **Arts, sports, and culture are thriving**

The investment in the Corn Exchange and the Guildhall halls and by making them more accessible will contribute to the City's diversity through a vibrant arts and cultural scene, including music, food and drink.

### **Democratic accountability is genuine and accessible**

The community engagement and the inclusion of stakeholder groups are an important part of the project, and this will continue through the next stage of the design work. The feedback and views received have shaped the concept design proposals.

## **6 Consultation, engagement and communication**

Please see sections 4.5 – 4.8.

## 7 Anticipated outcomes, benefits or impact

Please see sections 4.10 – 4.13, 5.1, 8.2, 8.5, 8.7

## 8 Implications

### 8.1 Relevant risks

The project has a comprehensive risk register with mitigation measures; however, the key risks are set out below:

#### 8.1.1

##### **Business case**

**Risk:** The costs included for the refurbishment are indicative based on the work done to date on the concept design stage and are subject to detailed surveys e.g. intrusive asbestos surveys. The value for the future use of Mandela House forms a significant part of the overall budget for the Guildhall refurbishment and market forces may not realise the expected value.

**Mitigation:** Stage 3 detailed design work and early engagement with appointed contractor will firm up the costs. Employers' agent, Calford Seaden reviewing the cost plans submitted by the design consortia.

#### 8.1.2 **Project scope and benefits**

**Risk:** There is a risk that Cambridge residents may misunderstand the project's benefits. This risk is heightened by the current need for the Council to make budgetary savings, as well as the ongoing cost-of-living crisis.

**Mitigation:** To address this, it is essential to adopt clear, consistent messaging that highlights the long-term financial benefits of the project. This includes communicating that the project will deliver annual operational savings and generate additional income, ensuring that Cambridge residents and decision-makers understand its long-term value.

#### 8.1.3 **Stakeholder Engagement**

**Risk:** The project touches upon a wide range of stakeholders, many with a significant interest and if not effectively managed there is a risk that future changes are not well received nor meet needs and that emotive risks around the project will emerge.

**Mitigation:** - Key role for Communications Consultant in the design consortium, working alongside Council's Communications team. Communications Strategy and comprehensive stakeholder list in place. Project governance includes the continuing key groups of Civic Quarter Liaison and Market Traders Groups. A second public consultation and further engagement is planned as the project moves to the next stage.

### 8.2 Financial Implications

8.2.1 The Financial implications of the Civic Quarter work is set out below and has been

reviewed by the Council's Section 151 Officer. Both cost and revenue figures reflect current day figures with no allowance made for inflation. This approach aligns with standard industry practice when assessing redevelopment opportunities and has been reviewed by Calford Seaden.

The financial assessments do not reflect any loss of profit arising from cessation of revenue streams for the Guildhall and the Corn Exchange during a period of closure of the buildings to allow for works to be undertaken. There may also be a period of the business streams re-establishing themselves after closure before the per annum figures set out below are reached. This will form part of the business plans for the Market, Corn Exchange and the Guildhall as set out in section 1.5.

8.2.2 The January 2024 S&R report included a financial analysis based on a 'proof of concept' design for the Guildhall with commercial office assumed as the primary commercial use for the non-council areas.

This preliminary analysis did not take into account the cost of capital as the project was still at an early stage and potential sources of capital financing were still uncertain.

The updated analysis below now assumes that first £36m of capital investment is financed from civic quarter reserves and £16m capital receipts. The remaining investment will be funded through external borrowing.

The table shows that the project delivers a significant net saving for the council even after the cost of borrowing is taken into consideration.

	<b>Income</b>	<b>Existing Scenario</b>	<b>Recommended Option 3</b>
	Commercial Office net Income	£114,000 <sup>1</sup>	£474,000 <sup>2</sup>
	Cultural Services net income (Guildhall Halls)	£3,000 <sup>3</sup>	£129,000 <sup>4</sup>
a	<b>Total Annual Net Income</b>	£117,000	£603,000
	<b>Costs</b>		
	Annual operational cost of Guildhall and Mandela	£2,568,000 <sup>5</sup>	
	Annual operational cost of refurbished Guildhall		£515,000 <sup>6</sup>
	Annual cost of capital		£1,507,500 <sup>7</sup>
b	<b>Total Annual Cost</b>	£2,568,000	£2,022,500
b-a	Net annual Cost to Council	£2,451,000	£1,419,500
	Net Annual Revenue saving compared to existing		<b>£1,031,500</b>

<sup>1</sup> S&R January 2024 Civic Quarter Proposals

<sup>2</sup> Page 5 Commercial Report (Appendix 3)

<sup>3</sup> 2024/25 Forecast, Page 22, Commercial Report.

<sup>4</sup> Page 22, Commercial Report year 3 figure

<sup>5</sup> S&R October 2022 Future Office Accommodation Strategy

<sup>6</sup> Page 13, Commercial Report

<sup>7</sup> S151 Officer treasury management calculations

### 8.2.3 **The Market Square**

The proposed investment for the market will improve the destination and environment. In turn, it is reasonable to expect this will positively impact both occupancy due to:

- Improved destination is perceived as a more favourable option to consumers;
- Increasing numbers of consumers results in greater money is spent at the market;
- As consumer propensity to spend more time & money at the rejuvenated Market Square increases, traders have more opportunity to produce revenues and occupancy levels increase.

The Commercial advisors have assumed an improvement in occupancy to reflect the improved environment and this results in an enhanced operating margin of the market

8.2.4 Redeveloping the market square offers multiple benefits beyond the purely commercial aspect. The introduction of placemaking improvements - such as the ability to host events and an enhanced market – will create a vibrant public space for cultural events, social gatherings, and local commerce, further boosting the city's identity and enhancing the overall urban experience.

The investment proposals to deliver the improvements to the market, including surrounding public realm, is estimated by Marick, the consortium's commercial advisors at c.£12.6m, with the cost plan having been reviewed and validated by Calford Seaden. The council, at this stage, does not have the funds to commit to full redevelopment, however, it is recommended that an initial budget of £3m is approved to support priority works on the market within the proposed scheme (Phase 1). These are currently considered to be the re-surfacing works.

Should works be completed in more than one phase, overall costs would increase above the £12.6m level.

8.2.5 It is also recommended that a detailed business case be developed for the market that will consider further funding opportunities, a Balance of Trade policy, and management approach for a fully redeveloped market. Approval of further funding beyond the initial £3m will remain subject to the agreement of the business plan.

### 8.2.6 **Corn Exchange**

The cost to redevelop the Corn Exchange, along with Parsons Court, is estimated at c.£22m. The cost plan has been developed by Marick, the consortium's commercial advisors and has been reviewed and validated by Calford Seaden. Should works be completed in more than one phase, overall costs would increase above the £22m level.

It should be noted that in the event of a wider redevelopment not occurring, the current roof would need replacing and significant works would be needed to support the Council's Net Zero 2030 commitment.

The proposals include significant interventions that are designed to increase revenue streams. These are driven through 1) fire capacity increase to c.2000 2) Delivery of additional events and 3) Enhanced bar offerings.



8.2.7 The Commercial Advisor’s projections demonstrate an increase in net surplus per annum over a five year period if the full suite of works were completed.

Despite the significant improvements that the proposals would bring, there remains a significant gap between available funding and the full £22m cost of the works.

It is therefore recommended to approve an initial budget of £4.5m. This will enable completion of a full roof replacement (as well as immediate emergency repairs), including insulation and installation of PVs on the roof as Phase 1.

8.2.8

It is also recommended to develop a business plan for the Corn Exchange, that includes consideration of additional funding routes, the revenue model and the impact of a period of closure on the Corn Exchange. Approval of further funding beyond the initial £3m will remain subject to the agreement of the business plan.

### 8.3 Overall Costs

8.3.1

Across the Civic Quarter, approval is sought at this stage for £55m. The table below sets out the component parts of this. Costs reflects the current designs but remain indicative at this stage and will be further developed through the RIBA Stage 3 process, and particularly following appointment of a contractor under a two stage tender process as set out in section 8.8.

Stage 3 Design Costs for whole Civic Quarter to Planning submission and technical design for Guildhall	£3.6m
Construction allowance for Guildhall – Option 3	£41m
Construction allowance for priority Market Square Works (Phase 1)	£3m
Construction allowance for Corn Exchange roof replacement (Phase 1)	£4.5m
Council on-costs (further professional fees and staff costs)	£2.9m
<b>Total</b>	<b>£55m</b>

The key expenditure in the 2024/25 and 2025/26 financial years will be the Stage 3 Design Costs. No construction expenditure is expected until the 2026/27 Financial Year.

### 8.4 Funding Routes

8.4.1 The January Strategy and Resources approved the provision of £20m of reserves for the redevelopment of the Civic Quarter. In addition, a further £16m was assumed through capital receipts, and a further £1.5m of Cambridgeshire & Peterborough Combined Authority (CPCA) funding has been approved subject to a business case.

Subsequently a request to the government to reallocate £1.5m of unspent A14 funding to the Civic Quarter has been submitted.

The Commercial advisor considered alternative funding options including an Income Strip approach for the Guildhall but this has been discounted

The funding gap is likely to be met through external borrowing.

## **8.5 Net Zero Carbon, Climate Change and Environmental implications**

8.5.1 The RIBA stage 2 designs have been tested against the project's key Sustainability targets of Operational Net Zero for the Guildhall, water neutrality and a Biodiversity Net gain of 20% across the Civic Quarter. Proposals have been developed by the consortium's Sustainability consultant, Max Fordham who provided MEP Engineering and Sustainability services on the exemplar Entopia building in Cambridge and specialise in low-carbon design.

One of the restricting factors at commencement of design was the absence of an agreed Net Zero standard. Therefore, delivering to Enerphit standards - which can be characterised as Passivhaus for existing buildings – was agreed with the planning officer as the appropriate tool to drive the required improvements to existing buildings.

Towards the end of the RIBA stage 2 process, the Pilot Net Zero Building Standard was released. Modelling was undertaken that demonstrated the proposed Enerphit interventions to the Guildhall deliver the required improvements to meet the new Pilot Net Zero Standard, without the need for offsetting. The design also allows for a potential future connection to a district heating network.

There are a number of heritage challenges to making the Corn Exchange sustainable, but the investment includes design improvements getting as close to Net Zero as possible. Enhancements to the fabric of the building along with air source heat pumps are proposed to significantly reduce energy consumption and maintenance costs. Solar Photovoltaic (PV) panels are proposed on both sides of the large roof which will also generate significant renewable energy. A future potential connection to a district heating network is also feasible.

These improvements represent a significant achievement on listed buildings and play a major part in demonstrating how the Civic Quarter can contribute to the Council's Net Zero 2030 objectives if the recommendations are approved.

8.5.2 Similarly, the Stage 2 modelling demonstrates that the proposals across the Civic Quarter can support a Biodiversity Net Gain of 20%, and that water neutrality is achievable. The full Sustainability report that sets out these measures is provided in Appendix 2, schedule 5.

8.5.3 Significant further work will be required during RIBA Stage 3 to secure these improvements in the final designs, and the management of user behaviour will also be crucial during the implementation phase. Nonetheless, the designs and modelling to date provide confidence that the overarching objectives are deliverable

8.5.4 Climate Change assessment rating = Medium Positive See Appendix 7 for Climate Change Assessment

## **8.6 Equalities and socio-economic Implications**

8.6.1 An Equalities Impact Assessment for the project has been updated following the

completion of the RIBA stage 2 work. This is included at Appendix 6.

The impact assessment recognises that the project provides the opportunity to make considerable improvements to accessibility to the Market Square and within the Guildhall and Corn Exchange which together with improved facilities, such as Changing Places toilets, will have a positive impact.

Further community engagement work will take place as the project progresses to shape and inform the detailed design stage work. The impact assessment will also continue to be a “live” document and reviewed at key stages during the project.

## **8.7 Community Wealth Building**

8.7.1 The Guildhall and surrounding space combine social and community use, business and the very heart of democracy in Cambridge. Its redevelopment through the Civic Quarter project presents a key opportunity to build community wealth, providing social benefits for local communities, businesses, partners and tourism. Engagement with these groups played a major part in development of the proposals presented in this paper.

A Community Wealth Building Assessment has been undertaken. This demonstrates opportunity to embed community wealth through design, development and occupation phases. The assessment is included at Appendix 8.

## **8.8 Procurement Implications**

8.8.1 In relation to the design team, the terms of the RIBA Stage 2 appointment enabled the retention of the consortium team for further phases, and it is recommended that CPA are engaged for RIBA Stage 3 to retain the continuity of the team.

8.8.2 Calford Seaden have produced a Procurement Strategy that analyses a variety of approaches to contractor procurement, with a Traditional and Design and Build Approach being the two primary routes considered. The full Strategy is included at Appendix 4. While a Traditional model allows the Council’s design team to retain full guardianship of the design, given the importance of establishing cost assurance, the early input of a contractor into the design process is considered a key priority. Therefore, a two stage Design and Build process has been recommended.

8.8.3 This will result in a procurement process being launched that will enable selection of a preferred contractor in Spring 2025. The contractor would enter into a Pre-Contract Services Agreement with the Council, that would enable the Council to harness the Contractor’s expertise on buildability, survey requirements, design and cost implications, alongside the retained Design team.

8.8.4 This would ensure that at the point of both the public engagement, and planning submission, designs would have benefited from involvement of the contractor, with a clear understanding of expected costs for the proposals at each stage. This approach also retains flexibility for the Council, as there is no commitment to enter into a Build Contract unless there is comfort that the final contract sum aligns with available funding.

8.8.5 It is expected that a Public Procurement exercise will be undertaken in early 2025, and

support from the Procurement team will be required.

## 8.9 Programme and Phasing

8.9.1 The table below sets out key milestones. The programme has been developed with Calford Seaden and Cartwright Pickard Architects and is considered robust.

The delivery programme post planning submission remains indicative. This will be developed further together with a detailed phasing plan following completion of the Market Square and Corn Exchange Business plans and in conjunction with a contractor during the Pre-Contract Services Agreement period.

Date	Key Milestone
21 November 2024	Strategy and Resources Committee
January 2025	Launch of Contractor Procurement Process
January 2025	Launch of engagement of Market Terms and Conditions, Licensing and Balance of Trade Policy
April 2025	Appointment of preferred contractor under PCSA
June 2025	Public consultation 2 launched
September 2025	Planning and Listed Building submissions for Guildhall, Market Square and Corn Exchange
January 2025 (TBC)	Statutory Consultation
June 2026	Planning Approval and commencement of RIBA Stage 4
September 2026	Build contract entered into with contractor
September 2026	Decant of Guildhall, Market Square and Corn Exchange
October 2026	Start on Site
September 2027	Completion of initial priority works for Market Square and Corn Exchange
September 2028	Completion of Guildhall works

## 8.10 Community Safety Implications

The project team met with the Designing Out Crime Officers as part of the community engagement work in the summer and will continue to liaise with them as the project progresses.

## 8.11 Project Interdependencies

8.11.1 There are several project interdependencies that are related to the Civic Quarter Project. These include the District Heating Feasibility Study and the proposals for the Guildhall have been designed to enable future connection to the District Heating Network.

8.11.2 The Council's Cultural Strategy was approved at the March 2024 Environment and Communities Scrutiny Committee. The strategy is designed to maximise cultural dividends in Cambridge and is key to realising Cambridge's cultural potential as it adapts to a period of rapid growth and change. The Civic Quarter proposals include the establishment of event space in the Market and enhancement of the Corn Exchange, in alignment with this strategy.

8.11.3 The March 2024 Environment and Community Scrutiny Committee also approved

proposals to commence engagement with traders on updates to the market's Terms and Conditions and Market Licensing Powers will be undertaken by the Markets Team, with a consultation period commencing in January 2025. Alongside this, engagement on a Balance of Trade Policy will also be developed.

## **8.12 Legal Implications**

- 8.12.1 A Report on Title was completed ahead of RIBA Stage 2. This will be refreshed to include Parsons Court ahead of pre-planning public engagement in Spring 2025.
- 8.12.2 The roof of the Guildhall currently holds telecommunications equipment. An 18 month Notice has been served on the operator Cornerstone to remove equipment. This will continue to be monitored.
- 8.12.3 Legal support will be required for the procurement of a contractor, to ensure the appropriate form of contract is used.
- 8.12.4 Legal support may also be required in relation to securing decant locations for the market and potential changes in Traffic Regulation Orders because of the Civic Quarter proposals.

## **9 Background documents**

- 9.1 S&R January 2024 Civic Quarter Proposals

S&R October 2022 Future office Accommodation Strategy

Environment and Community Scrutiny Committee March 2022 Proposed Improved to the Market Square

## **10 Appendices**

- 10.1 Link to appendices can be found here - [Cambridge Civic Quarter: Strategy and Resources Scrutiny Committee - Cambridge City Council](#)

- 10.2 EXEMPT Appendix 3 and schedules: Commercial Report

To inspect the background papers or if you have a query on the report please contact Ben Binns, Assistant Director, Development: email: [ben.binns@cambridge.gov.uk](mailto:ben.binns@cambridge.gov.uk)

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