



## Cambridge City Council Cabinet

**Date:** Tuesday, 15 July 2025

**Time:** 5.00 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

**This meeting is open to any member of the Council who wishes to ask questions of the Executive on items included on this agenda. Could members please notify the Committee Manager if they wish to attend and speak.**

- 1 Apologies
- 2 Declarations of Interest
- 3 Minutes
- 4 Public Questions

### KEY DECISIONS

- |   |   |                  |
|---|---|------------------|
| 5 | Shared Services Partnership Agreement     | (Pages 5 - 64)   |
| 6 | Stock Condition Survey Strategy           | (Pages 65 - 92)  |
| 7 | Disposal of Grafton East (top two levels) | (Pages 93 - 208) |

## **NON-KEY DECISIONS AND UPDATES**

8	Public Health Contract for Tier 1 & 2 Services	(Pages 209 - 234)
9	Budget Outturn 2024-25	(Pages 235 - 284)
10	Budget Setting Context 2026-27	(Pages 285 - 300)
11	Folk Festival	(Pages 301 - 438)
12a	Annual Customer Feedback Report	(Pages 439 - 626)
12b	Housing Performance 2024-25	(Pages 627 - 648)
12c	New Build Update	(Pages 649 - 670)
13	The Cambridge South East Transport Order	(Pages 671 - 738)
14	S106 Projects for Sports, Communities and Open Spaces	(Pages 739 - 754)

**Cabinet Members:** Holloway (Chair), Wade (Vice-Chair), Bird, Moore, Nestor, Smart, A. Smith, S. Smith, Thornburrow and Todd-Jones

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- Phone: 01223 457000

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

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## REPORT TITLE: 3C Shared Services Partnership Agreement

### To:

Cabinet Member for Finance and Resources, Simon Smith

Cabinet 15 July 2025

### Report by:

Jane Wilson, Chief Operating Officer

Tel: 01223 457860 Email: jane.wilson@cambridge.gov.uk

### Wards affected:

All

Director Approval: Director Jane Wilson confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to the Executive Councillor for decision.

<b>1.</b>	<b>Recommendations</b>
1.1	It is recommended that Cabinet: Approves the Partnership renewal agreement for 3C Shared Services (ICT, Building Control and Legal
<b>2.</b>	<b>Purpose and reason for the report</b>
2.1	Renewal of this partnership agreement is a key decision for the Council. Any disruption to these services would cause significant risk to the Council and therefore it is important to agree the extension of the 3C Shared Service agreement in good time, ahead of its expiry date in September.
<b>3.</b>	<b>Alternative options considered</b>
3.1	The Council could choose to give notice to the partnership, but this would be extremely expensive and disruptive.
<b>4.</b>	<b>Background and key issues</b>
4.1	Cambridge City, Huntingdonshire District and South Cambridgeshire District Councils have been sharing ICT, Legal and Building Control services since 2015. The Shared Services Agreement has been in place since then, having been renewed once, in September 2020. The current agreement lasts until 30th September 2025.

	<p>4.1.1 Building Control is a mature, award-winning service, and has not required any significant review prior to confirming that the Council wishes to proceed in the partnership. Key achievements over the last five years include:</p> <ul style="list-style-type: none"> <li>a. Shift of the financial model from 70/30 fee-earning/non fee-earning to 80/20 fee-earning/non fee-earning, resulting in a reduction of budget contribution for all three partner Councils (therefore a saving).</li> <li>b. All building control surveyors registered as Building Inspectors (RBIs) with the Building Safety Regulator (BSR) for the class and category of work they undertake for 3C Building Control, as outlined in the BSR Building Inspector Competence Framework (BICof).</li> <li>c. Implementation of the new Operational Standard Rules and key performance indicators introduced by the Building Safety Act 2022 for the building control profession.</li> <li>d. Incorporation of the Street Naming and Numbering function within 3C Building Control for all three partner Councils.</li> </ul> <p>4.1.2 The Legal and ICT shared services have both been reviewed with the support of external consultants.</p> <p>4.1.3 Following the ICT service review, the outcome and recommendations of which were presented at Strategy and Resources Scrutiny Committee in September 2024 ahead of a decision by the Executive Cllr for Finance and Resources, a new post of Chief Digital Information Officer (CDIO) was created, and following a joint recruitment process by the partners the new postholder started in December 2025. Key changes to the service include:</p> <ul style="list-style-type: none"> <li>a. A drive to move the service from an Operational IT service to more strategic Digital enabling service; with a focus on driving efficiencies and service improvements</li> <li>b. Creating a technical foundation that will enable future ambition; particularly in relation to utilisation of Data Platforms, Collaboration Platforms and AI capabilities</li> <li>c. Developing a culture of innovation and curiosity within the Council by utilising the breadth of experience, and access to peer Council and Partner networks, of the new CDIO</li> <li>d. Reducing the risk profile of the Council through enhanced assurance and adoption of industry standards and established governance frameworks</li> </ul>
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	<p>e. Ensuring that the service remains cognisant of the impacts of LGR, and minimises future cost/complexity wherever possible.</p> <p>4.1.4 Following the Legal service review, a number of changes are being worked through to ensure that the service is fit to meet the challenges of the next few years. These include:</p> <ul style="list-style-type: none"> <li>a. Consideration of more effective recruitment and retention strategies</li> <li>b. The roll out of a more effective practice management system to allow better access and visibility for clients while driving better and more effective performance by the legal team.</li> <li>c. An enhanced range of KPIs.</li> <li>d. Better use and utilisation of client feedback to drive continuous improvement.</li> <li>e. Strategic alignment with all 3 partner Councils to ensure the legal practice is able to respond effectively to evolving priorities.</li> <li>f. Better and more effective communication strategy.</li> </ul> <p>4.1.5 On the basis of these reviews and the agreed actions listed above, the Council is confident that the partnership is best placed to deliver these three important services.</p> <p><b>4.1.6 Local Government Reorganisation</b></p> <p>It is proposed to extend the Partnership Agreement for another five years, meaning until 2030. While LGR will inevitably create significant change before then, the agreement has a clear exit clause, and the Councils are therefore not restricted by LGR. In the interests of minimising change as much as possible in advance of the impact of LGR, signing the agreement is in the interests of the Council and all employees.</p>
<b>5.</b>	<b>Corporate plan</b>
5.1	<p><a href="#">Corporate plan 2022-27: our priorities for Cambridge - Cambridge City Council</a></p> <p>This links to Corporate Priority 4, Modernising the Council to lead a greener city that is fair for all</p>
<b>6.</b>	<b>Consultation, engagement and communication</b>
6.1	<p>The recommendation to renew the agreement is in effect a continuation of the existing position. The two services that were reviewed undertook engagement activity with staff as part of those processes. The findings fed directly into the forward planning for both these services.</p>
<b>7.</b>	<b>Anticipated outcomes, benefits or impact</b>

7.1	The outcome of this decision will be the continuation of existing services, all of which are critical to Council delivery.																				
8.	<b>Implications</b>																				
8.1	<b>Relevant risks</b>																				
	The potential risk associated with this decision links to Local Government Reorganisation, which is still at too early a stage to be able to provide clear direction. This risk is managed by the exit clause mentioned at 4.1.6.																				
8.2	<b>Financial Implications</b>																				
	<p>Continuing to share these services will enable the council to deliver cost effective services that have increased resilience by virtue of their size. The costs of these services delivered through the 3C agreement are factored into both the Council’s current budget and the medium-term financial strategy. The detailed review of 3C ICT which was reported last September indicated that continuing the 3C model was the most cost-effective approach for Cambridge City Council.</p> <p>The cost of providing the three services is set out in the table below, using the 2025/26 budget with % allocation splits for each Council. Budgets fluctuate from year to year, but these figures give an indication of the financial commitment for the three Councils.</p> <table><tr><th></th><th>2025/26 Total £m</th><th>SCDC %</th><th>HDC %</th><th>City %</th></tr><tr><td>3C ICT Revenue*</td><td>£9.147</td><td>30%</td><td>34%</td><td>36%</td></tr><tr><td>3C Legal**</td><td>£1.522</td><td>38%</td><td>15%</td><td>47%</td></tr><tr><td>3C Building Control***</td><td>£0.495</td><td>33.3%</td><td>33.3%</td><td>33.3%</td></tr></table> <p>* ICT has some fixed costs which are split evenly and some costs based on consumption, and therefore the % changes every year as consumption changes</p> <p>** Legal costs are based on consumption and also change every year, as consumption changes</p> <p>*** Cost sharing has been split equally since 2022/23.</p>		2025/26 Total £m	SCDC %	HDC %	City %	3C ICT Revenue*	£9.147	30%	34%	36%	3C Legal**	£1.522	38%	15%	47%	3C Building Control***	£0.495	33.3%	33.3%	33.3%
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3C Building Control***	£0.495	33.3%	33.3%	33.3%																	
8.3	<b>Legal Implications</b>																				
	There are no adverse legal implications in the renewal of this agreement.																				
8.4	<b>Equalities and socio-economic Implications</b>																				

	As approval of the recommendation will mean the continuation of the existing services as is, there are no equalities and socio-economic implications.
8.5	<b>Net Zero Carbon, Climate Change and Environmental implications</b>
	As approval of the recommendation will mean the continuation of the existing services as is, the position in relation to net zero, climate change and environmental impacts, will remain the same as before the decision.
8.6	<b>Procurement Implications</b>
	There are no procurement implications associated with this decision
8.7	<b>Community Safety Implications</b>
	There are no Community Safety implications associated with this decision
9.	<b>Background documents</b> Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985
9.1	No background documents were used to prepare this report.
10.	<b>Appendices</b>
10.1	The shared services renewal agreement
	To inspect the background papers or if you have a query on the report please contact Jane Wilson, Chief Operating Officer, <a href="mailto:jane.wilson@cambridge.goc.uk">jane.wilson@cambridge.goc.uk</a> , 01223 457860

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Dated

2025

**CAMBRIDGE CITY COUNCIL**

**and**

**HUNTINGDONSHIRE DISTRICT COUNCIL**

**and**

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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**PARTNERSHIP AGREEMENT FOR SHARED  
SERVICES**

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**THIS AGREEMENT** is made the                      day of                      2025

**BETWEEN**

- (1) **CAMBRIDGE CITY COUNCIL** of the Guildhall, Market Square, Cambridge CB2 3QJ ("**City Council**"); and
  - (2) **HUNTINGDONSHIRE DISTRICT COUNCIL** of Pathfinder House, St Mary's Street, Huntingdon, Cambridgeshire PE29 3TN ("**Huntingdonshire**"); and
  - (3) **SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL** of South Cambridgeshire Hall, Cambourne Business Park, Cambourne, Cambridge CB23 6EA ("**SCDC**")
- (each a "Party" and together "the Parties").

**BACKGROUND**

- (A) The Parties have agreed that their respective strategies and objectives will be best achieved by the continued operation of a shared service arrangement for the delivery of the following services:
  - Building Control services;
  - ICT services;
  - Legal Services.

(each a "Shared Service" and together "the Shared Services").
- (B) This Agreement sets out the terms and conditions for the continued operation of the Shared Services between the Parties, including:
  - the key objectives of the Shared Services;
  - the principles of collaboration;
  - the governance structures for the Shared Services; and
  - the respective roles and responsibilities the Parties will have during the duration of this Agreement
- (C) This Agreement is one that establishes co-operation between public bodies in order to carry out a public task, governed solely by considerations and requirements relating to the pursuit of objectives in the public interest and pursuant to the Procurement Act 2023.
- (D) In addition the Parties have entered into this Agreement in reliance on their powers under Local Authorities (Goods and Services) Act 1970 and the exclusive rights given to local authorities to undertake administrative arrangements of this nature in Sections 101, 102, 112 and 113 of the Local Government Act 1972, and the regulations made under these Acts; together with the general power within Section 1 of the Localism Act 2011 and the supporting provisions within Section 111 Local Government Act 1972.

**IT IS AGREED as follows:**

**1. DEFINITIONS**

1.1 The definitions and rules of interpretation in this clause apply in this Agreement.

Executive Board	means the 3C Chief Executive Board constituted by the Parties pursuant to clause 4 comprising the Head of Paid Service and Shared Service Lead of each Party;
3C Management Board	means the programme board constituted by the Parties pursuant to clause 4, comprising the corporate directors, or other nominee of the Chief Executive of each party with responsibility for the Shared Service function;
Agreement	means this Partnership Agreement;
Annual Report	means the annual report prepared by the Shared Service Lead Officer/Head of Service as specified in clause 4.10;
Assets	means the assets of each Party and the Shared Service to be used in the provision of the Shared Service;
Business Plan	means the annual business plan for each Shared Service;
Claims	means all demands, claims and liabilities (whether criminal or civil, in contract, tort or otherwise) for losses, damages, legal costs and other expenses of any nature whatsoever and all costs and expenses (including without limitation legal costs) incurred in connection therewith;
Commencement Date	means 1 <sup>st</sup> October 2025;
Confidential Information	means all information disclosed by one Party to another Party provided that such item of information would appear to a reasonable person to be confidential or is clearly marked as confidential or is accompanied by a written statement that the same is confidential or proprietary;
Consents	means all permissions, consents, approvals, certificates, permits, licences and authorisations required for the performance of the relevant Shared Service in accordance with this Agreement;
Data Protection Legislation	means— (a) the GDPR, (b) the applied GDPR, (c) Data Protection Act 2018, (d) regulations made under the Data Protection Act 2018.

Data Processor	shall have the same meaning as set out in the DPA;
Default	means a failure to comply with any provision of the Agreement with which the Party is required to comply;
DPA	means the Data Protection Act 2018;
EIR	means the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such regulations;
Employment Liabilities	means all claims, including claims without limitation for redundancy payments, unlawful deduction of wages, unfair, wrongful or constructive dismissal compensation, claims made under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended), compensation for sex, race, disability, age, religion or belief, gender reassignment, marriage or civil partnership, pregnancy or maternity, or sexual orientation discrimination, claims for equal pay, compensation for less favourable treatment of part-time workers and any claims (whether in tort, contract, statute or otherwise), demands, tribunal awards, fine loss, order, penalty, disbursement, payment made by way of settlement and costs and expenses reasonably incurred in connection with a claim or investigation (including any Investigation by the Equality and Human Rights Commission or other enforcement regulatory or supervisory body), and of implementing any requirements which may arise from such investigation, and any legal costs and expenses;
Employee Liability Information	has the meaning given in Regulation 11 of TUPE;
Employment Authority	means: <ul style="list-style-type: none"> <li>(a) for the Building Control shared Service, the City Council;</li> <li>(b) for the ICT Services shared Service, Huntingdonshire; and</li> <li>(c) for the Legal Services Shared Service, the City Council;</li> </ul>

Exit Plan	means the plan for the dissolution of the Shared Service in the event of the expiry or termination (in whole or in part) of this Agreement for any reason;
Expiry Date	means 30 <sup>th</sup> September 2030;
Financial Year	means a year beginning on 1 <sup>st</sup> April and ending on the following 31 <sup>st</sup> March;
FOIA	means the Freedom of Information Act 2000 and any subordinate legislation made under that Act from time to time, together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such legislation;
Information	has the meaning given under Section 84 of FOIA;
Intellectual Property	means any and all intellectual property rights of any nature anywhere in the world whether registered, registerable or otherwise, including patents, utility models, trademarks, registered designs and domain names, applications for any of the foregoing, trade or business names, goodwill, copyright and goods in the nature of copyright, design rights, rights in databases, moral rights, know-how and any other intellectual property rights which subsist in computer software, computer programs, websites, documents, information, techniques, business methods, drawings, logos, instruction manuals, lists and procedures and particulars of customers, marketing methods and procedures and advertising literature, including the “look and feel” of any websites;
Losses	means all damages, losses, liabilities, costs, expenses (including legal and other professional charges and expenses) and charges whether arising under statute, contract or at common law, or in connection with judgments, proceedings, internal costs or demands but excluding any loss of profits, loss of use, loss of production, loss of business opportunity, or any claim for consequential loss or for indirect loss of any nature;
Originating Authority	means, for the purposes of; (a) the Building Control Shared Service – Huntingdonshire and / or SCDC; (b) the ICT Shared Service – the City Council and / or SCDC; and

	(c) the Legal Services Shared Service – Huntingdonshire and / or SCDC;
Original Commencement Date	Means September 2015
Relevant Transfer	means a relevant transfer for the purposes of TUPE;
Shared Service	means separately each of the Shared Services for Building Control, ICT and Legal Services as described in Schedule 1;
Shared Service Accountant	means the officer appointed by the Employing Authority to support the shared service Lead Officer to manage the accounts of the Shared Service;
Shared Service Budget	means the income and expenditure for each Shared Service as agreed by the Parties, to cover the costs of the Shared Service as set out or to be agreed in Schedule 3;
Shared Service Lead Officer	means the officer appointed by the Employing Authority to lead and manage the relevant Shared Service;
Shared Service Team	means the people employed or engaged by the Employing Authority to work in the relevant Shared Service;
Term	means the period from the Commencement Date to: <ul style="list-style-type: none"> <li>(a) the Expiry Date; or</li> <li>(b) such other date as may be agreed by the Parties pursuant to clause 2; or</li> <li>(c) such earlier date of termination of the Agreement as may arise pursuant to the terms of the Agreement;</li> </ul>
Transferring Employees	means any employee of the relevant Originating Authority whose contract of employment becomes, by virtue of a Relevant Transfer, a contract of employment with the Employing Authority;
TUPE	means the Transfer of Undertakings (Protection of Employment) Regulations 2006 (SI No.2006/246);
Working Days	means all days except Saturdays, Sundays and public holidays in England.
1.2	A reference to one gender shall include a reference to the other gender and words in the singular shall include the plural and vice versa.
1.3	A reference to a statute or statutory provision is a reference to it as it is in force for the time being, taking account of any amendment, extension, or re-enactment and includes any subordinate legislation for the time being in force made under it.

- 1.4 A person includes a natural person, corporate or unincorporated body (whether or not having separate legal personality).
- 1.5 References to clauses and schedules are to the clauses and schedules of this Agreement; references to paragraphs are to paragraphs of the relevant schedule.
- 1.6 Clause, schedule and paragraph headings shall not affect the interpretation of this Agreement.
- 1.7 The schedules form part of this Agreement and shall have effect as if set out in full in the body of this Agreement and any reference to this Agreement includes the schedules.
- 1.8 Where there is any conflict or inconsistency between the provisions of the Agreement, such conflict or inconsistency shall be resolved according to the following order of priority;
  - 1.8.1 the clauses of this Agreement;
  - 1.8.2 the schedules to this Agreement.

## **2. COMMENCEMENT AND TERM**

- 2.1 This Agreement shall commence on the Commencement Date and shall continue until the Expiry Date unless terminated earlier pursuant to and in accordance with clause 15 (Termination) or extended pursuant to clause 2.3.
- 2.2 Not later than the fourth anniversary of the Commencement Date the Parties shall engage in discussions to agree whether to extend the Term for a further period of twelve months or such other period as may be agreed pursuant to clause 2.3.
- 2.3 The Parties may by written agreement extend the Term for a further period of twelve months or such other period as may be agreed in writing. The provisions of the Agreement shall apply throughout any such extended period. For the avoidance of doubt there shall be no limitation on the number of times that the Parties may by written agreement extend the Term for a period of twelve months or such longer period as the Parties may agree pursuant to this clause.
- 2.4 The Term may be extended under clause 2.3 in respect of the Shared Services together or the Parties may agree to extend the term in respect of one or more of the Shared Services but not one of the other Shared Services.

## **3. PRINCIPLES OF COLLABORATION**

- 3.1 The Parties agree;
  - 3.1.1 to work together in the development and operation of the Shared Services;
  - 3.1.2 to co-operate fully with each other in relation to the Shared Services and to act at all times in such a way as to safeguard and further the common interests of the Parties in respect of the Shared Services;
- 3.2 The Parties agree to co-operate as follows:
  - 3.2.1 agreeing, maintaining and measuring performance against a Business Plan for each of the Shared Services;
  - 3.2.2 where appropriate, harmonising administrative and other relevant policies, procedures and structures within the partnering organisations;
  - 3.2.3 developing and sharing resources where appropriate;
  - 3.2.4 developing and sharing any other common facilities;

3.2.5 engaging in any further activities to facilitate or which are conducive or incidental to their respective responsibilities to the Shared Service or as agreed from time to time by the Parties;

3.3 The Parties agree that the following principles apply:

3.3.1 All three Councils are committed to continuing to represent the needs, priorities and ambitions of local people in their neighbourhoods.

3.3.2 The Parties are intending to reduce costs by working together to ensure Best Value.

3.3.3 Commissioning or delivering services together is specifically designed not to change how residents or staff experience services. It is about working to deliver more efficiently.

For the avoidance of doubt, to safeguard local autonomy, the Parties confirm that:

- local residents will continue to elect councillors to each Council;
- each Council will retain its own constitution, setting out how it makes decisions, organises scrutiny and delegates authority;
- each Council will continue to set its own council tax and publish its own budget and accounts; and
- each Council will continue to be able to set its own spending priorities.

#### 3.4 **Objectives**

The Parties agree to operate in partnership and support the objectives of the three Councils, through the delivery of the shared services as set out in Schedule 1.

### 4. **GOVERNANCE**

4.1 The Parties shall establish Governance arrangements as set out at Schedule 2.

4.2 The Employing Authority shall appoint a Shared Service Lead Officer and a Shared Service Accountant for each of the Shared Services. All partners will be involved in the recruitment process of each Shared Service Lead. The Shared Service Lead Officer shall be the Head of Service for the Shared Service and shall be responsible for:

- delivery of the approved Business Plan;
- staffing, financial and other resource management.

4.3 The Shared Service Lead Officer shall prepare the Business Plan in good and sufficient time for consideration by the relevant board(s) and inclusion in each Party's budget-setting process for the following Financial Year. It shall include

- (a) a proposed Shared Service Budget for the following Financial Year;
- (b) a proposed Business Plan for the following Financial Year;
- (c) any proposals for future Shared Service development.

All parties will work with the Shared Service Lead Officer to provide timely feedback on these plans to ensure prompt delivery.



- 4.4 In addition to the Annual Report, each Shared Service Lead Officer shall prepare quarterly reports to the 3C Management Board as follows:
- (a) The Shared Service Lead Officer shall agree with the Shared Service Accountant a report of all the income and expenditure of the Shared Service during that quarter and any other financial matters that the Shared Service Lead Officer believes should be reported to the 3C Management Board in respect of that quarter.
  - (b) The Shared Service Lead Officer shall prepare quarterly performance reports, allowing comparison of information for each of the Parties' administrative areas and including:
    - (i) Overview – A brief overview of the operation of the Shared Service;
    - (ii) Performance – A report on performance against the performance targets agreed within the Shared Service's Business Plan from time to time;
    - (iii) Complaints and user feedback – Brief details of any feedback and complaints received and how these have been dealt with;
    - (iv) Staffing – A summary of any staffing changes or issues arising during the quarter;
    - (v) Financial – A report on operational costs, fee income, revenue accounting, out-turn forecast etc.
- 4.5 Oversight of the operational day to day considerations of the Shared Services in relation to wider client-Council activity will be undertaken by nominated Intelligent Clients for each Service. These roles will help to ensure smooth co-ordination and communication of issues, and to monitor operational performance issues with regard to the Shared Services. The core elements of the Intelligent Client Role are set out in Schedule 2.

## **5. THE SERVICES**

- 5.1 The Parties agree that the Shared Services shall operate in accordance with this Agreement and with the agreed Business Plans, agreed key performance indicators and other arrangements agreed from time to time between the Parties.
- 5.2 The Shared Service Governance structure shall agree the annual Business Plans setting out the priorities, objectives and performance measures for each of the Shared Services.
- 5.3 Each Employing Authority shall ensure that the relevant Shared Service is provided in accordance with the obligations set out in this Agreement and with all the skill, care and diligence to be expected of a competent local authority carrying out the relevant Shared Service.

## **6. SHARED SERVICE BUDGET**

- 6.1 The principle behind funding the Shared Services is that the Parties meet the operating costs and capital expenditure of each Shared Service, to be incorporated in Schedule 3 when agreed by the Parties.
- 6.2 The Shared Service Budget shall be managed in accordance with Schedule 3.
- 6.3 The Parties agree that the Employing Authority for the relevant Shared Service shall be responsible for managing the relevant Shared Service Budget and accounting for income and expenditure.

- 6.4 A full audit trail of income and expenditure relating to the Shared Service Budget shall be kept by the Employing Authority in accordance with the provisions in Schedule 3. All financial information will be made available to the other two authorities on request.
- 6.5 VAT shall be charged between the Parties, where it is applicable, at the standard rate.
- 6.6 The Parties agree that savings or overspends made by the implementation and operation of the Shared Services shall be distributed in proportion to the cost share for the Shared Service in question for the year or years in which the savings/overspend are realised. The cost share for each Party shall be calculated in accordance with Schedule 3.

## **7. SHARED SERVICE COSTS INDEMNITY**

- 7.1 Subject to clauses 11.2, 11.5, 11.7, 12.4, 12.5 and 13.1, the other Parties shall indemnify and keep the Employing Authority indemnified in proportion to the cost share for each Party which is set out in Schedule 3 of all liabilities, costs and expenses incurred in relation to any contract, activities or commitments undertaken by the Employing Authority relating to the Shared Service, where the Employing Authority acts in accordance with this Agreement including the management of the Shared Service Budget arrangements set out in Schedule 3.

## **8. ROLE AND RESPONSIBILITIES OF THE SHARED SERVICE ACCOUNTANT**

- 8.1 The role of the Shared Service Accountant in respect of each of the Shared Services includes (without limitation):
- 8.1.1 liaison with the Parties to establish and maintain the Shared Service Budget; and reporting at least quarterly to the 3C Management Board on all income and expenditure in relation to the Shared Service;
  - 8.1.2 reviewing and reconciling the accounts of the Shared Service on an annual basis and reimbursing the Parties or making good any deficit in relation to the Shared Service in accordance with the provisions of Schedule 3 and with the relevant Business Plan;
  - 8.1.3 maintaining and completing the Shared Service's annual accounts.

## **9. PREMISES AND RESOURCES**

- 9.1 Each Party's contribution to the resources required for the provision of the shared service will be based on the agreed business cases, subject to any variations subsequently agreed. The Parties will keep this under review at least annually through the budget setting and business planning process.
- 9.2 The Parties shall (so far as is reasonably practicable) commit such non-monetary resources and assistance and in-kind support (including staff time of those of their respective staff who are not members of the Shared Service Team) to the Shared Service as shall be reasonably requested by the Executive Board from time to time.

## **10. SHARED SERVICE TEAMS**

- 10.1 The 3C Management Boards shall advise the Executive Board and the respective Councils of material operational changes needed to ensure the efficient and effective running of the Shared Services, provided that the Parties agree that it shall be the responsibility of the Employing Authority to determine the number of staff to be employed to provide the Shared Service.
- 10.2 The Employing Authority shall ensure that:

- 10.2.1 sufficient competent and appropriately trained staff, with the requisite levels of skill and experience, shall be deployed to ensure that the relevant Shared Service is provided at all times during the Term; and
- 10.2.2 all staff receive continual training and supervision as is necessary to ensure the proper performance of the relevant Shared Service under this Agreement.
- 10.3 The Parties agree that where members of the Shared Service Team for each of the Shared Services are engaged on work for a Party other than the Employing Authority, then the provisions of Section 113 of the Local Government Act 1972 will apply, so that those team members will be placed by the Employing Authority at the disposal of the relevant other Party for the purposes of their functions. Such team members shall be treated at all times as an officer of the relevant Party whose function is being exercised whilst so engaged and the Employing Authority undertakes that it shall have duly consulted such team members prior to placing them at the other Party's disposal and that the Employing Authority shall continue to treat such employees as its own employee.
- 10.4 For the purposes of employment legislation, the Employing Authority shall be the employer of employees in the Shared Service Team for the relevant Shared Service and shall be reimbursed from the relevant Shared Service Budget for all expenses reasonably and properly incurred in the employment or engagement of all members of the Shared Service Team.

## **11. TUPE AND EMPLOYEES**

### **Relevant Transfers**

- 11.1 The Parties acknowledge that the provision of a relevant Shared Service by the Employing Authority to the other relevant Parties from the Original Commencement Date, shall constitute a Relevant Transfer and the contracts of employment (together with any collective agreement) of any Transferring Employees shall have effect (subject to Regulation 4(7) of TUPE) thereafter as if originally made between those employees and the Employing Authority except in so far as such contracts relate to any benefits for old age, invalidity or survivors under the Local Government Pension Scheme.
- 11.2 Each Originating Authority and Employing Authority shall comply with its respective obligations under TUPE in respect of each Relevant Transfer pursuant to this Agreement (including without limitation the obligations under Regulation 13 of TUPE) and shall indemnify the other against any Losses sustained as a result of any breach of this clause 11.2 by the Party in default.

### **Emoluments and Outgoings**

- 11.3 The Originating Authority shall be responsible for all remuneration, benefits, entitlements and outgoings in respect of its Transferring Employees, including without limitation all wages, holiday pay, bonuses, commissions, payments of PAYE, national insurance contributions, pension contributions and otherwise, up to the Original Commencement Date.
- 11.4 Subject to clause 11.9, the Employing Authority shall be responsible for all remuneration, benefits, entitlements and outgoings in respect of the relevant Transferring Employees and any other person who is or will be employed or engaged by the Employing Authority in connection with the provision of the relevant Shared Service, including without limitation all wages, holiday pay, bonuses, commission, payment of PAYE, national insurance contributions, pension contributions and otherwise, from and including the Original Commencement Date.

### **Originating Authority employee indemnities**

- 11.5 The Originating Authority shall indemnify and keep indemnified in full the Employing Authority against all Losses incurred by the Employing Authority in connection with or as a result of:
- 11.5.1 a breach by the Originating Authority of its obligations under clause 11.3; and
- 11.5.2 any claim or demand against the Employing Authority by (i) any of its Transferring Employees or (ii) any trade union or staff association or employee representative in respect of all or any of its Transferring Employees, in either case that arises out of the employment of any such Transferring Employee, provided that such claim or demand arises from any act or omission of the Originating Authority in relation to any such employee prior to the date of the Relevant Transfer.
- 11.6 Where any liability in relation to any Transferring Employee, in respect of his or her employment by the Originating Authority, which transfers in accordance with TUPE, arises partly as a result of any act or omission occurring before the Original Commencement Date and partly as a result of any act or omission occurring on or after the Original Commencement Date, the Originating Authority shall indemnify and keep indemnified in full the Employing Authority against only such part of the Losses sustained by the Employing Authority in consequence of the liability as is reasonably attributable to the act or omission occurring before the Original Commencement Date.

### **Employee Indemnities arising after TUPE Transfers**

- 11.7 Subject to clauses 11.5, 11.6 and 11.9, any Losses incurred by the Originating Authority in connection with or as a result of:
- 11.7.1 a breach by the Employing Authority of its obligations under clause 11.4;
- 11.7.2 any claim or demand against the Originating Authority by (i) any person who is or has been employed or engaged by the Employing Authority in connection with the provision of any of the Shared Services or (ii) any trade union or staff association or employee representative in respect of any such person, in either case where such claim arises as a result of any act or omission of the Employing Authority after the Original Commencement Date;
- shall be treated as an operating cost of the Shared Service and shall be met in accordance with the provisions of this Agreement.
- 11.8 The indemnities in clause 11.9 shall not apply in respect of any sum for which the relevant Originating Authority is to indemnify the Employing Authority pursuant to clause 11.7 or to the extent that the claim arises from a wrongful act or omission of the relevant Originating Authority.
- 11.9 Any other costs arising from a restructure shall be borne by the Shared Service Budget, and the provisions for such are laid out in this document.

## **12. PENSIONS**

- 12.1 The Parties are all scheme employers within the Cambridgeshire Local Government Fund ("the Fund") for which Cambridgeshire County Council is the administering authority.
- 12.2 The Transferring Employees are either active members of the Fund at the Original Commencement Date or have a right to become members of the Fund.
- 12.3 Following the Relevant Transfer, the Employing Authority shall provide pension benefits for the relevant Transferring Employees within the Fund, including (without

limitation) paying employer contributions at the rate determined by the Fund's actuaries.

- 12.4 Losses incurred by the Originating Authority which arise from claims by Transferring Employees relating to pension rights in respect of periods of employment on or after the Original Commencement Date shall be treated as an operating cost of the Shared Service and shall be met in accordance with the provisions of this Agreement.
- 12.5 The Originating Authority indemnifies the Employing Authority from and against all Losses suffered or incurred by the Employing Authority which arise from claims by Transferring Employees relating to pension rights in respect of periods of employment before the Original Commencement Date.

### **13. INDEMNITIES AND INSURANCE**

- 13.1 Subject to clauses 7.1, 11.2, 11.5, 11.7, 12.4 and 12.5 each Party ("the Indemnifying Party") shall indemnify and keep indemnified the other Parties ("Indemnified Parties") fully against all third party claims that may be brought against or suffered by an Indemnified Party arising out of any breach of this Agreement by the Indemnifying Party.
- 13.2 The Parties shall each identify any particular risks either as a risk specific to themselves as a Party or as a risk specific to a Shared Service or both. The Parties shall notify the relevant Shared Service Lead Officer of any identified risks, and such risks shall be managed by the Parties in accordance with strategies developed by the Executive Board.
- 13.3 The Employing Authority shall effect and maintain with a reputable insurance company an appropriate policy or policies of insurance providing appropriate professional indemnity, public liability, employer's liability and any such other insurances as may be required by applicable law in relation to the relevant Shared Service at all times. This shall include any risks which the Executive Board may identify against which it requires the Employing Authority to obtain insurance under this Agreement. The cost of maintaining insurance shall be recharged directly to the relevant Shared Service Budget.
- 13.4 Each of the Parties undertakes to the other that it shall provide to the other upon the Commencement Date and thereafter upon reasonable demand sight of all insurance documentation relevant to the Shared Service and this Agreement including policies, cover notes, premium receipts and any other documents, provided that no Party shall have to comply with this Clause if to do so would invalidate any terms of its insurance, in which case the relevant Party shall provide confirmation in writing that it complies with this clause 13 (Indemnities and Insurance).
- 13.5 Each of the Parties shall hold the others harmless from all actions, claims, demands, liabilities, damages, costs, losses or expenses resulting from any circumstances in which an insurance claim can be made.

### **14. INTELLECTUAL PROPERTY**

- 14.1 Each Party grants to the others or shall procure the grant to the others of a non-exclusive, royalty-free, worldwide, irrevocable, perpetual licence of any Intellectual Property owned by that Party or licensed to it which is necessary or desirable for the effective and efficient operation of the Shared Services. Ownership of such Intellectual Property shall not be affected by this Agreement and accordingly, to the extent that such Intellectual Property exists at the Commencement Date, ownership of it shall remain with the Party which owns it at that date.

- 14.2 All Intellectual Property created after the Commencement Date and during the term of this Agreement which is wholly or substantially connected with the Shared Services shall be owned by the Parties jointly and each Party undertakes that it will, at its own cost, execute such further documents and do such acts as may be necessary for securing, confirming or vesting right, title and interest in such Intellectual Property in other Parties.

## **15. TERMINATION**

- 15.1 Any Party may terminate its participation in any or all of the Shared Services upon giving to the others at least twelve months' notice in writing to expire at 00.00 hours on the second, third, fourth, fifth or subsequent anniversary of the Commencement Date.
- 15.2 This Agreement may be terminated in whole at any time if the Parties so agree.
- 15.3 Subject to clause 20 (Force Majeure), this Agreement may be terminated by two of the Parties ("the Terminating Parties") giving the other ("the Party in Breach") at least three months' notice in writing if the Party in Breach has committed a material breach of any of its obligations under this Agreement and (in the case of a breach which is capable of remedy) has failed to remedy the same within a period of sixty (60) days after receipt of written notice from the Terminating Parties giving full particulars of the breach and the steps required to remedy it.
- 15.4 For the purposes of clause 15.3, a breach shall be considered capable of remedy if the Party in Breach can comply with the obligation in question in all respects other than as to the time of performance (provided that time of performance is not of the essence).
- 15.5 In the event that this Agreement is terminated in accordance with the provisions of clause 15.1 or 15.3, then to the extent that such action results in either or both of the other Parties incurring additional costs that it or they would not otherwise have incurred, then the Party giving notice pursuant to clause 15.1 or the Party in Breach pursuant to clause 15.3 (as applicable) shall be liable for such additional costs, provided that it receives a full and complete breakdown and justifications of the additional costs from the other Parties.
- 15.6 Any work in progress for a Party, or agreed but yet to be started, as at the termination of this Agreement (either in whole or in part) shall be valued by the Employing Authority according to the time spent on the work, the hourly rates of the Shared Service Team members undertaking the work and any other expected income, costs and expenses and the relevant Party shall pay this amount to the Employing Authority as appropriate.
- 15.7 Should a decision of one or more parties to exit the agreement be taken, all Parties will be bound by the terms of the exit agreement as laid out in clause 15.5. and 15.6 and Schedule 5.
- 15.8 Upon the termination of this Agreement in whole for whatever reason or upon the expiry of this Agreement the Parties shall take such steps as may be necessary in order to wind up the Shared Service in a fair and orderly manner in accordance with this Agreement and the Exit Plan set out at Schedule 5.
- 15.9 Following the service of a notice of termination for any reason, the Shared Services shall continue to be provided in accordance with this Agreement and the Employing Authority shall ensure that there is no degradation and diminution in the Shared Service between the date of the notice of termination and the date of termination.
- 15.10 Between the service of a notice of termination and the date of termination, the Employing Authority shall use its best endeavours to ensure that comprehensive

handover notes are compiled, all correspondence, deeds, files, records, documents and other information in whatever format which are part of and connected with the provision of the relevant Shared Service for the other Parties shall be filed; either electronically or as paper documents and the Employing Authority shall put into good and proper order for handover to whichever officer or other agent the other Parties shall notify to the Employing Authority and such officer or agent shall make arrangements for the collection of such files and documents.

- 15.11 Each Party hereby undertakes to the others that in the event of such termination and the return of such documents, records and files, these same shall be stored in accordance with the DPA, whether by the Party or by its agents and that each Party shall allow the relevant Employing Authority reasonable access on reasonable prior notice, free of charge, to such documents, records and files, however held and whether electronic or paper documents.
- 15.12 Each Party hereby undertakes to reimburse the relevant Employing Authority in respect of each Shared Service for any reasonable, proper and mitigated costs which may arise in respect of the transfer of electronic or other data from the Shared Service which costs have arisen as a result of the early termination of the Agreement.
- 15.13 In the event of termination of this Agreement (in whole or in part), the Parties agree that they will share all of the financial liabilities (other than any liability owed to another Party under the terms of this Agreement) which have arisen as a result of the Agreement, save for any financial liabilities resulting from the Employing Authority's fraudulent or negligent act or omission. Financial liabilities shall be shared proportionately based on the overall cost share of the parties over the period of this Agreement pursuant to Annex 1 to Schedule 3. Financial liabilities shall include, but not be limited to, the following:
- 15.13.1 leasehold or tenancy payments where the Employing Authority has by prior agreement between the Parties taken on additional premises;
- 15.13.2 payments for the leasing of equipment or provision of information and communications technology systems for the Shared Service where a liability arises on the early termination of the Agreement.
- 15.14 The Parties shall individually and collectively use reasonable endeavours to reduce and mitigate the amount of financial liabilities which may arise in the event of termination.
- 15.15 Within ninety Working Days after termination (in whole or in part), the Employing Authority shall repay to the other Parties pro rata their input any element of the Shared Services Budget attributable to any part of the Service which will not be provided because of termination of the Agreement.

## **16. CONFIDENTIALITY AND DATA**

- 16.1 The Employing Authority for each Shared Service undertakes to the other Parties that the relevant Shared Service shall respect the confidentiality of information provided to it. Exceptionally, the Shared Service may need to disclose this information where required to do so by the Court or under the FOIA or EIR, in which case the Employing Authority shall inform the relevant other parties of such proposed disclosure as soon as reasonably practicable.
- 16.2 The Employing Authority shall permit all information connected with the Shared Service that it holds to be examined and copied from time to time by the auditors for each other Party (whether internal or external) and their representatives upon reasonable notice.

## **17. DATA PROTECTION, FREEDOM OF INFORMATION AND ENVIRONMENTAL INFORMATION REGULATIONS**

- 17.1 The Parties shall comply with any notification requirements under Data Protection Legislation and will duly observe all their respective obligations under the GDPR / DPA 2018, the FOIA and the EIR, which arise in connection with this Agreement.
- 17.2 The Parties will enter into respective data sharing/processing agreements detailing their respective obligations.
- 17.3 The Parties acknowledge that they are each subject to the requirements of FOIA and EIR and shall assist and co-operate with each other (at their own expense) to enable each Party to comply with the information disclosure requirements of FOIA and EIR and acknowledge that Confidential Information may be disclosed to comply with FOIA and/or EIR obligations.
- 17.4 Each Party shall use its best endeavours to keep in strict confidence and shall ensure that its employees and agents keep in strict confidence, all and any Confidential Information acquired by it (whether directly or indirectly), concerning the other Parties in consequence of this Agreement.
- 17.5 No Party shall use or disclose any Confidential Information received by it other than for the purpose of the Shared Service, provided that a Party may otherwise use or disclose Confidential Information which:
- 17.5.1 at the time of disclosure is generally available to the public;
  - 17.5.2 after disclosure becomes generally available to the public through no fault of the disclosing Party;
  - 17.5.3 the disclosing Party can show was in its possession prior to the disclosure without any restriction on disclosure and which was not acquired directly or indirectly from the owning Party; or
  - 17.5.4 is required by law to be disclosed.
- 17.6 The provisions of this clause 17 shall apply during the continuance of the Agreement and indefinitely after its expiry or termination.
- 17.7 Each Party shall co-operate with and provide assistance to an Employing Authority at its own cost in enabling the Employing Authority to comply with this clause 17 relating to disclosure of information arising from the performance of the Shared Service.
- 17.8 On receipt of a request for information pursuant to the FOIA or the EIR that relates to another Party, a Party should promptly refer the request to that other Party for comments before a decision whether to disclose is made.
- 17.9 The Party subject of any request for information pursuant to the FOIA or the EIR will decide whether information should be disclosed and will make disclosure when that Party considers that such disclosure is proper and in accordance with this clause.
- 17.10 The Parties will ensure that the information requested and comments sought are supplied to the relevant Party within sufficient time to comply with the timescales and set out in the FOIA or the EIR.

## **18. PRESS RELEASES**

- 18.1 All press or other public announcements concerning a Shared Service shall be made only by the person or persons authorised from time to time by the Executive Board to make such announcements.



## **19. PLANNING, REVIEW AND MONITORING OF THE SHARED SERVICE AND THIS AGREEMENT**

- 19.1 The Parties shall comply with the monitoring and assurance framework set out in the Business Plans in respect of each Shared Service.
- 19.2 The 3C Management Boards shall on a quarterly basis review and monitor the Shared Services and their respective future development, including, without limitation, financial and performance management of the Shared Services.

## **20. FORCE MAJEURE**

- 20.1 A Party shall not be considered in breach of its obligations under this Agreement or be responsible for any delay in the carrying out of such obligations, if the performance thereof is prevented or delayed wholly or in part as a consequence, whether direct or indirect, of war (whether war be declared or not), emergency, accident, pandemic, fire, earthquake, flood, storm, act of God or any other cause beyond the reasonable control of the Party affected and which that Party could not with reasonable prudence have foreseen and avoided.
- 20.2 If the performance of Party's obligations under this Agreement is in the reasonable opinion of that Party likely to be hindered, delayed or affected by a reason falling within this clause 20, then the Party so affected shall promptly notify the other Parties in writing.

## **21. NOTICES**

- 21.1 All and any notices which are required to be given under this Agreement shall be in writing and shall be sent to the address of the relevant Party given in this Agreement or to such other address as the relevant Party may designate by notice given in accordance with the provisions of this clause. Any such notice may be delivered personally or by special delivery letter post and shall be deemed to have been served if by personal delivery when delivered in exchange for a timed and dated receipt and if by special delivery letter post on the second Working Day after posting. Service of notices will not be accepted by e-mail.

## **22. STATUS OF THE PARTIES**

- 22.1 The Shared Services shall have no legal existence apart from the Parties and the commitments between them under this Agreement. All Parties may agree to the establishment of some form of legal entity, should that be deemed to be in the best interest of the service at the time.
- 22.2 Save as is expressly stated and provided for in this Agreement, nothing in this Agreement shall be construed as establishing or implying a merger of institutions, the establishment of a corporation, a partnership or any other form of entity having a legal personality whatsoever and nothing in this Agreement shall be deemed to constitute any of the Parties as the agent of another or authorise or entitle a Party to (or represent itself as having authority or power to):
  - 22.2.1 incur any expenses on behalf of another Party;
  - 22.2.2 enter into any engagement or make any representation or warranty on behalf of another Party;
  - 22.2.3 to pledge the credit of, or otherwise bind or oblige another Party; or
  - 22.2.4 undertake any liability or obligation on behalf of or commit another Party in any way whatsoever; without in each case obtaining the prior written consent of the other Party.

## **23. ASSIGNMENT**

- 23.1 This Agreement is personal to the Parties and shall not be assigned or transferred (nor the performance of any obligation hereunder subcontracted) by a Party without the prior written consent of the other Parties.

## **24. WAIVER**

- 24.1 If a Party fails to exercise or delays in exercising any right or remedy to which it is entitled under this Agreement or at law that shall not constitute a waiver of any such right or remedy.
- 24.2 If a Party waives a Default on the part of any Party, that shall not constitute a waiver of any future Default.
- 24.3 No waiver shall be effective unless it is:
- 24.3.1 expressly stated to be a waiver;
  - 24.3.2 in writing; and
  - 24.3.3 signed by the relevant member of the 3C Management Boards as appropriate.

## **25. BEST VALUE**

- 25.1 The Employing Authority for each Shared Service undertakes to the other Parties that, under the direction of the 3C Management Boards, it will seek to achieve a continuous improvement in economy, efficiency and effectiveness (including productivity of the Shared Service Team) in carrying out its obligations throughout the term of this Agreement to deliver the savings agreed by the Parties and will seek to deliver outcomes in less time and at less cost whilst maintaining quality. Each Party undertakes that it will use its reasonable endeavours to assist the Employing Authority in achieving best value, on the basis that the improvements will benefit the communities of all Parties.

## **26. RIGHTS OF THIRD PARTIES**

- 26.1 A person who is not a party to this Agreement has no rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of this Agreement but this does not affect any right or remedy of a third party which exists or is available apart from that Act.

## **27. VARIATIONS TO THE AGREEMENT**

- 27.1 A variation to this Agreement shall only be valid if it has been agreed in writing and signed by duly authorised representatives of all Parties.

## **28. DEFAULT**

- 28.1 If a Party commits a Default then it shall as soon as reasonably practicable notify the other Parties in writing and take such steps as are necessary to rectify the Default.
- 28.2 If the Default has not been rectified within thirty (30) Working Days (or such longer period as the other Parties may agree) to the reasonable satisfaction of the other Parties, then the matter shall be referred as a dispute to the procedure in clause 29.

## **29. DISPUTES**

- 29.1 If there is a dispute between the Parties concerning the interpretation or operation of this Agreement, then a Party may notify the other Parties in writing that it wishes the dispute to be referred to a meeting of the 3C Management Board to resolve, negotiating in good faith.

- 29.2 If after twenty (20) Working Days (or such other period as the Parties may agree) of the date of referral to the 3C Management Board pursuant to clause 29.1, the dispute has not been resolved, then a Party may notify the other Parties that it wishes the dispute to be referred to the Executive Board to resolve, negotiating in good faith.
- 29.3 If after twenty (20) Working Days (or such other period as the Parties may agree) of the date of referral to the Executive Board pursuant to clause 29.2, the dispute has not been resolved, then a Party may notify the other Parties that it wishes to attempt to settle the dispute by mediation, in accordance with the CEDR Model Mediation Procedure (the "Model Procedure") as may be in force from time to time.
- 29.4 If the Parties do not agree on the identity of the mediator within ten Working Days of the notice referred to in clause 29.3, then any Party may request CEDR to appoint one.
- 29.5 The procedure in the Model Procedure shall be amended to take account of:
- 29.5.1 any relevant provisions in this Agreement; or
- 29.5.2 any other agreement which the Parties may enter into in relation to the conduct of the mediation.
- 29.6 The Parties must:
- 29.6.1 use their reasonable endeavours to ensure that the mediation starts within twenty (20) Working Days of service of the notice referred to in clause 29.4; and
- 29.6.2 pay the mediator's fee in equal shares.
- 29.7 Any agreement the Parties reach as a result of mediation shall be binding on them, as set out in the Model Procedure, but if the dispute has not been settled by mediation within ten (10) Working Days of the mediation starting then a Party may commence litigation proceedings (but not before then).
- 29.8 Any Party shall not be precluded by clause 29.7 from taking such steps in relation to court proceedings as it may deem necessary or desirable to protect its respective position. This shall include:
- 29.8.1 issuing or otherwise pursuing proceedings to prevent limitation periods from expiring; and
- 29.8.2 applying for interim relief.
- 29.9 The use of the dispute resolution procedure set out in this clause 29, shall not delay or take precedence over the provisions for termination set out in clause 28 (Default) and clause 15 (Termination).

### **30. GOVERNING LAW**

- 30.1 This Agreement is made and shall be governed by and construed in accordance with English Law and the Parties hereby submit to the exclusive jurisdiction of the English Courts.
- 30.2 If any conflict shall arise between the provisions of this Agreement and the law relating to local government in England from time to time, the latter shall prevail.

**IN WITNESS WHEREOF** the Parties have executed this Agreement in a manner legally binding on them the day and year first above written.

**SCHEDULE 1**  
**THE SHARED SERVICES**

**1. Summary specification**

**A. BUILDING CONTROL**

1. The provision of a comprehensive service across the administrative areas of the Parties in connection with<sup>1</sup>:
  - a. Procedural requirements under the building regulations for:
    - i. the giving of notices under the building regulations;
    - ii. the making of applications to building control authorities under the building regulations;
    - iii. the giving or receiving of certificates;
    - iv. requiring a prescribed person, in prescribed circumstances, to consult such other person as may be prescribed.
  - b. Applications for building control approval and;
    - i. The imposition and varying of requirements when granting an application;
    - ii. Applications for approval of a change;
  - c. The granting of certificates under an approved scheme and any requirements of the approval;
  - d. The power in prescribed circumstances to require a person to provide information ;
  - e. The power to extend by agreement any prescribed period in connection with an application made to it;
  - f. The issuing of compliance notices for contravention of the building regulations;
  - g. The issuing of stop notices for contravention of the building regulations;

And to approve applications and carry out inspections in accordance with the Building Regulations 2010 and any subsequent amendments and give guidance and assistance to those carrying out building projects, so as to ensure that buildings are constructed properly, safely and meet relevant construction standards.

2. Compliance with the relevant registration requirements for Registered Building Inspectors:
  - a. To ensure the registration of individual building inspectors ('RBI') employed by the Parties in accordance with Section 58C and Section 58D of the Building Act 1984;
  - b. To ensure that RBIs apply to vary or cancel their registration as appropriate in accordance with Section 58E of the Building Act 1984;
  - c. To ensure that the RBIs employed by the Parties apply any code of conduct published by the regulatory authority in accordance with Section 58F of the Building Act 1984;
  - d. To ensure that RBIs only carry out work that is within the scope of their registration

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<sup>1</sup> Schedule 1 of the Building Act 1984 as amended by s.33 Building Safety Act 2022

- e. To ensure that restricted activities are carried out only through an RBI whose registration has effect in relation to work of that description.
3. Compliance with “operational standards rules”:
- a. To act in accordance with any “operational standards rules” and any practices, procedures or methods to be adopted made by the regulatory authority in relation to the exercise of building control functions (s.58Z);
  - b. To provide specified reports, returns and other information relating to the exercise of their building control functions as directed by the relevant authority (s.58Z1);
  - c. To follow any improvement notice issued by the relevant authority in relation to any apparent contravention of the operational standards rules (s.58Z4);
  - d. To follow any serious contravention notice issued by the relevant authority in relation to any apparent contravention of the operational standards rules which puts the safety of persons in or about buildings at risk (s.58Z5).
4. Higher risk building work:
- a. To cancel an initial notice if it appears that some or all of the work specified in the initial notice has become higher-risk building work and give notice of that cancellation to the regulator (s.52A).
5. Cancellation of Initial Notices under s.52 Building Act 1984
- a. To cancel an initial notice if the registered building control approver is given a disciplinary order under s.58U(2)(b) (variation of registration) of the Building Act 1984 such that the registered building control approver is no longer able to carry out the registered building control approver’s functions with respect to the work to which the initial notice relates;
  - b. To cancel an initial notice if a registered building control approver is given a disciplinary order under Section 58U(2)(c) (suspension of registration) or an order under Section 58V (interim suspension for suspected serious contravention) of the Building Act 1984;
  - c. To cancel an initial notice if the registered building control approver is given a disciplinary order under Section 58U(2)(d) (cancellation of registration);
  - d. To cancel an initial notice if the registered building control approver has their registration cancelled under Section 58Z6(2) (serious contravention notices);
  - e. To cancel an initial notice if a prescribed circumstance exists;
  - f. Before cancelling an initial notice on any of the grounds listed at a-e:
    - i. To give the person shown in the initial notice as the registered building control approver a notice in the prescribed form at least seven days before the day on which the initial notice is to be cancelled, and
    - ii. To have regard to any representations made to the local authority during that period.

6. To have regard to guidance issued by the national authority about the process for:
  - a. The giving of new initial notices where the original initial notice ceases to be in force (s53(14)).
7. Consideration of transfer certificate and report
  - a. By notice accept or reject a transfer certificate and report before the end of any relevant period (s53C(2));
  - b. During the period of 21 days beginning with the day on which the transfer certificate and transfer report is given or such other period as may be prescribed require the registered building control approver to give such information as may be specified in the notice (s53C(4));
8. Cancellation of initial notice where there has been a change of registered building control approver:
  - a. To cancel the initial notice where a transfer report has not been given or the transfer certificate is rejected (s.53D(2));
9. Information gathering
  - a. Where an initial notice ceases to be in force, to require a registered building control approver to provide any information that would have been obtained for the function of enforcing building regulations or any other information that may reasonably be required (s.52);
10. Fees and Charges
  - a. To Charge fees and recover charges for or in connection with the performance of any of the functions under, or under an instrument made under, the Building Act 1984 (s.105B);

Under The Building Act 1984 (as amended by the Building Safety Act 2022 and any subsequent amendments and other allied legislation), to

also carry out works including Competent Person Scheme, Initial Notices, Dangerous Structures, Demolitions, and Street Naming and Numbering.

## **B. ICT**

The provision of a service to the Parties (and, where appropriate, to companies wholly owned by a Party) to assist them to deliver better services through improved use of ICT and information, including:

- digital and technology leadership, advice and guidance,
- digital project and technical capability to support partner councils with their digital transformation programmes and ambitions,
- consistent and reliable user focussed operational ICT services,
- Advice on and ensuring compliance with data protection legislation.

## **C. LEGAL SERVICES**

The provision of a comprehensive legal service to the Parties and to those third parties for whom a local authority lawyer is entitled to act, including (without limitation):

- advice and representation in civil and criminal court proceedings;
- advice to officers and elected members on housing, planning, regulatory and other local authority functions;
- advice and assistance on conveyancing, contracts and procurement, employment and governance and decision-making.

**2. Detailed specification**

- 2.1 The Parties commit to delivery against the agreed detailed specifications/service catalogues and the contents of the annual Business Plans for the Shared Services.

**3. Business Plans**

- 3.1 Each of the Shared Services will produce for approval an Annual Business Plan to meet the objectives outlined in Section 3.4 of this Partnership Agreement. To the extent that these are compatible with this Schedule and to the more detailed specifications listed under Paragraph 2 of this Schedule they may be relied upon in determining the scope of the specifications for the Shared Service.

## **SCHEDULE 2**

### **GOVERNANCE**

#### **Executive Board**

1. The executive board shall consist of the Chief Executives, Shared Service Directors and Shared Service Lead Officers
2. The chair of the board shall be rotated between the three Chief Executives
3. The board shall meet at minimum twice yearly.
4. The Executive Board shall be responsible for:
  - a. Ensuring alignment with each Council's organisational objectives and strategies and facilitating effective shared direction, in line with the respective constitutions of the three Councils
  - b. Strategic direction and decision-making authority for high level initiatives
  - c. Approving budgets and major investments, subject to each Council's budgetary processes
  - d. High level oversight of the services finance, performance and risk (via escalation as needed from the Management Boards)

#### **Management Boards**

1. Each shared service shall have a Management Board, consisting of the Shared Service Lead Officer, the Shared Service Directors, Intelligent Clients and shared service accountants
2. The chair of the board shall be rotated between the three Shared Service Directors
3. The Management Boards shall meet at minimum quarterly.
4. The Management Board for each shared service shall be responsible for:
  - a. Fostering joint initiatives and innovation
  - b. Oversight of finance, performance and risk
  - c. Approval, direction and oversight of shared programmes and projects, and key investments (subject to each Council's constitution and delegations).





## **SCHEDULE 3**

### **COSTS AND MANAGEMENT OF SHARED SERVICE BUDGET**

#### **1. Financial Responsibility**

- 1.1 The Employing Authority will be responsible for the financial administration of the Shared Service Budget and will account for income and expenditure using its own regulations and controls. The Employing Authority will also ultimately be accountable to external funding agencies for the use of these funds but shall be entitled to be indemnified by the other Parties in accordance with the provisions of clause 7 of this Agreement.
- 1.2 The computerised finance system of the Employing Authority must separately identify the transactions, assets and liabilities of the Shared Service and the Employing Authority shall provide a complete audit trail for income and expenditure purposes.

#### **2. Budgeting**

- 2.1 As part of the Annual Report, the Shared Service Lead Officer, in consultation with the Shared Service Accountant, shall prepare an annual draft Shared Service Budget, incorporating separate budgets for capital and revenue expenditure as defined in the Code of Practice for Local Authority Accounting.
- 2.2 The Shared Service Lead Officer shall present the draft Shared Service Budget to the 3C Management Boards in sufficient time to meet the budget timetables of each Party and the requirements of paragraphs 2.3 and 2.4 of this Schedule.
- 2.3 The Executive Board shall review the draft Shared Service Budget and for inclusion in the respective budget setting processes for each Council.
- 2.4 Having regard to the need of the Parties to set their respective budgets, the Shared Service Budget shall be considered by the Member Oversight Board before, and in sufficient time to meet, the budget timetables of the Parties.
- 2.5 In the event that at any time the Shared Service Lead Officer forecasts that either the revenue budget or the capital budget for the Shared Service will be exceeded, the Shared Service Lead Officer shall propose to the next meeting of the 3C Management Board how this forecast expenditure should be addressed and, if such proposals include spending more than the approved revenue budget or approved capital budget, if deemed significant, the matter shall be referred, first, to the 3C Executive Board for approval to progress to each Party's Executive function, subject to the budget rules and processes of the Parties.
- 2.6 Paragraph 2.5 of this Schedule 3 shall not preclude the Shared Service Lead Officer from taking any reasonable steps to mitigate costs whilst the forecast in excess of the Shared Service Budget is being considered.
- 2.7 In the event that the shared service delivers savings in the budget for the following year, that are not clearly subject to a consumption model, these savings will be split between the partners on the basis of the previous year's % cost share of the overall budget (so for example council A pays 30% of the budget, council B pays 35% of the budget and council C pays 35% of the budget, the savings will be split 30%:35%:35%, thereby reducing each council's budget for the following year by the corresponding amount). The same split will apply for overspends.

### **3. Income**

- 3.1 All sources of Shared Service income will be paid directly into the Employing Authority's nominated bank account. Receipt of all sources of income will be checked by the Employing Authority against the Shared Service Budget and any discrepancies investigated and reported to the 3C Management Board by the Shared Service Accountant.
- 3.2 Income due from bodies other than the Parties will be claimed by the Employing Authority in consultation with the Shared Service Lead Officer at the appropriate time. Financial contributions due from third parties will be invoiced from time to time through the Employing Authority's sales ledger.

### **4. Overhead Cost Sharing by the Shared Service Parties**

- 4.1 The host council will recharge overhead costs to partner councils on the basis of additional, marginal costs. The intention is that the host council will recover costs over and above what it would have suffered had the service had not been shared and that the non-host council(s) will reimburse the host council for these costs. The basis for charging will be agreed by the S151 officers for each shared service on an annual basis.
- 4.2 The annual schedule in relation to shared service recharges will be as follows:
- For budgetary purposes, the charges between councils will be agreed by 31 October preceding the year of the charge
  - For financial management purposes, the actual charge to date and the forecast outturn charge will be reported to the non-host council quarterly during the year
  - For financial close, the actual charge for the year will be reported to the non-host council by 30 April in the year following the year of the charge.

### **5. Reporting**

- 5.1 The Employing Authority shall produce a quarterly statement of accounts showing current income and expenditure against budget to date, together with associated variances. This statement will be included in the quarterly reports to the 3C Management Boards.
- 5.2 The other parties shall have a right upon reasonable notice to inspect all records and documentation held by the Employing Authority from time to time relating to the Shared Service income and expenditure.

### **6. Internal Audit**

- 6.1 The Employing Authority's internal auditors shall undertake internal audit reviews of the Shared Service. The programme of internal audit work will be agreed with the 3C Management Boards. The 3C Management Boards will be responsible for considering audit reports issued and overseeing the implementation of all agreed internal audit actions. Copies of all final internal audit reports will be shared with the other Parties.
- 6.2 The Parties will co-operate and assist internal auditors and provide access to all records and/or documentation requested by internal auditors. The reasonable costs of internal audits will be recharged to the Shared Service Budget either directly or through corporate recharges.

**7. Review**

- 7.1 These financial management arrangements may be reviewed at intervals by the 3C Management Boards. Any revisions shall be recorded in writing for approval by all Parties.

## **SCHEDULE 4**

### **ASSETS**

1. Assets existing prior to the commencement of this Agreement shall remain in the ownership of the authority that owned them subject to any contrary agreement made by the Parties in respect of any asset or class of assets.
2. The nature of the services provided by the shared services covered by this arrangement, is that physical assets are extremely limited beyond the IT service. Where termination as laid out in Section 15 was triggered any limited physical assets would be distributed proportionately amongst the constituent councils as allowed for in Section 15.14.
3. Within the IT service, all desktop and mobile device hardware remains the property of the relevant purchasing authority. The assets held in common therefore relate predominantly to network and infrastructure equipment. All such assets are owned jointly and proportionately as a core element of service delivery infrastructure, on a depreciating basis. The physical assets held in common represent a shared environment that is used by all three councils and is managed on their behalf by the IT Service.
4. The IT Service manages cloud-based environments that are also shared by all three councils, these include Microsoft environments (Tenancies). Whilst the assets (licences) are owned by the relevant authority the environment is fully integrated and used equally by all of the authorities.
5. The shared physical and cloud environments cannot be split into constituent parts were termination to be triggered; rather the exiting authority would be required to make alternative arrangements for each infrastructure and migrate services to it/them.
6. The exercise of a Termination under Section 15 of this document, would see the execution of the Exit Plan as listed in Schedule 5. This would involve either the fair transfer of related assets, or where this is impractical given the shared working arrangements, the development of a formal management agreement for the assets in common, either as a lasting solution or as an intermediate step to the development of alternative arrangements. It would not be possible for the exiting authority to continue to utilise the shared physical or cloud environments after exiting the shared services arrangement ends unless the shared IT Service continued to provide the support and management as the security and integrity of the environment requires it to be fully managed by the shared IT Service and cannot be delegated to other parties including staff employed by the exiting authority.

## EXIT PLAN

### 1 Preamble

#### 1.1 Background

This Exit Plan forms part of the Partnership Agreement for Shared Service (the Agreement). The Agreement originally commenced on 1 October 2015, renewed and revised with effect from 31 October 2020, varied in respect of Building Control on 24 June 2024 and renewed and revised again from 31 October 2025.

#### 1.2 Situations where the Exit Plan will be used

The Exit Plan sets out the principles for early termination under a range of situations and on expiry.

The early termination scenarios are in summary:

- Termination by one party under Voluntary Termination or of one Party under Termination for Breach, with a two-Party Shared Service arrangement continuing
- Termination by two parties leading to the relevant Shared Service as a whole ending
- Termination by Mutual Consent leading to the relevant Shared Service as a whole ending.
- Termination under any of the above in respect of one, two or all services.

#### 1.3 Application of the Exit Plan to each service

The Agreement covers three services (ICT, Building Control and Legal Services). The principles set out in this Exit Plan are applicable to each Shared Service with appropriate tailoring having regard to the nature, scope and operational design of each service. By way of example service specific considerations include

- ICT: the service has a significant degree of technical integration into the operations of each Party and notwithstanding the termination notice periods, a longer period may be required to migrate the service<sup>2</sup>.
- Building Control: the delivery of the service is geographically based and has been built up to include services beyond the boundaries of the three Parties.
- Legal Services: legal matters can have a long duration and are subject to legal regulations so the transfer of work on Exit may present specific complications.

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<sup>2</sup> The shared physical and cloud environments cannot be split into constituent parts where termination to be triggered, rather the exiting authority would be required to make alternative arrangements for each infrastructure and migrate services to it/them.

With respect to the shared IT environments, both physical (e.g. Network and server related equipment) and cloud based (e.g. Microsoft Office) a period of three years will be required to allow for exit works. It will not be possible or practical to partition or disaggregate the shared environments so it is expected that the exiting authority will set up new environments and migrate services from the existing shared ones. As detailed in 15.1 the exiting authority will need to pay for any setup and migration costs of moving to a new environment as well as continuing to pay for the ongoing support costs and overheads into the existing environment.

## 1.4 Allocation of Liabilities and Costs

The Exit Plan sets out principles which may be applied in allocating costs and liabilities related to an Exit situation. In summary, the main elements are:

- Costs of setting up new post-Exit services which generally are the responsibility of the Party setting up the new “insourced” service provision.
- Incremental Exit Costs (i.e. unbudgeted costs of implementing the Exit) should be shared between the Parties, unless they are
- Additional Costs which would not have arisen but for a party electing for Voluntary Termination or acting such that there was a Termination for Breach, in which case that Party is liable for the costs.

The basis for sharing liabilities will depend on the nature of the costs and might be volume driven where a measure such as share of direct cost budget over contract life might be applicable or fixed irrespective of volume (e.g. the Shared Service Lead Officer post) in which case an equal share may be appropriate. In practice the sharing ratios will be contingent on the specific situation and type of cost. Part of the Exit Implementation Plan will be a process facilitated by the Exit Implementation Manager for the Parties to agree any cost share on fair and reasonable basis having regard to relevant evidence.

## 2 Definitions within this Exit Plan

These definitions are supplementary to those included in the Agreement. Clause references refer to the Agreement.

**Additional Costs** – costs as specified in Annex A to the Exit Plan recoverable under clause 15.5 by the other Parties from the Party causing a Voluntary Termination or a Termination for Breach

**Exit** – the ending of the services to one or more Parties under the Agreement either by early termination, on expiry or other legal reason<sup>3</sup>

**Exit Implementation Manager** – an individual appointed by the 3C Management Board(s) to act on their behalf to prepare the plan for and manage the implementation of the Exit including liaison with each Party’s Service Insourcing Manager, providing information, co-ordinating approvals in accordance with the Shared Service governance provisions and arranging the measures necessary for the orderly and fair transition of the service from a shared to an inhouse basis

**Exit Implementation Plan** – the project plan based on the principles and requirements of this Exit Plan for implementing Exit

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<sup>3</sup> Although unlikely this would cover frustration of a contract leading to the services ending.

**Host** –the Employing Authority for the purposes of the relevant Shared Service in its role as host to that Shared Service and employer of the Shared Service staff and contracting party for relevant third-party contracts both for supply by third parties and provision by the Shared Service team of services to third parties

**Incremental Exit Cost** – the necessary costs incurred attributable to the activities collectively required to implement the Exit over and above the resource costs included in the Shared Service Budget for the relevant period and as further defined in Section 7 – Financial consequences of Exit

**Incremental Exit Cost Budget** – the budget for the Incremental Exit Cost approved by the Executive Board and monitored by the 3C Management Board(s)

**Non-host** – the Originating Authorities as defined in the Agreement

**Service Insourcing Manager** – an individual appointed by each Party to act on their behalf and to liaise with the Exit Implementation Manager in the planning and implementation of the Exit including providing information, co-ordinating approvals within the Party and arranging the measures necessary for the orderly and fair transition of the service from a shared to an inhouse basis

**Termination for Breach** – early termination by the Terminating Parties of participation of one Party or in the Agreement under clause 15.3 due a material and unremedied breach of the obligations under the Agreement

**Termination by Mutual Agreement** early termination by the agreement of all the Parties under clause 15.2

**Transferor** – Host in respect of the relevant Shared Service

**Transferee** – the Party taking the service back in house, including the council which is Host in respect of its post Exit arrangements when the Shared Service has ended

**Voluntary Termination** – early termination of its participation in the Shared Service by a Party under clause 15.1.

### **3 Notice of termination or expiry**

#### **3.1 Voluntary Termination**

A notice for Voluntary Termination is to be submitted by the 30 September in any year (being the anniversary of the Commencement Date). The Voluntary Termination notice period is at least 12 months. A Voluntary Termination will not necessarily lead to the end of the Shared Service where only one party is seeking termination and the remaining Parties are minded to continue.



### 3.2 Termination for Breach

The notice period for Termination for Breach is 3 months. If the breach is capable of remedy, that remedy must be effected, or a plan to effect a remedy of the breach within a reasonable time agreed by the Terminating Parties, no later than 60 days of the issue of the notice. If the plan to remedy the breach is confirmed by the Terminating Parties, that notice will be suspended until the end of the period set out in the plan for the breach to be remedied (but not otherwise extended<sup>4</sup>). If a plan to remedy the breach is not accepted this must be communicated in writing within 7 days with any dispute resolved under clause 29 (Disputes).

The Parties are required to agree to extend the Agreement under which the Shared Services are delivered at least 12 months prior to the Expiry Date (as extended) or the Agreement will expire on that date.

*It should be noted that the notice periods represent the maximum formal planning horizon for carrying out the steps required under this Exit Plan. This is very short in the case of Termination for Breach, especially having regard to the formal requirements in respect of employment matters, and the Parties will need to take this into account in issuing and/or responding to a termination notice.*

Notices are to be issued in accordance with clause 21 and to be set out as follows:

Voluntary Termination: the terminating Party shall issue a notice addressed to the Chief Executives of the other Parties in writing. The notice shall specify:

- the reason for the notice of termination;
- the proposed date (if different from the end of the notice period);
- any matter which if addressed may lead to withdrawal of the notice;
- details of the officer(s) designated to act for the party seeking termination in implementing the termination; and,
- any other matters of relevance to the orderly and fair implementation of the termination.

Termination for Breach: the Terminating Parties shall issue a notice in writing to the Chief Executive of the Party in breach. The notice shall specify:

- details of the breach giving causing the notice of termination;
- the proposed termination date (if different from the end of the notice period)
- whether it is considered that the breach is capable of remedy;
- any remedy which if agreed with a deliverable plan may lead to withdrawal of the notice;
- details of the officer(s) designated to act for the party issuing the notice in implementing the termination; and
- any other matters of relevance to the orderly and fair implementation of the termination.

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<sup>4</sup> ie based on" stopping the clock" rather than resetting the notice period.

## 4 Governance and transition management arrangements

*This Exit Plan is reviewed and updated annually as required by the 3C Management Boards with review and confirmation by the Executive Board.*

### 4.1 Governance

Upon receipt by a Chief Executive/Chief Executives of a notice of Voluntary Termination, the Executive Board shall meet/discuss how to proceed as soon as possible and no later than 10 working days. They will instruct the 3C Management Board(s) accordingly. The Executive Board will approve the Incremental Exit Cost Budget within one month of instructing the 3C Management Board(s) to proceed.

*Note: there will potentially be three distinct management activities during the Exit period:*

- *Business as usual management up to the termination date where full service standards are required (clause 15.10.)*
- *Establishing the post Exit delivery arrangements within each authority.*
- *Implementing the Exit itself.*

*The objectives and interests of the Parties will in some regards be different in terms of accountability and focus and this should be reflected in the management and reporting arrangements adopted to manage conflicts of interest.*

### 4.2 Planning and Management

The 3C Management Board(s) shall, in consultation with the Party they represent, appoint an Exit Implementation Manager to act for all of the Parties in managing implementation of the Exit. The individual should have sufficient delegated authority to be able to act effectively.

The Exit Plan Implementation Manager will have a duty of care to act in accordance with clause 15.9 to ensure the plan is executed in a fair and orderly manner and in accordance with 15.15 to mitigate the financial costs. The manager will prepare an Exit Implementation Plan and Incremental Exit Cost Budget on behalf of the 3C Management Board(s) for approval by the Executive Board. The budget shall be prepared based on appropriate consultation with the Shared Service Budget Manager and the approval of the s151 officers of each Party.

Other specific responsibilities will include making arrangements for the Exit on the basis of the Agreement and this Exit Plan including:

- liaison with each Party's Service Insourcing Manager;
- facilitating the transfer out of any relevant assets<sup>5</sup> ;
- co-ordinating employment matters with HR input from all partners;
- identification and transfer of records;
- facilitating IT requirements; and,

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<sup>5</sup> No material assets have been identified when this Exit Plan was approved, but to be reviewed for changes annually and when a notice of termination is issued, or expiry is confirmed.

- facilitating other practical and contractual arrangements required to implement the Exit.

All Councils<sup>6</sup> shall also each designate a Service Insourcing Manager whose role is to ensure their council is able to co-operate with the Exit Implementation Manager as required.

The responsibilities of the Service Insourcing Managers include:

- provision of relevant information;
- co-ordinating the transfer in of assets, records and other intellectual property and staff;
- ensuring, with legal and HR input, that the relevant information and consultation with staff is carried out (see Section 6 - Employment)
- agreeing and managing the Incremental Exit Cost Budget;
- arranging consents and approvals as required within the relevant council; and,
- dealing with any other matters arising required for an orderly Exit.

Each Party will need to determine the resource required in addition to the existing Shared Service managers, in the context potentially of those managers posts being impacted. The activities will differ according to whether

- all services or just one is affected,
- the Shared Service is ending in whole or just one party is exiting and it will continue with two
- in the latter case whether the host remains the same.

#### **4.3 Reporting**

Monthly reporting will be provided following notice of termination and prior to the last three months of Shared Service delivery. In the three months prior to termination, weekly updates will be reported by the Exit Implementation Manager, in consultation with the Services Insourcing Managers, to the 3C Management Board(s) who will report as required to the Executive Board.

#### **4.4 Individual council governance arrangements**

Each council shall plan to meet its own internal governance requirements consistent with the requirement for an orderly winding up of the Shared Service arrangement and the establishment of new arrangements including:

- political authorisation
- legal approvals
- financial approvals (s151 agreement)
- contractual arrangements between the Parties and with third parties

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<sup>6</sup> unless only one Party is leaving a Shared Service arrangement

- procurement processes where required
- staff consultation and employment matters

Details of these arrangements will be made available to the extent required to the Host for the purposes of Exit implementation planning.

## 5 Implementation plans

### 5.1 Overview

The main strands of planning the Exit once confirmed in principle will be:

- to assess the Shared Service portfolio of work on hand (including services provide to the Parties and third-party services) to be completed before or potentially transferred out for in house delivery by each Party;
- for each council to determine the future arrangements for delivering services and the potential staff, assets (including intellectual property) and contractual rights that are to be transferred as a basis for,
- preparing the Exit Implementation Plan and Incremental Exit Cost Budget.

There is likely to be a degree of iteration between these strands both during the planning and implementation stages and this should be accounted for in the Exit Implementation Plan.

The process of developing the plan and implementing it will be complex and require committed resource. The Parties will generally bear their own costs of establishing their own new service, but the Incremental Exit Costs will be shared based on the Direct Cost Share over the life of the contract to Exit, (subject to the Additional Cost provisions). The Incremental Exit Costs and Additional Costs are defined in more detail in Annex A.

### 5.2 Portfolio of Shared Service delivery obligations in the period up to and on Exit

The project/case base of the relevant Shared Service will need to be assessed.

The Exit Implementation Plan and the plans of each Party following the transfer of the service back to in house delivery will require the information and analysis set out below.

Step	Key activities	Key Factors
<b>SERVICE DELIVERY</b>		
Identify active projects/cases	Prepare inventory of activities and classify: <ul style="list-style-type: none"> <li>• Will be complete by exit</li> <li>• Will/may be ongoing at exit</li> </ul>	Inventory should include: <ul style="list-style-type: none"> <li>• timescale/resource to complete,</li> </ul>

Step	Key activities	Key Factors
	<ul style="list-style-type: none"> <li>• Specific council</li> <li>• Cross council</li> <li>• Third party</li> <li>• “Contentious” projects/cases</li> </ul>	<ul style="list-style-type: none"> <li>• current responsible officer(s),</li> <li>• location of files etc,</li> <li>• risk assessment (e.g. challenge)</li> </ul>
Allocate active projects/cases	<p>Allocate completion responsibility pre and post termination</p> <p>For third party chargeable work allocate fees (with apportionment where transferred)</p>	<p>Select between:</p> <ul style="list-style-type: none"> <li>• Host retains and runs off case post exit (with recharge)</li> <li>• Progressively migrate to “shadow” service in Council that will complete project/case</li> <li>• “Hard transfer” on termination date</li> <li>• Cases/projects follow staff – shared run off (with recharge for cross council work)</li> </ul>
Process for take on of new projects/cases	<p>Define cut off point for taking on work that may continue post termination.</p> <p>Define process for transition to post termination arrangements</p>	<p>Either treat as above or allocate to “shadow service”.</p>
Identify and allocate legacy projects/cases	<p>Prepare inventory of activities and classify:</p> <ul style="list-style-type: none"> <li>• Specific council</li> <li>• Cross council</li> <li>• Third party</li> <li>• “Contentious” projects/cases</li> </ul>	<p>Rights, responsibility and liability for legacy/closed cases would be default be “retained” by host. Those affecting a specific other Council might be transferred there on termination.</p>
Define resources for Shared Service delivery until termination	<p>Migrate staff allocation to match post exit position where possible</p> <p>Identify additional resource for exit activities</p>	<p>Include in business plan for termination identifying resource demand on each council</p>

## 5.3 Post Exit Planning by individual councils

### 5.3.1 The Transferee Exit Plan

Each council will need to decide what post exit arrangements to adopt: alternatives include insourcing so services are taken back in house, outsourcing some or all of the services or a shared service arrangement with another local authority. A business plan<sup>7</sup> will be required for internal purposes and the requirements arising from the business plan will need to be shared in order the Exit Implementation Manager, can prepare and deliver the Exit Implementation Plan. These requirements shall be set out in the Transferee Exit Plan.

The information to be included in the Transferee Exit Plan is:

- 1) The Transferee Party's management and governance arrangements for the Exit process
- 2) The management structure and number and level of other staff posts
  - a) On the basis that
    - i) the level of activity continues materially at the current level;
    - ii) the approach to delivery is based on the minimum change to the current approach.
  - b) On the basis (if different) of the actual planned approach where that gives rise to material changes to staffing requirement (e.g. technological change to use AI, outsourcing, process reengineering etc)

*[Note: this is required to inform the staff consultation process and to assess the attribution of any reorganisation costs: see Section 6 – Employment and Section 7 Finance for further details]*
- 3) Details of staff terms and conditions and pension arrangements
- 4) Details of the office arrangements for staff post Exit
- 5) IT systems details for data transfer (and any information required for physical transfer of non-digital records)
- 6) The identity of any third parties that require notification of changes (to the extent the transferee Party requires assistance)
- 7) Confirmation of which intellectual property, subscriptions, licences that are required (Host to provide record in advance)
- 8) Any other matters considered necessary to facilitate the service transfer from the Shared Service

The full details for finalising the Transferee Exit Plan may take some time to prepare. The timetable will therefore be that parts 1) to 5) at least are provided on a provisional basis within 4 weeks and all parts within three months of the notice of Voluntary Termination or Termination by Mutual Agreement. As full details as possible of all elements should be

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<sup>7</sup> Note: It is likely that in order to determine the value for money and affordability of voluntary termination the council issuing the termination notice at least will have developed a business case comparing the cost of continuing the Shared Service with standalone provision which would form the starting point for the more detailed business plan.

provided no later than two months before termination in the case of Termination for Breach. In each case the Exit Implementation Manager and the Service Insourcing Managers will need to collaborate to programme the sharing of information.

The host council will be in a different position with a greater degree of continuity, especially in terms of systems and data. The information requirements will nevertheless parallel each of those set out above.

Where the Host and one Non-Host Party continue a Shared Service, they will need to revise the Shared Service Business Plan and Shared Service Budget. The Exit Plan will reflect the continuation of the service without transfer.

#### **5.4 Contents of the Shared Service Exit Implementation Plan**

The Exit Implementation Manager will be responsible for the Exit Implementation Plan working with each other Party's Service Insourcing Manager. The Exit Implementation Plan will be the basis for the Incremental Exit Cost Budget. The plan will include an overall project timetable and critical path and a critical risk register. It will be based on the information on services, projects and cases to be transferred (4.2 above) and the Transferee Exit Plan (4.3 above). The arrangements for cooperation between the Parties individual responsibilities will be identified.

The plan will set out main steps as set out below

<b>Step</b>	<b>Key activities</b>	<b>Key Factors</b>
<b>Exit project plan</b>		
Confirm allocation of services, projects and cases	Analyse situation based on conclusions under 4.2 above	Based on conclusions under 3.2 above
Staff and employment	(1) Confirm current staff profile (including any staff on parental leave, long term sickness etc)  (2) Collate future post Exit Requirements  (3) Analyse potential redeployment options  (4) Arrange consultation	Based on current staff plan and the potential post Exit staff plans.  See Section 5

Step	Key activities	Key Factors
	<p>(5) Implement outcomes</p> <p>(6) Assess and account for financial liabilities</p>	
Staff records	Transfer information on staff including performance and service records required for payroll and pension requirements, subject to GDPR.	Co-ordination with host who may recharge under Clause 15.13
Legal records (cases and projects)	Confirm/update relevant records and organise with non-host councils for physical and/or digital transfer of records	Have regard to secure storage requirements etc of legal records
Assets (if any)	Arrange for transfer or disposal of any relevant assets and account for proceeds/unrecovered costs (see Annex A)	
Premises	Most staff are (understood to be) located across offices but need to assess space implications and physical relocations requirements.	
IT provision	<p>Compare current provision and ownership v future need: Assess extent to which current IT equipment is embedded (and e.g. PCs/laptops owned by transferee) v new capacity / systems change.</p> <p>Identify any equipment owned by host that may be transferred in.</p>	Continuity of service v future functionality. Identify any need for dual system access etc
Procedure manuals, management records, technical and legal reference databases/manuals.	See above. Prepare intellectual property for transfer. Confirm legal arrangements are completed (see Section 4)	



Step	Key activities	Key Factors
(Intellectual property)		
Financial settlement	See Section <b>Error! Reference source not found.</b> and Annex A	

## 6 Legal, Contract and Commercial

### 6.1 Legal advice and support through the termination process

The Parties have individually and collectively the professional capability within the Shared Legal Service to receive advice and carry out necessary legal processes. However, in the case that the legal service is subject to Exit the service itself may will be restructured as part of the termination/expiry process and the parties may have different interest leaving an individual legal officer with a potential conflict of interest

*The Parties shall decide at the outset whether to appoint their own external legal advisors (with the attendant additional costs) or nominate officers to represent each Party's interests.*

### 6.2 Legal aspects of termination

The provisions of the Agreement set out the legal basis for the termination and expiry process including financial consequences and the responsibilities of the Parties to one another. *This Exit Plan forms part of the Agreement and in approving the Exit Plan the Parties have agreed that it shall be used as a basis where relevant to interpret the practical and financial implications of the provisions in the Agreement.*

The Agreement is acknowledged to have continuing effect after termination or expiry in respect of:

- transfer and continuing access to records transferred to users by the host;
- settlement of amounts due at the termination date, whether invoiced or not, between the parties arising from the cost sharing recharges under the Agreement;
- recovery of liabilities/financial commitments and unrecovered shared asset costs (if any) incurred by one party (generally the host) for the benefit of the Shared Service;
- recovery of Additional Costs arising from early termination from the party responsible for causing the termination; and
- settlement of the Incremental Exit Costs based on the Direct Cost Share of the Parties over the life of the contract

The Host will prepare<sup>8</sup>, and the Parties commit under this Exit Plan to agree, a written statement of discharge of these obligations within 90 days of termination, or such other period as is agreed by all Parties.

### **6.3 Contractual matters arising from termination**

Whilst the Parties will largely be carrying out activities in house and/or have their own contractual arrangements for third party services, the Parties will make the following provisions where required:

- contractual agreements between the Parties for transitional or residual services between them (e.g. to complete projects on hand, for continued access to systems, for temporary secondment of staff etc);
- cancellation of third-party contracts where services are no longer required finalisation of financial charges and ability to enforce warranties, claims etc;
- amendment or novation of contracts where there is an ongoing requirement; and,
- updating or replacing licences for software, subscriptions etc.

The host authority will prepare a schedule of such contracts and facilitate the actions required prior to termination/expiry.

## **7 Employment**

*The activities under this Section will be carried out with appropriate HR support and legal advice on employment matters.*

### **7.1 Prior considerations in relation to the staffing situation at Exit are as follows:**

- 7.1.1** Exit will result in the relevant services being taken in house by each exiting Non-Host council which will be a service provision change for the purposes of TUPE. The Host will also have to consider the impact of an Exit on staff who will remain employed by the Authority, possibly within a different organisational structure and revised job descriptions.
- 7.1.2** The basis for the Parties' approach to employment matters will be COSoP (Cabinet Office Statement of Practice – Staff Transfers in the Public Sector) and TUPE principles. The process will reflect analysis of the service transfer as a whole and in some cases of the situation of individual employees. As the law is complex in this area and there is a risk of challenge by employees who are not content with the changes proposed, legal and HR advice will be taken on the detailed approach at the outset in order to minimise employment liabilities.
- 7.1.3** To the extent that any Party generates the same work volume and carries out the post Exit Service in house in a broadly similar way, the overall staff requirement is unlikely to be less (and may be greater) post Exit. However, the precise allocation of Shared

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<sup>8</sup> Working with the Exit Implementation Manager in respect liabilities and costs arising from the Exit.

Service employees post Exit between the Parties, particularly those carrying out work for all parties, for third parties and/or with specialist skills, may give rise to staff being dismissed/made redundant/claiming unfair dismissal. In these circumstances staff changes will most likely, but not inevitably, arise whilst the staff are employed by the Employing Authority. The financial implications of Employment Liabilities Arising out of Exit are set out below.

- 7.1.4 Where a Party materially changes the approach to service delivery Post Exit such as by changing the scope of service, use of different technology, third party outsourcing or alternative Shared Service arrangements the resulting staff changes will be a result of an economic, technical or organisational change *within that Party's organisation* and not a result of the transfer arising from Exit. The financial implications Transferee Reorganisation Employment Liabilities are set out below.
- 7.1.5 Whether only one Party exits and whether one or more than one service is ending will be taken into account in designing the arrangements.
- 7.1.6 There may be implications *outside the Shared Service staff cohort* for certain support service staff of the Host, potentially reducing the need for them. The impact may be greater in the case of full contract expiry or termination across all services than either where only one Party exits or only one Shared Service ends. Where relevant the staff related processes will be designed to include affected staff.
- 7.1.7 Charged services to third parties which are not necessarily tied to the offer by one of the Parties may not fall under TUPE, unless that third party service is transferred.
- 7.1.8 There are some differences in the terms and conditions of the Parties which will need to be considered in terms of alignment. There is a presumption under TUPE that employees will be no worse off as a result of transfer. and the Parties are scheme employers with the Cambridgeshire Local Government Fund.

## **7.2 Principles for addressing employment matters on Exit**

The Parties agree to follow the relevant COSoP principles in respect of employee matters arising on Exit. This applies TUPE rules to the Public Sector.

For this purpose the Parties agree that all staff employed within the Shared Service shall be treated according to TUPE principles and all such employees shall be included in any provision of information and consultation as, even if not transferring to another employer, their jobs may be affected where they move out of the Shared Service or a two Party Shared Service which continues. The consultation process should be extended as appropriate to support staff whose jobs are potentially affected by the change.

For the avoidance of doubt, it is expected that all parties would consult on their new structures at the same time, and all employees of the existing Shared Service would be included in each consultation simultaneously. This is to avoid any of the parties having a 'first mover advantage'.

### 7.3 Employment liabilities

Clause 15.7.1 of the Agreement requires that this Exit Plan includes details of in respect of “the mitigation of any Employment Liabilities that may arise including the implications of TUPE.”

The principles for the attribution of liabilities shall be as follows:

- 7.3.1** Employment Liabilities Arising from Exit **(as set out above) shall be funded by the Parties on a fair and reasonable basis (see Error! Reference source not found.) (and subject to the application of the principles in respect of Additional Costs – See Annex A);**
- 7.3.2** Transferee Reorganisation Employment Liabilities **(as set out above in Error! Reference source not found.) shall be met by the transferee Party.**
- 7.3.3** Other employment commitments and liabilities outstanding at the Exit Date and relating to an employee or employees within the **Shared Service including staff on sick leave, staff in employment disputes, staff on parental leave and other similar staff shall be apportioned based on their Direct Cost Budget shares over the duration of the Agreement to the point of Exit**
- 7.3.4** The parties will document the agreed position in respect of any liabilities arising out of past service, staff on long term leave e.g. for sickness) and/or existing disputes. The apportionment of such Employment Liabilities shall be dealt with applying as relevant the methodology set out in Annex A. (The treatment of any liabilities or commitments arising from the establishment of the service and dealt with under clauses 11 and 12 of the Agreement will not change).

### 7.4 Post Exit employment implementation process

A detailed plan shall be prepared setting out how the following steps will be taken:

1. Under the 3.3 above Post Exit Planning, the provisional plans of the Parties to determine their Post Exit staffing arrangements will be reviewed in relation to the staff affected within the Host.
2. A provisional analysis of the Shared Service staff will be prepared to identify the potential impact on each member of staff, assessing whether they are by virtue of the work they have carried out presumed to be a transferee to a particular party (or to a simple in-house role within the host) or not.
3. Information shall be prepared, and a consultation process determined by the Host (transferor) council and the respective Non-Host transferee councils, including identification of how staff will be represented.
4. The consultation process will proceed, with the intended outcome to allocate all staff.

5. To the extent staff contracts lead to termination the allocation of liability will be agreed based on the principles set out above and the policy for the compensation package shall be agreed with a presumption that this is based on the policy of the Host.
6. Staff records will be prepared for transfer to the transferee employer.
7. As far as possible staff within the Shared Service and before the Exit Date will be organised to facilitate changes to their Post Exit responsibilities.
8. The process shall be designed with due regard to GDPR rules.

## **8 Financial consequences of Termination**

The detailed financial provisions under the Agreement are set out in Annex A.

The host council is responsible for maintaining the financial, contractual and employment records of the share service including;

- Income and expenditure including the direct service costs and overhead recovery
- Records of amounts due to and from third parties
- Records of external contracts and financial commitments
- Asset records, separate from its own asset records (to the extent there are Shared Service Assets)
- Records of licences and other intellectual property which the Shared Service is entitled to use and upon which it relies
- Staff records for employees within the Shared Service

The host council will prepare on behalf of and for the approval of the parties a Termination/Expiry Financial Settlement Statement. The statement will be prepared within 90 days of the termination date in final form if the information is available or if not in provisional form with a plan to finalise the statement. The statement (including nil returns) will include:

- Final accounts for the last operational Shared Service period including the amounts due by any Party to another Party
- A statement of Employment Liabilities with the allocation as between the Parties
- A statement of any contingent or actual liabilities to third parties
- A statement of Shared Service Asset costs to be recovered
- A statement of the Additional Costs submitted by any Party having a claim under the Agreement
- A statement of the Incremental Exit Costs with the allocation as between the Parties.

## ANNEX A – contractual provisions for Financial costs

*The Parties should confirm how the principles and definitions set out below will apply in the context of an actual Exit at the time of agreeing the Exit Implementation Cost Budget with approval of the s151 officers of each Party.*

The main types of cost for which the principles of attribution of liability on termination are set out in the Agreement are set out below.

- **The Incremental Exit Costs** are;
  - necessary costs that only arise due to the Exit;
  - costs that are not incurred solely for specific requirement of a particular Party; and,
  - result in additional disbursement (whether directly or indirectly<sup>9</sup>) and are not in relation to resources already accounted for within the Shared Services Budget.
  - Examples of such costs might include but are not limited to:
    - the Exit Implementation Manager (if not already covered by the Shared Service Budget);
    - employee consultation costs;
    - external legal advice on the employment process;
    - consulting advice on “unbundling” data files, records<sup>10</sup> and systems.
- **“Additional costs”** which arise due by a Party causing early termination the other Party/Parties.
  - In the case of Voluntary Termination, the party seeking such termination is liable
  - Under Termination for Breach the Party in breach is liable
  - The liability to the other party is “to the extent” that they would “not otherwise have incurred” such costs.

Additional costs are agreed by the Parties to be based on the following principles:

- Disbursements (such as professional fees) that arise on early termination but not on expiry shall be recoverable.
- Other costs which “would not otherwise have been incurred” shall generally not be recoverable if they would arise in any case on expiry *except to the extent these are higher due to material disruption, resource costs being higher due to being required at shorter notice.*
- Asset cost recovery and employment liability costs which may not have otherwise arisen shall be considered additional costs.
- The implied financing cost (based on the Party’s relevant PWLB rate), of material expenditure necessarily brought forward due to early termination may also be recoverable, if material.

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<sup>9</sup> E.g. where a staff member is redeployed but this gives rise to a temporary hire to cover.

<sup>10</sup> Subject to the ability of the Host to recover costs from other Parties of the actual transfer to them of data and records on Exit under clause 15.3 in the case of early termination.

- Where the Party causing the Exit is the only party to exit and the Shared Service continues, the reasonable additional expenditure to restructure the remaining Shared Service may be recoverable. Evidence of costs is required. (clause 15.5)

- **Costs incurred in the normal operation of the contract** (including under clause 15.6 work in progress at the point of Termination). These continue to be recoverable as if the contract were continuing (clause 15.14 distinguishes “liability owed to another party under the terms of this Agreement” from liabilities arising “in the event of termination” (which might be third party contract breakage costs, the financial liabilities identified immediately below etc).
- **Employment liabilities** – this Exit Plan sets out the principles for attribution and sharing on a fair and reasonable basis between the Parties under **Error! Reference source not found.** and **Error! Reference source not found.**
- **Assets** – At the time of drafting there are no material Shared Service Assets identified, nevertheless, should such Assets be acquired, the Party investing in an asset agreed by the parties to be for the purposes of the Shared Service under the Agreement is entitled to recover the investment cost plus financing costs (interest) over the life of the asset. The notional charge is to be based on MRP (on an agreed basis) plus interest.

In the case that there are unrecovered costs these will be recovered based on the following illustrative calculation

Original cost	100	
Amount included in recharge to recover asset cost (MRP based)	(50)	
Amount recoverable by party financing asset	50	
Disposal proceeds	(20)	
Recoverable from the Parties	30	

- **Financial liabilities (including committed and unavoidable future third party contractual commitments or contract cancellation costs)** arising due to the agreement including property leases and investment in IT and outstanding at the point of termination are to be shared in proportion to the overall cost share on a fair and reasonable basis having regard to clause 15.14.
- **Costs of transferring data and records** from the host to users are recoverable by the host

- The host is granted free of charge **access to records transferred** (possibly needed e.g. as it might have legal responsibility for actions at the time the record was created)
- Clause 15.15 places on obligation on the Parties individually and collectively to mitigate liabilities on termination.
- Clause 15.16 provides for payments for services not provided as a result of termination to be refunded within 90 days.



## Annex B – checklist for insourcing planning

The key steps include those identified below.

Step	Key activities	Key Factors
<b>Non-user post termination plan</b>		
Confirm “home” within council for service	Directorate, reporting lines, budget responsibility to be agreed	Probably aligns with Shared Service “home”
Determine activities following repatriation of service	<ul style="list-style-type: none"> <li>• Cases/projects transferred in</li> <li>• Potential flow of work</li> <li>• Variation to activities</li> <li>• Interfaces with other services (e.g. procurement, planning etc) with legal service requirements</li> </ul>	
Determine resource levels	Organisational design, workflow analysis	
Determine management structure	<p>Organisational design.</p> <p>External and internal recruitment process</p>	
Staff requirement	<p>Map potential transferred in staff resource v activities</p> <p>Identify gaps/surpluses as basis for recruitment and/or redeployment</p>	Approach to organisational design
IT provision	<p>Identify IT systems infrastructure requirements. Assess extent to which already embedded (and e.g. PCs/laptops owned) v new capacity / systems change.</p> <p>Identify any equipment owned by host that may be transferred in.</p>	System compatibility

Step	Key activities	Key Factors
Premises	Most staff are (understood to be) located across offices but need to assess space requirement.	May require identification of space, new FF&E including data security/privacy relating to legal activities
Legal records (cases and projects)	Physical records may be on site in any case. Digital records to be identified and classified for data transfer.	Co-ordination with host who may recharge under clause 15.13.  File structures for transfer in to be made compatible, with appropriate security arrangements for compliance with legal rules.
Staff records	Transfer information on staff including service records required for payroll and pension requirements	Co-ordination with host who may recharge under clause 15.13
Procedure manuals, management records, technical and legal reference databases/manuals. (Intellectual property)	Internally generated materials may be replicated and transferred in digital form.  Third party services may require replacement by purchase of relevant publications, entering into new arrangements or novating Shared Service arrangements/subscriptions.	Co-ordination with host who may recharge under clause 15.13  Although provided for under the Agreement, specific contractual arrangements may be required/desirable.
Other	New stationery, business cards, phone numbers. Update websites for contact details. Notify third parties.	

Signed for an on behalf of **CAMBRIDGE CITY COUNCIL**

Signature:

Name IN CAPITALS:

Position:

Signed for an on behalf of **HUNTINGDONSHIRE DISTRICT COUNCIL**

Signature:

Name IN CAPITALS:

Position:

Signed for an on behalf of **SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Signature:

Name IN CAPITALS:

Position:

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## REPORT TITLE: Stock Condition Survey Strategy

### To:

Cabinet 15 July 2025

### Lead Member:

Gerri Bird, Cabinet Member for Housing

### Report by:

Sean Cleary, Strategic Delivery Manager

Tel: 01223 458287

Email: Sean.Cleary@cambridge.gov.uk

### Wards affected: All

Director Approval: Director James Elms confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to Cabinet for decision.

1.	<b>Recommendations</b>
1.1	<p>It is recommended that Cabinet Member for Housing:</p> <ol style="list-style-type: none"> <li>1. <b>Approve the procurement and delivery of stock condition surveys to support long-term strategic asset management, and delegate authority to the Director of City Services to:</b> <ul style="list-style-type: none"> <li>• Issue tenders and, following evaluation, award contract(s) to suitable contractor(s)</li> <li>• Finalise procurement and contractual arrangements to implement the Phased Delivery Model.</li> <li>• Approve necessary expenditure</li> <li>• Develop governance and reporting arrangements</li> </ul> </li> <li>2. <b>Approve the adoption of the Phased Delivery Model comprising:</b> <ul style="list-style-type: none"> <li>• <b>Phase 1 (Year 1):</b> An externally resourced programme to eliminate the current backlog of approximately 3,000 stock condition surveys;</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• <b>Phase 2 (Year 2 onwards):</b> A rolling stock condition survey programme operating on a five-year cycle, designed to provide robust assurance that the Council remains compliant with its statutory obligation to survey every home at least once every five years. This programme also ensures continued adherence to the Decent Homes Standard, supporting the Council's commitment to keeping tenants' homes well-maintained, dry, and safe.</li> </ul>
2.	<p><b>Purpose and Reason for the Report</b></p> <p>This report sets out a strategy to address significant gaps in stock condition data across Cambridge City Council's social housing portfolio. The Council manages over 7,600 homes and is committed to ensuring they are dry, safe and well maintained meeting the needs of tenants. Accurate, up-to-date condition data is essential for effective investment planning, regulatory compliance, and the delivery of high-quality housing services.</p> <p>Under the Regulator of Social Housing's (RSH) framework in England, the Home Standard requires social landlords to:</p> <ul style="list-style-type: none"> <li>• Meet the Decent Homes Standard</li> <li>• Ensure tenants' homes are safe, warm, and in a reasonable state of repair</li> <li>• Operate a cost-effective repairs and maintenance service</li> <li>• Maintain accurate, up-to-date stock condition data</li> </ul> <p>As of 1 April 2024, revised consumer standards introduced through the Social Housing (Regulation) Act 2023 have further strengthened the requirement for regular, robust stock condition surveys. Failure to comply may result in a regulatory judgement.</p> <p>To maintain a rolling five-year survey cycle, the Council must complete approximately 1,500 stock condition surveys each year. This is not operationally feasible under the current model due to the time required for survey completion, tenant access (including no-access cases), data entry, quality assurance, and coordination with other services.</p> <p>This highlights the need for a scalable, sustainable delivery model that can consistently provide accurate and timely stock condition data through a five-year rolling programme.</p>

2.1	<p><b>Option 1: Phased Delivery Model (Preferred)</b></p> <p>This report sets out a proposal to adopt a Phased Delivery Model that addresses both immediate and long-term needs. It includes a one-year externally resourced programme to eliminate the existing survey backlog, followed by/combined with a rolling 5-year cycle to maintain up to date records. This approach balances urgency with sustainability, ensures compliance with statutory requirements, and improves housing outcomes for tenants.</p> <p>Typical externally resourced delivery rates range from £80 to £170 per completed survey. Based on this model, the total annual cost is estimated at £150,000 to £200,000, with a five-year total projected cost between £800,000 and £1 million. The cost of clearing the current survey backlog is estimated at £300,000 to £500,000. These figures are indicative only and will need to be stress-tested through a full procurement process.</p> <p>A five-year term is recommended, with optional annual extensions up to a maximum of seven years. This approach ensures the Council meets its statutory duties, including surveying every home within five years, and enables data-led asset management and strategic investment. The proposed duration is designed to attract high-quality delivery partners while supporting a phased transition to a fully insourced model. This allows the Council to build internal capacity over time, reduce long-term reliance on external providers, and establish a sustainable, in-house approach to stock condition surveying. It also supports continued compliance with the Decent Homes Standard. The model provides value for money by enabling economies of scale, reducing procurement and mobilisation costs, and avoiding the inefficiencies of short-term contracting.</p> <p><b>Model:</b> A one-year externally resourced programme to clear the current backlog (circa 3,000 properties), followed by a rolling externally resourced programme (circa 1,500 properties per year).</p> <p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• Rapid resolution of data backlog and immediate compliance risks.</li> <li>• Establishes a sustainable, efficient long-term survey cycle.</li> <li>• Balances internal capacity with external delivery expertise, allowing structured procurement with clear performance oversight.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Provides flexibility to adapt over time while retaining strong governance and control.</li> <li>• Enables improved budget profiling and year-on-year planning, reducing uncertainty in capital programming.</li> <li>• Strengthens financial control by reducing unplanned carry-overs or reallocations due to delays.</li> <li>• Aligns investment with need, improving targeting and reducing the risk of underspending.</li> <li>• Delivers short-term value through backlog clearance and compliance assurance.</li> <li>• Unlocks long-term value through better planning, reduced reactive spend, and a pathway to a cost-effective insourced service.</li> </ul> <p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• Requires clear mobilisation planning and contract management oversight.</li> <li>• Some internal capacity still needed for QA, tenant liaison, and data integration.</li> </ul>				
3.	<p><b>Alternative options considered</b></p> <p>In line with good practice and to ensure a proportionate, value-for-money approach, a range of delivery models were considered through an options appraisal process, with each option assessed against clearly defined Critical Success Factors. While all models presented some merits, only the recommended phased delivery approach was found to offer the necessary level of assurance and strategic value. Alternative options provided only limited assurance in relation to the Council's statutory requirement to survey every home within a five-year cycle and fell short in enabling the proactive management necessary to deliver and sustain compliance with the Decent Homes Standard. By contrast, the recommended approach offers a practical, risk-led solution—delivering swift compliance, supporting a sustainable long-term asset management strategy, and aligning with sector best practice.</p> <p><b>Critical Success Factors</b></p> <p>To appraise each option against the following criteria:</p> <table border="1"> <tr> <th>CSF</th><th>Description</th></tr> <tr> <td>Compliance</td><td>Supports delivery of the Decent Homes and Home Standards</td></tr> </table>	CSF	Description	Compliance	Supports delivery of the Decent Homes and Home Standards
CSF	Description				
Compliance	Supports delivery of the Decent Homes and Home Standards				



	<b>Speed</b>	Eliminates current backlog promptly
	<b>Value for Money</b>	Affordable and efficient over 5+ years
	<b>Scalability &amp; Sustainability</b>	Deliverable within resource constraints over time
	<b>Data Quality</b>	High-quality, consistent, and integrated asset data
3.1	<p><b>Alternative options</b></p> <p><b>Option 2: Phased In-House / Externally resourced Delivery</b></p> <p>Model: Gradual increase in external delivery while maintaining in-house survey programme over 2–3 years.</p> <p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• Supports retention and development of internal expertise.</li> <li>• May delivery greater delivery flexibility during transition period.</li> <li>• If familiarity with stock exists, this may lead to more accurate assessments.</li> <li>• Lower upfront cost compared to full external resourcing in Year 1.</li> </ul> <p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• Slower pace of backlog reduction prolongs compliance exposure.</li> <li>• Requires robust coordination across internal and external teams.</li> <li>• May result in inconsistent survey methodology or data formats.</li> <li>• Could place sustained pressure on internal capacity and reduce responsiveness to urgent survey needs.</li> <li>• Harder to assure performance and coverage during transition.</li> </ul> <p><b>Option 3: Prioritised Hybrid via insourced and externally resourced supplier</b></p> <p>Model: High-risk or non-compliant stock surveyed first by external contractor; remaining stock addressed later via internal team or staged procurement.</p> <p><b>Pros:</b></p> <ul style="list-style-type: none"> <li>• Enables swift focus on areas of highest concern.</li> <li>• Scalable and adaptable to budget or capacity constraints.</li> <li>• Allows flexibility to pause or reconfigure delivery.</li> </ul> <p><b>Cons:</b></p>	

- Complex to manage multiple overlapping delivery tracks.
- Data may be fragmented or inconsistent in timing and quality.
- Incomplete portfolio data may hinder robust investment planning.
- Risk of perceived inequity among tenants if some areas experience delays.
- Higher risk of administrative burden in coordinating triaged delivery.
- Historical performance shows that internal mechanisms have not consistently delivered stock condition surveys at the scale or pace required.
- The need for sustained reliable delivery over multiple years makes this option less suitable given previous challenges with capacity and prioritisation.
- A robust and unified delivery system is needed to maintain momentum, ensure compliance, and provide confidence to tenants, members, and regulators.

#### **Option 4: Permanent Externally resourced Model (Rolling Programme Only)**

Model: Contractor procured immediately to begin a 5 year rolling survey programme without a dedicated Year 1 backlog clearance.

##### **Pros:**

- Contractor builds long-term familiarity with stock and systems.
- Simple model to manage from a contract oversight perspective.
- Reduced internal resourcing requirement.

##### **Cons:**

- Existing survey backlog remains unaddressed for several years.
- Delays full compliance and visibility of condition data in the short term.
- Limits early strategic planning and investment decision-making.
- Performance monitoring and KPIs harder to assess early in programme.
- May appear insufficiently responsive to current regulatory expectations.

#### **Option 5: Fully Insourced Delivery Model**

Model: All survey work delivered in-house by expanding internal surveying capacity. This model reflects the Council's current delivery approach, which, while aligned with in-house service values, has faced persistent challenges in keeping pace with demand.

These limitations — including capacity constraints, resource pressures, and competing service priorities — have contributed to the existing survey backlog and limited the Council’s ability to maintain a consistent, up-to-date picture of stock condition.

While expanding internal capacity through recruitment is theoretically possible, in practice it presents significant challenges due to market competition for qualified surveyors, long lead times for onboarding and training, and limited flexibility to scale resources in response to short-term pressures or backlog recovery needs.

Based on the delivery requirements of a five-year survey cycle, a fully in-house model would require four full-time surveyors and one full-time administrative support officer to manage data upload, quality assurance, and integration into asset systems. This includes staffing, equipment, travel, training, and quality assurance. While some costs—such as equipment or travel—may reduce slightly over time through efficiencies or reuse, the in-house model remains significantly more expensive than typical externally resourced delivery rates. Externally resourced providers benefit from greater economies of scale, established delivery infrastructure, and the ability to flex resources to meet demand — factors that help drive down per-survey costs and reduce operational risk to the Council.

The total annual cost of delivering a fully in-house stock condition survey programme is estimated at approximately £193 per completed survey, equating to around £293,360 per year. Over a five-year period, the total cost is projected to be £1.46 million.

In addition to the higher cost, this model carries ongoing risks around recruitment, resilience, and delivery performance. These constraints, if continued, would undermine the Council’s ability to meet regulatory expectations under the Consumer Standards and demonstrate timely, effective action to ensure homes are safe, decent, and well maintained. The phased delivery model offers a more scalable, cost-effective, and sustainable solution in both the short and long term.

**Pros:**

- Full control over delivery, standards, and workforce culture.
- Promotes organisational learning and staff development.
- Strengthens internal resilience and alignment with corporate values.

	<ul style="list-style-type: none"> <li>• Integration with other housing functions (e.g. repairs, voids) possible.</li> </ul> <p><b>Cons:</b></p> <ul style="list-style-type: none"> <li>• High upfront cost for staffing, training, systems, and tools.</li> <li>• Longer mobilisation period may delay resolution of backlog, prolonging compliance risk.</li> <li>• Recruitment and retention challenges, especially in specialist roles.</li> <li>• Less flexibility to scale up or down with changing needs.</li> <li>• Higher ongoing overheads (e.g. pensions, benefits) compared to outsourcing.</li> <li>• Requires robust internal QA and management systems.</li> <li>• Potential for operational disruption if resources are diverted from core services</li> </ul>
<b>4.</b>	<b>Background and key issues</b>
4.1	<p>A significant number of properties in the Council's housing portfolio have outdated or missing stock condition surveys. Around 50% of the housing stock has been surveyed in the past 5 years, the requirement is 100%. 100% of the housing stock has been surveyed externally as part of our external cyclical maintenance programme. We also have 100% modelled data for energy efficiency performance to support actual data from EPCs.</p> <p>While system migration challenges contributed to gaps in the asset register, the more fundamental issue is that stock surveys were not carried regularly over an extended period. Stock condition surveying was not consistently prioritised amid competing operational pressures. Weaknesses in supporting systems, processes, and oversight also contributed to underperformance. As a result, the Council has been unable to achieve the required 5-year survey cycle.</p> <p>In addition, around 270 newly built homes have not been fully integrated into the asset system. Corrective work is ongoing, and all new build properties are forecast to have asset data recorded by July 2025.</p> <p>The Regulator of Social Housing sets out clear expectations through the Consumer Standards. These include the requirement of landlords to ensure homes are safe and in a reasonable state of repair, and that they meet the Decent Homes Standard—free from serious hazards, with modern facilities and adequate thermal comfort.</p>

	<p>Cambridge City Council is committed to maintaining safe, decent, and well-managed homes. To do this, it must have reliable, up-to-date stock condition data. Without it, it is difficult to plan investment, prioritise repairs, or proactively identify issues such as damp, and disrepair.</p> <p>In developing the recommendation alternative delivery options have been considered, including maintaining or expanding in-house provision. However, given capacity limitations and the scale of the backlog, and the need for a long-term robust delivery system <b>Option 1: Phased Delivery Model</b> - A one-year externally resourced programme to clear the current backlog, followed by a rolling programme (circa 1,500 properties per year) is considered the most proportionate, practical, and value-for-money solution.</p>
<b>5.</b>	<b>Corporate plan</b>
5.1	<ul style="list-style-type: none"> <li>• <a href="#">Corporate plan 2022-27: our priorities for Cambridge - Cambridge City Council</a></li> </ul> <p><b>Corporate Plan 2022–27: Supporting Key Priorities</b></p> <p>This decision supports the Council’s Corporate Plan 2022–27 by contributing directly to the following strategic priorities:</p> <p><b>Leading Cambridge’s response to the climate and biodiversity emergencies and creating a net zero council by 2030</b></p> <p>By embedding EPC assessments within stock condition surveys and improving the visibility of energy efficiency data, this programme supports carbon reduction efforts and the transition to more sustainable, lower-emission homes.</p> <p><b>Tackling poverty and inequality and helping people in the greatest need</b></p> <p>Ensuring that council homes are safe, warm, and in good repair reduces health inequalities and improves living conditions for lower-income households, contributing to better outcomes for those in greatest need.</p> <p><b>Building a new generation of council and affordable homes and reducing homelessness</b></p> <p>Robust stock condition data enables long-term asset planning and informed decisions</p>

	<p>on maintenance, retrofitting, redevelopment, and the delivery of new homes—strengthening the Council’s ability to meet housing need and prevent homelessness.</p> <p><b>Modernising the council to lead a greener city that is fair for all</b></p> <p>The proposed delivery model strengthens governance, improves the quality and availability of asset data, and supports transparent, evidence-based decision-making. It also enables a staged move toward a fully insourced, cost-effective service that delivers long-term value and resilience.</p> <p>In doing so, this proposal reflects the Council’s values of fairness, accountability, and commitment to continuous improvement.</p>
<b>6.</b>	<b>Consultation, engagement and communication</b>
6.1	<p>Following Cabinet approval, officers will engage with tenant representatives, trade unions, and relevant internal stakeholders to ensure clear communication, transparency, and collaboration throughout the implementation process. This engagement will support shared understanding of the model, address any questions or concerns, and help shape effective delivery arrangements.</p>
<b>7.</b>	<b>Anticipated outcomes, benefits or impact</b>
7.1	<p>The Phased Delivery Model is expected to deliver a wide range of operational, regulatory, and tenant benefits. It represents a step change in how the Council manages and plans for its housing stock.</p> <ul style="list-style-type: none"> <li> <p><b>Restore full compliance with housing standards</b></p> <p>The programme will address current data gaps and ensure the Council meets its obligations under the Regulator of Social Housing’s Home Standard and the Decent Homes Standard, contributing to safer, well-maintained homes for residents.</p> </li> <li> <p><b>Reduce risk of planning errors and reputational damage</b></p> <p>Up-to-date, consistent asset data will reduce the risk of incorrect investment decisions, compliance breaches, or miscommunication—thereby protecting the Council’s credibility with residents, regulators, and partners.</p> </li> <li> <p><b>Support accurate investment planning and housing safety</b></p> <p>Comprehensive condition surveys will inform strategic maintenance programmes, improve cost forecasting, and allow for more proactive and</p> </li> </ul>

	<p>targeted investment in safety-critical works (e.g. damp, mould, ventilation).</p> <ul style="list-style-type: none"> <li> <b>Improve tenant confidence in housing services</b>  The visible and structured nature of the programme, combined with improved engagement and follow-through, will help rebuild trust with tenants and demonstrate the Council's commitment to listening and acting on housing issues. </li> <li> <b>Enable long-term service improvement and efficiency</b>  By embedding a rolling programme, the Council will avoid future backlogs and reduce the need for costly reactive interventions. This supports a more efficient, planned and financially sustainable approach to asset management. </li> <li> <b>Support cross-cutting objectives</b>  The inclusion of EPC data and damp/mould risk indicators will support climate goals, health and wellbeing priorities, and alignment with future housing quality standards. </li> </ul> <p><b>What will be different as a result of this decision?</b></p> <p>The Council will move from a reactive, fragmented approach to a proactive, planned model of asset intelligence. Managing our homes will be driven by live, accurate data—enabling smarter decisions, better use of budgets, and, most importantly, helping to ensure that every tenant lives in a decent, safe, and warm home, supported by a consistent service they can trust.</p> <p><b>What does good look like?</b></p> <p>A complete, accurate, and regularly updated stock condition database that underpins every housing investment decision. The Council confidently meets its legal and regulatory obligations, including the Decent Homes Standard, with assurance that all properties are safe, warm, and well-maintained. Investment is targeted where it is needed most, reducing reactive repairs and improving value for money. Tenants experience a more proactive, transparent, and consistent housing service—one that listens, responds, and delivers on its promises. High levels of tenant satisfaction, strengthened trust, and improved quality of life are the clearest indicators that the service is delivering what good truly looks like.</p> <p><b>How will we measure success?</b></p>
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	<p>Key performance indicators will include:</p> <ul style="list-style-type: none"> <li>• Percentage of homes surveyed annually and within cycle</li> <li>• Reduction in properties with no recent condition data</li> <li>• Tenant satisfaction with survey process and follow-up</li> <li>• Audit outcomes from quality assurance sampling</li> <li>• Compliance with Consumer Standards and internal asset KPIs</li> </ul>
8.	<b>Implications</b>
8.1	<b>Relevant risks</b>
	<p><b>Contractor underperformance</b></p> <ul style="list-style-type: none"> <li>• <b>Mitigation:</b> Robust performance management through contractually defined KPIs, regular progress reviews, and clear escalation procedures.</li> </ul> <p><b>Tenant no-access or refusal</b></p> <ul style="list-style-type: none"> <li>• <b>Mitigation:</b> Early and proactive tenant communications, flexible appointment scheduling, and coordination with housing officers to support access.</li> </ul> <p><b>Data inconsistencies or quality issues</b></p> <ul style="list-style-type: none"> <li>• <b>Mitigation:</b> Regular quality assurance (QA) reporting by the contractor, a 10% audit sampling regime by internal staff, and structured onboarding and training.</li> </ul> <p><b>Transitional issues during mobilisation</b></p> <ul style="list-style-type: none"> <li>• <b>Mitigation:</b> A phased mobilisation plan with defined milestones, regular internal coordination meetings, and contractor readiness checks before full rollout.</li> </ul> <p><b>Potential TUPE considerations</b></p> <ul style="list-style-type: none"> <li>• <b>Mitigation:</b> TUPE implications have been considered as part of due diligence, but are not currently expected to apply. This is due to the nature and scope of the externally resourced work, and the fact that current job descriptions, person specifications, and the roles fulfilled by existing staff do not align with the proposed delivery model.</li> </ul>
	<b>Financial Implications</b>



8.2	<p><b>Costs and Market Benchmarking</b></p> <p>Full programme costs will be confirmed through the procurement process. However, market benchmarks suggest that proposed pricing is competitive and in line with comparable public sector contracts.</p> <p>Recent UK benchmarking indicates that the cost of a full stock condition survey — including Decent Homes compliance checks and EPC data collection — typically ranges from <b>£80 to £170 per property</b>, depending on provider, survey volume, and access arrangements.</p> <p>Using this model:</p> <ul style="list-style-type: none"> <li>• <b>Estimated annual cost:</b> £150,000 to £200,000</li> <li>• <b>Five-year projected total:</b> £800,000 to £1 million</li> <li>• <b>Cost to clear existing survey backlog:</b> £300,000 to £500,000</li> </ul> <p>These figures are indicative and will be refined through the procurement process. Pricing from recent local authority contracts confirms the competitiveness of these rates in the current market.</p> <p>Cambridge's approach is designed to ensure <b>value for money</b>, while prioritising <b>quality, compliance, and data integrity</b>.</p>
	<b>Legal Implications</b>
8.3	Contractual arrangements will be structured to ensure compliance with procurement regulations and relevant housing legislation.
	<b>Equalities and socio-economic Implications</b>
8.4	An Equality Impact Assessment is attached as an appendix to this report.
	<b>Net Zero Carbon, Climate Change and Environmental implications</b>
8.5	The rating from the Climate Change Rating Tool is Medium Positive.

	<b>Procurement Implications</b>
8.6	<p>A compliant procurement approach will be used to appoint a suitable contractor, ensuring timely mobilisation and value for money.</p> <p>The Council will retain oversight of contractor selection, quality, and performance through contract management mechanisms.</p>
	<b>Community Safety Implications</b>
8.7	<p>Surveys will assess issues that affect household safety, including damp, mould, and ventilation risks.</p> <p>Findings will feed into responsive actions and contribute to improved living conditions across the housing portfolio.</p>
	<b>Human Resources</b>
8.8	<p>While TUPE implications have been considered as part of due diligence, they are not currently expected to apply due to the nature and scope of the externally resourced work. The risk is low but will continue to be monitored with advice from HR and legal services to ensure compliance and preparedness if required.</p>
<b>9.</b>	<p><b>Background documents</b></p> <p>Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985</p>
9.1	Stock Condition Survey Strategy – Options Appraisal Dated May 2025
<b>10.</b>	<b>Appendices</b>
10.1	<p>1 – Climate Change Rating Tool</p> <p>2 – Equality Impact Assessment</p> <p>3 – Briefing Note</p>
	<p>To inspect the background papers or if you have a query on the report please contact: Sean Cleary, Strategic Delivery Manager Tel: 01223 458287</p>

	Email: Sean.Cleary@cambridge.gov.uk
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Project:

Date:

Your Name:

1. IMPACT ON CARBON EMISSIONS (MITIGATION OF CLIMATE CHANGE)									
HOW WILL THIS PROJECT/PROPOSAL AFFECT THE FOLLOWING KEY AREAS:		WHAT IS THE IMPACT CONSIDERED TO BE? <i>See guidance in the purple box, below, to help you assess the degree of the negative and positive impacts e.g. High, Medium or Low</i>		CLIMATE CHANGE RATING: <i>Use drop down list</i>	WILL THE PROJECT MOVE CAMBRIDGE CITY COUNCIL CLOSER TO THE OBJECTIVE OF BEING NET ZERO CARBON BY 2030? <i>Use drop down list</i>	WILL THE PROJECT MOVE THE CITY CLOSER TO THE OBJECTIVE OF A NET ZERO CARBON CAMBRIDGE BY 2030? <i>Use drop down list</i>	PLEASE DETAIL HERE THE ACTION THAT WILL BE TAKEN TO AVOID, MITIGATE OR COMPENSATE FOR THE NEGATIVE IMPACTS AND MAXIMISE POSITIVE IMPACTS?		HAS A NET ZERO CARBON OPTION BEEN CONSIDERED? PLEASE PROVIDE DETAILS.
1	ENERGY USE	Positive Impact:	Energy use will be reduced or renewable energy will be used	Medium Positive	Yes	Yes	Consider: = Reducing demand for energy = Specifying energy efficiency measures (e.g. insulation, low energy lighting) = Generating renewable energy (e.g. heat pumps, solar photovoltaic panels)		
		Nil Impact:	No extra energy use is involved						
		Negative Impact:	More energy (gas and/ or electricity) will be consumed (by CCC or others)						
2	WASTE GENERATION	Positive Impact:	Less waste will be generated OR amount of waste that is reused/ recycled will be increased	Nil	Yes	Yes	Consider: = Will resources be reduced or reused? = Will you use recycled goods? = Will recycling facilities be increased?		
		Nil Impact:	No waste will be generated						
		Negative Impact:	More waste will be generated (by CCC or others)						
3	USE OF TRANSPORT	Positive Impact:	The use of transport and/or of fossil fuel-based transport will be reduced	Low Negative	Yes	Yes	Consider: = Will you purchase an electric vehicle? = Will you specify the use of public transport? = How will you reduce the need to travel or transport goods?		
		Nil Impact:	No extra transport will be necessary						
		Negative Impact:	CCC or others will need to travel more OR transport goods more often/ further						
4	SUSTAINABLE FOOD	Positive Impact:	Food will be locally grown and/ or meat-free	Nil	Yes	Yes	Consider: = Use of locally grown/ produced food = Reducing use of imported food = Reducing use of meat		
		Nil Impact:	No change in supply of food						
		Negative Impact:	Food will travel long distances and include meat						
2. IMPACT ON RESILIENCE (ADAPTATION) TO THE EFFECTS OF CLIMATE CHANGE									
HOW WILL THIS PROJECT/PROPOSAL AFFECT THE FOLLOWING KEY AREAS :		WHAT IS THE IMPACT CONSIDERED TO BE? <i>See guidance in the purple box, below, to help you assess the degree of the negative and positive impacts e.g. High, Medium or Low</i>		CLIMATE CHANGE RATING: <i>Use drop down list</i>	WILL THE PROJECT HELP CAMBRIDGE CITY COUNCIL TO BE MORE RESILIENT TO THE IMPACTS OF CLIMATE CHANGE? <i>Use drop down list</i>	WILL THE PROJECT HELP CAMBRIDGE TO BE MORE RESILIENT TO THE IMPACTS OF CLIMATE CHANGE? <i>Use drop down list</i>	PLEASE DETAIL HERE THE ACTION THAT WILL BE TAKEN TO AVOID, MITIGATE OR COMPENSATE FOR THE NEGATIVE IMPACTS AND MAXIMISE POSITIVE IMPACTS?		HAS A NET ZERO CARBON OPTION BEEN CONSIDERED? PLEASE PROVIDE DETAILS.
5	HEATWAVES	Positive Impact:	Increased/ improved shade & natural ventilation	Medium Positive	Yes	Yes	Consider: Building orientation and installing measures such as Brise Soleil to reduce heat gain and plant hydration methods.,		
		Nil Impact:	No impact on existing levels of shade & ventilation						
		Negative Impact:	Lack of or reduced shade (e.g. from trees or buildings) & natural ventilation						
6	WATER AVAILABILITY	Positive Impact:	Provision made for an enhancement of water efficiency measures to minimise the impact on water resource availability	Nil	Yes	Yes	Consider: Managing water use efficiently, installing measures to use less water such as low water use taps, planting drought resistant plants and using rainwater for irrigation.		
		Nil Impact:	Levels of water use will not be changed						
		Negative Impact:	Water use will increase and/or no provision made for water management = Negative Impact						
7	FLOODING	Positive Impact:	Sustainable drainage measures incorporated, positive steps to reduce & manage flood risk	Nil	Yes	Yes	Consider: The installation of measures to reduce the speed and increase the absorption of rainwater e.g. green roofs, SuDS, permeable paving etc. and alternative arrangements (business continuity)		
		Nil Impact:	Levels of surface water run-off & flood risk are not affected						
		Negative Impact:	Levels of surface water run-off will increase, no management of flood risk						
8	HIGH WINDS / STORMS	Positive Impact:	Exposure to higher wind speeds is being actively managed & reduced	Nil	Yes	Yes	Consider: the need to install stabilisation measures and ensure robust structures resilient to high winds		
		Nil Impact:	No change to existing level of exposure to higher wind speeds						
		Negative Impact:	Exposure to higher wind speeds is increased or is not managed = Negative Impact						
9	FOOD SECURITY	Positive Impact:	Opportunities & resources for local food production are increased/ enhanced	Nil	Yes	Yes	Source food locally, and provide meat-free catering to reduce vulnerability to food shortages and reduce emissions from transport and farming of food		
		Nil Impact:	No change to opportunities & resources for local food production						
		Negative Impact:	Opportunities & resources for local food production are reduced						
10	BIODIVERSITY	Positive Impact:	Biodiversity will be protected/ enhanced	Nil	Yes	Yes	Provide net gain mitigation if required and seek enhancement in projects of all types and scale		
		Nil Impact:	Level of biodiversity will not change						
		Negative Impact:	Biodiversity will decrease						

Weighing up the negative and positive impacts of your project, what is the overall rating you are assigning to your project?:

Medium Positive

This overall rating is what you need to include in your report/ budget proposal, together with your explanation to be included in the red box below

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

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

The Stock Condition Survey Strategy supports long-term decarbonisation by embedding EPC data collection into routine surveys. This enables the Council to target investment in energy efficiency, identify homes in poor condition, and plan carbon reduction works effectively. The project contributes positively to climate goals by providing the data required for evidence-based retrofit and compliance with housing standards.

There is a negative impact from transport emissions associated with surveyor travel to properties. This will be mitigated through efficient route planning and encouraging the use of low-emission vehicles by contractors.

While the surveys do not directly affect water or food systems, they contribute to climate resilience by identifying ventilation, insulation, and damp issues, supporting future works to mitigate overheating and poor air quality.

Overall, the project is enabling infrastructure for net zero delivery and is rated Positive in its climate impact.

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## Cambridge City Council Equality Impact Assessment (EqIA)

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

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther Equality and Anti-Poverty Officer at [equalities@cambridge.gov.uk](mailto:equalities@cambridge.gov.uk) or phone 01223 457046.

Once you have drafted the EqIA please send this to [equalities@cambridge.gov.uk](mailto:equalities@cambridge.gov.uk) for checking.

<b>1. Title of strategy, policy, plan, project, contract or major change to your service</b>
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Stock Condition Survey Strategy
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<b>2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)</b>
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<b>3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?</b>
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To deliver a sustainable model for carrying out stock condition surveys across the Council's housing portfolio. This supports strategic asset management, regulatory compliance, housing safety, and long-term investment planning through a phased hybrid delivery model.
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<b>4. Responsible Team and Group</b>
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City Services.
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<b>5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service?</b>  <b>(Please tick all that apply)</b>	<input checked="" type="checkbox"/> Residents <input type="checkbox"/> Visitors <input checked="" type="checkbox"/> Staff
<p>Please state any specific client group or groups (e.g. City Council tenants, tourists, people who work in the city but do not live here):</p> <p><b>City Council tenants (including elderly people, disabled people, families with children, and low-income households)</b></p>	
<b>6. What type of strategy, policy, plan, project, contract or major change to your service is this?</b>	<input type="checkbox"/> New <input checked="" type="checkbox"/> Major change <input type="checkbox"/> Minor change
<b>7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<p>Procurement, Housing Services, Finance, ICT, Legal, Communications, and external contractors</p>	
<b>8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?</b>	
<p>Yes – To be considered by the Executive Councillor for Housing and Homelessness at Housing Scrutiny Committee</p>	
<b>9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?</b>	
<p>Review of internal housing data and survey access rates</p> <p>Benchmarking from other local authorities</p> <p>Equality data on the Council's housing tenants</p>	



## 10. Potential impacts

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

### **(a) Age - Please also consider any safeguarding issues for children and adults at risk**

Positive: Improves safety and comfort of homes, especially for older people and young children.

Negative: Survey visits may be disruptive for elderly or frail residents.

Mitigation: Advance notice, flexible appointments, and support from housing officers.

### **(b) Disability**

Positive: Improves safety for disabled tenants; supports identification of accessibility and hazards.

Negative: May face communication or physical access issues.

Mitigation: Offer reasonable adjustments, alternative formats, and liaison with carers or support workers.

### **(c) Gender reassignment**

Positive: Neutral.

Negative: Risk of misgendering or insensitive conduct during surveys.

Mitigation: Contractor training to cover inclusive behaviour and respect for gender identity.

### **(d) Marriage and civil partnership**

No specific impacts identified.

**(e) Pregnancy and maternity**

Positive: Improved living conditions can support maternal and infant health.

Negative: Potential disruption during visits.

Mitigation: Prioritise suitable appointment times and sensitivity to need

**(f) Race – Note that the protected characteristic ‘race’ refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.**

Positive: Benefits all groups equally through improved conditions.

Negative: Language barriers may affect engagement.

Mitigation: Provide translated materials and multilingual staff where needed.

**(g) Religion or belief**

Negative: Survey visits could conflict with religious practices or observance.

Mitigation: Flexibility in booking visits and respecting religious customs

**(h) Sex**

No specific impacts identified.

**(i) Sexual orientation**

Negative: Risk of discriminatory behaviour if not proactively addressed.

Mitigation: Inclusion of equality standards in contractor induction and code of conduct.

**(j) Other factors that may lead to inequality – in particular, please consider the impact of any changes on:**

- **Low-income groups or those experiencing the impacts of poverty.**
- **People of any age with care experience – this refers to individuals who spent part of their childhood in the care system due to situations beyond their control, primarily arising from abuse and neglect within their families. The term “Care experience” is a description of a definition in law, it includes anyone that had the state as its corporate parent by virtue of a care order in accordance with the Children Act 1989 and amendments.**
- **Groups who have more than one protected characteristic that taken together create overlapping and interdependent systems of discrimination or disadvantage. (Here you are being asked to consider intersectionality, and for more information see: [https://media.ed.ac.uk/media/1\\_159kt25q](https://media.ed.ac.uk/media/1_159kt25q)).**

Click here to enter text.

**11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqlA accordingly.)**

Other factors that may lead to inequality

Low-income groups:

Positive: Targeted investment and improved homes reduce health and inequality gaps.

Care-experienced residents:

Positive: Improved property safety and condition supports vulnerable residents.

Intersectionality:

Mitigation measures will consider compounded disadvantage (e.g. disabled BME older tenants) and monitor tenant experience through diverse feedback.

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

This EqlA supports the Council's commitment to fairness, safe housing, and reducing inequality through inclusive asset management.

### 13. Sign off

Name and job title of lead officer for this equality impact assessment: Sean Cleary, Strategic Delivery Manager

Names and job titles of other assessment team members and people consulted: James Elms, Director of City Services

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

Date of next review of the equalities impact assessment: [Click here to enter text.](#)

Date to be published on Cambridge City Council website: [Click here to enter text.](#)

**All EqlAs need to be sent to the Equality and Anti-Poverty Officer at [equalities@cambridge.gov.uk](mailto:equalities@cambridge.gov.uk)**

## **Briefing Note: Stock Condition Survey Strategy**

**Date:** 24<sup>th</sup> June 2025

**Author:** Sean Cleary, Strategic Delivery Manager

**Contact:** [sean.cleary@cambridge.gov.uk](mailto:sean.cleary@cambridge.gov.uk) | 01223 458287

### **Purpose**

To brief Members on the proposed strategy for addressing significant gaps in stock condition data across the Council's 7,600 social homes and to outline a phased delivery model for improving asset data, enabling better housing investment decisions, and ensuring regulatory compliance.

### **Background**

- The Council must survey 100% of its housing stock every five years to remain compliant with regulatory standards (Decent Homes and the Home Standard).
- Currently, around 3,000 properties (approx. 50%) have no recent survey.
- In-house delivery has struggled to keep pace due to competing operational pressures.
- Accurate stock condition data is essential for planning investment, improving housing safety, and managing risk.

### **Recommended Option: Phased Delivery Model**

#### **Phase 1 (Year 1):**

- Fully outsourced programme to clear the backlog (approx. 3,000 homes).

#### **Phase 2 (Year 2+):**

- Rolling outsourced programme covering approx. 1,500 homes per year on a 5-year cycle.

This model balances urgent compliance needs with long-term sustainability.

### **Benefits**

- **Compliance:** Supports full alignment with the Regulator of Social Housing's Consumer Standards.
- **Safety:** Improves visibility of safety issues like damp, mould, and disrepair.
- **Investment Planning:** Enables accurate forecasting and strategic targeting of capital spend.
- **Efficiency:** Reduces reliance on reactive maintenance and supports long-term cost control.
- **Tenant Confidence:** Signals a proactive approach to maintaining homes and acting on resident concerns.

### **Financial Overview**

- Estimated cost to clear backlog: **£300,000–£500,000**
- Ongoing annual cost: **£150,000–£200,000**
- Five-year total: **£800,000–£1 million**

- Costs benchmarked against comparable local authority contracts and considered competitive.

### Risks and Mitigations

Risk	Mitigation
Contractor underperformance	Contract KPIs and performance management
Tenant access refusal	Early engagement and flexible appointment scheduling
Data quality issues	Internal QA sampling and contractor reporting
Transition delays	Phased mobilisation with milestones
TUPE implications	Monitored with HR/legal advice (currently low risk)

### Alternative Options Considered

Option	Summary	Conclusion
<b>Hybrid (in-house + outsourced)</b>	Slower, more complex coordination	Not viable for urgent backlog
<b>Outsourced only (no backlog clearance)</b>	Leaves current data gaps unaddressed	Non-compliant short term
<b>Fully insourced</b>	High cost, recruitment challenges	Unsustainable
<b>Triaged hybrid</b>	Prioritises high-risk stock	Complex and inconsistent

### Alignment with Council Priorities

- **Tackling Poverty & Inequality:** Safer, better-maintained homes reduce health inequalities.
- **Financial Sustainability:** A cost-effective, scalable delivery model.
- **Climate Change:** Integrated EPC data supports net-zero objectives.
- **Transparency:** Improves data governance and tenant trust.

### What Success Looks Like

- 100% of stock surveyed on a rolling 5-year basis.

- Up-to-date, high-quality asset data to inform investment and safety programmes.
- Reduced risk of compliance breaches or reputational harm.
- High tenant satisfaction with property condition and housing services.

### **Next Steps**

- Cabinet decision (15 July 2025)
- Tender issued and contractor appointed (Autum 2025)
- Mobilisation of Phase 1 TFO
- Review and transition to rolling Phase 2 model in 2026

### **For further details or to raise queries, please contact:**

Sean Cleary, Strategic Delivery Manager – [sean.cleary@cambridge.gov.uk](mailto:sean.cleary@cambridge.gov.uk) / 01223 458287

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## REPORT TITLE: Public Health Contract for Tier 1 & 2 Services

### To:

Cabinet

15<sup>th</sup> July 2025

### Report by:

Laura Adcock, Strategic Health and Wellbeing Lead

Tel: 01223 457649 Email: [laura.adcock@cambridge.gov.uk](mailto:laura.adcock@cambridge.gov.uk)

### Wards affected:

All

Director Approval: Director Sam Scharf confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to the Cabinet/Cabinet Member for decision.

<b>1.</b>	<b>Recommendations</b>
1.1	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> <li>1. Approve giving delegated authority to the Director of Communities, in consultation with the relevant Cabinet member, to enter into a contract with Cambridgeshire County Council for the delivery of the Healthy Behaviours Change Service for the City, should the City Councils bid be successful and subject to final due diligence.</li> </ol>
<b>2.</b>	<b>Purpose and reason for the report</b>
2.1	<p>The City Council submitted a bid to Cambridgeshire County Council for the delivery of the Healthy Behaviours Change Service contract on 23<sup>rd</sup> June 2025. Approval to submit the bid was taken as an urgent decision and reported to Cabinet on 24<sup>th</sup> June 2025. We expect to be notified about the outcome of our bid at the start of August. If the bid is successful, we will need to begin the work to mobilise straight away in order to meet the contract start date of 1<sup>st</sup> October 2025.</p>

	The City Councils constitution (section 11.3) requires decisions of this nature to be made by Cabinet.
2.2	There is an exempt appendix (Appendix 2) 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 information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest test has been applied to the information contained within this exempt appendix and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.
3.	<b>Alternative options considered</b>
3.1	The alternative option would be to wait until the notification of award has been published by the County Council to bring this decision to cabinet. However, delaying the signing of the potential contract may have impact on when programme delivery starts. This will impact service delivery and contractual staffing arrangements related to health and behaviour programmes across the city. Given the significant time pressures, and that the schedule of future cabinet meetings do not align, this option would not be recommended.
4.	<b>Background and key issues</b>
4.1	<p><b>4.1 Background</b></p> <p>The City Council has held the current contract with the County Council for the provision of tier 1 behaviour change services (prevention and lifestyle) since 2020, and has a proven track record in the co-ordination and delivery of services which include the provision of activities such as strength and balance classes, exercise referrals and the delivery of many community level interventions in partnership with local organisations.</p> <p>The new contract transitions from the current County-wide model to a place-based delivery model. This approach merges Tier 1 and Tier 2 (structured interventions) services and includes services such as smoking cessation, alcohol reduction, weight management, NHS health checks, nutrition, physical activity, falls prevention, and community outreach. It has a focus on modifiable lifestyle behaviours that reduce life expectancy, increase health inequalities, and increase the risk of chronic diseases</p>

	<p>including cardiovascular disease (CVD), diabetes, some cancers, respiratory illnesses, and dementia, as well as negatively affecting mental wellbeing. More details on the new contract can be found in the published tender notice which is included as <i>appendix A</i>.</p> <p><b>4.2 Bid Submission Details</b></p> <p>Cambridge City Council has submitted a bid for the Cambridge City part of the new contract. It reflects our vision focused on residents enjoying a high quality of life and exemplar public services and ambition to strengthen neighbourhood-based work across the public sector, enhance local partnerships, and better connect services that support residents to lead healthier lives.</p> <p>The contract has an estimated value of £1.5m over its 5-year duration, and there is an option to extend the contract by a further 2 years subject to the agreement of both parties.</p> <p>As this is a live and competitive process, no further detail of the bid can be shared publicly at this time.</p>
<b>5.</b>	<b>Corporate plan</b>
5.1	<p><i>Explain how the decision links to the Councils Corporate Plan</i></p> <p><a href="#">Corporate plan 2022-27: our priorities for Cambridge - Cambridge City Council</a></p> <ul style="list-style-type: none"> <li>• Tackling poverty and inequality and helping people in the greatest need.</li> </ul> <p>While specific detail cannot be shared, the bid has been written to ensure that it considers how we can improve health outcomes for people who are considered to be in target priority groups, using a population management approach to identify higher levels of need. This includes, for example, people living in the most deprived areas of the City, people from certain ethnic minorities and those with mental health needs.</p> <p>It also speaks directly to the Council's Vision where:</p> <p>Residents enjoy a high quality of life and exemplar public services</p> <ul style="list-style-type: none"> <li>• Communities are thriving and empowered, supported by well-run public services, and drawing on shared prosperity with greater equality in health and educational outcomes.</li> </ul>
<b>6.</b>	<b>Consultation, engagement and communication</b>

6.1	In order to write our bid, we have engaged with local partners from sectors including health and community organisations to help ensure that we understand the opportunities and challenges within the City. If we are successful in being awarded the contract further consultation and co-design workshops will take place, however details cannot be shared publicly at this time due to the sensitive commercial nature.
7.	<b>Anticipated outcomes, benefits or impact</b>
7.1	<p>As an authority we already play a key role in delivering, coordinating, facilitating and enabling programmes related to the wider determinants of health. The council is well placed to lead this contract.</p> <p>It is anticipated that by leading this work we can:</p> <ul style="list-style-type: none"> <li>• Increase the take up of engagement with programmes including alcohol reduction, smoking cessation, weight management, falls prevention and NHS health checks.</li> <li>• Remove barriers to accessing behaviour change services, including digital, cultural and physical barriers.</li> <li>• Work with voluntary and community organisations to deliver hyperlocal, tailored interventions, particularly in areas or among groups mainstream services are not reaching.</li> <li>• Build upon the foundations of partnership-led prevention across Cambridge, integrating public health, primary care, and community partners.</li> <li>• Provide better connected services and support pathways to our most vulnerable tenants and residents.</li> </ul>
8.	<b>Implications</b>
8.1	<b>Relevant risks</b>
	Entering into a contract of this nature will inevitably expose the Council to some level of risk. There may be reputational, financial and legal risk if the Council is unable to deliver the contract to the specification required, however this has been fully considered as part of the bid submission process. Due diligence will be carried out prior to signing the contract to ensure risk is minimised as fully as possible.

	<b>Financial Implications</b>
8.2	The Council's bid has been fully costed to ensure that we are able to deliver the requirements of the contract within the financial envelop available. We don't expect there to be any financial implication to the Council. The Councils Chief Financial Officer has been made aware of the bid.
	<b>Legal Implications</b>
8.3	Colleagues from 3C Legal Services were engaged with during the bidding process to provide advice on the proposed contract, and should we be successful they will be further involved in discussions with the County Council before the contract is signed.
	<b>Equalities and socio-economic Implications</b>
8.4	To follow upon successful acceptance as the winning bidder.
	<b>Net Zero Carbon, Climate Change and Environmental implications</b>
8.5	A climate change rating tool has been completed and has determined that this proposal is expected to have a neutral impact.
	<b>Procurement Implications</b>
8.6	Procurement advice has been taken and will be considered before any contract is entered into.
	<b>Community Safety Implications</b>
8.7	Not applicable.
9.	<b>Background documents</b> Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1	None.
<b>10.</b>	<b>Appendices</b>
10.1	Appendix 1 – Published Tender Notice Appendix 2 – Briefing Note (NOT FOR PUBLICATION)
	To inspect the background papers or if you have a query on the report please contact Laura Adcock, Strategic Health and Wellbeing Lead, tel: 01223 457649, email: laura.adcock@cambridge.gov.uk

This is a published notice on the Find a Tender service: <https://www.find-tender.service.gov.uk/Notice/022281-2025>

Tender

## **Behaviour Change**

Cambridgeshire County Council

F02: Contract notice

Notice identifier: 2025/S 000-022281

Procurement identifier (OCID): ocds-h6vhtk-0515f9

Published 16 May 2025, 2:36pm

## **Section I: Contracting authority**

### **I.1) Name and addresses**

Cambridgeshire County Council

New Shire Hall Emery Crescent Enterprise Campus,

Alconbury Weald, Huntingdon

PE28 4YE

### **Contact**

Thomas Clarke

### **Email**

[Thomas.Clarke@cambridgeshire.gov.uk](mailto:Thomas.Clarke@cambridgeshire.gov.uk)

### **Country**

United Kingdom

**Region code**

UKH12 - Cambridgeshire CC

**Justification for not providing organisation identifier**

Not on any register

**Internet address(es)**

Main address

[www.cambridgeshire.gov.uk](http://www.cambridgeshire.gov.uk)

**I.3) Communication**

The procurement documents are available for unrestricted and full direct access, free of charge, at

<https://procontract.due-north.com/Procurer/Advert/View?advertId=1bc7a7a2-5715-f011-8136-005056b64545&fromAdvertEvent=True>

Additional information can be obtained from the above-mentioned address

Tenders or requests to participate must be submitted to the above-mentioned address

**I.4) Type of the contracting authority**

Regional or local authority

**I.5) Main activity**

General public services



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## **Section II: Object**

### **II.1) Scope of the procurement**

#### **II.1.1) Title**

Behaviour Change

Reference number

24008

#### **II.1.2) Main CPV code**

- 85100000 - Health services

#### **II.1.3) Type of contract**

Services

#### **II.1.4) Short description**

Cambridgeshire County Council are tendering for a Behaviour Change Service that will deliver evidenced based health improvement and behaviour change interventions, to support Cambridgeshire residents adopt healthy behaviours. It has a focus on modifiable lifestyle behaviours that reduce life expectancy, increase health inequalities, and increase the risk of chronic diseases including cardiovascular disease (CVD), diabetes, some cancers, respiratory illnesses, and dementia, as well as negatively affecting mental wellbeing.

The provision of evidence-based services is essential if the Services are to support delivery of the key high-level outcomes.

The Service will reflect the principle of proportionate universalism and will use population health management approach to identify higher levels of need.

It will address health inequities and inequalities through embedding proportionate universalism into service delivery ensuring that services are delivered at scale and intensity proportionate to the local need.

This procurement will be conducted in accordance with the Provider Selection Regime (PSR) of the Healthcare Services Regulations 2023.

#### **II.1.5) Estimated total value**

Value excluding VAT: £11,333,483

### **II.1.6) Information about lots**

This contract is divided into lots: Yes

Tenders may be submitted for all lots

## **II.2) Description**

### **II.2.1) Title**

Cambridge City

Lot No

1

### **II.2.2) Additional CPV code(s)**

- 85100000 - Health services

### **II.2.3) Place of performance**

NUTS codes

- UKH12 - Cambridgeshire CC

### **II.2.4) Description of the procurement**

The Cambridge City place based behaviour change service will provide a flexible and adaptable framework that aligns with needs, enabling a personalised and integrated approach to service delivery. The service will encompass prevention, treatment and long-term behaviour change by encouraging and enabling local people to adopt healthier lives, making more effective use of the assets and resources within Cambridgeshire City. The service model is based on the principle of universal proportionalism, ensuring that interventions are scaled according to the level of need, with targeted support for those facing the greatest challenges.

It will:

1. Provide specialist behaviour change services that address the four key health behaviours that relate but not exclusively to diet, physical activity, smoking and alcohol.

2. Provide obesity related services that address primary prevention and weight management services (Tiers 1 and 2)
3. Work collaboratively with partner organisations and communities to develop and deliver innovative interventions and services to support health related behaviour change.
4. Implement integrated service pathways based on connections rather than signposting that will decrease duplication and use resources more effectively in collaboration with system partners.
5. Deliver a falls prevention service that focuses upon early prevention of falls.
6. Ensure that the wider socio-economic needs of service users are addressed to support behaviour change
7. Working with local partners secure support for environment policy changes that will positively influence health related behaviours.
8. Provide NHS Health Checks at different community locations.

### **II.2.5) Award criteria**

Price is not the only award criterion and all criteria are stated only in the procurement documents

### **II.2.6) Estimated value**

Value excluding VAT: £1,578,728

### **II.2.7) Duration of the contract, framework agreement or dynamic purchasing system**

Duration in months

60

This contract is subject to renewal

No

### **II.2.10) Information about variants**

Variants will be accepted: No

**II.2.11) Information about options**

Options: Yes

Description of options

This is a 5 year contract, with the option to extend by up to an additional 24 months

**II.2) Description****II.2.1) Title**

East Cambridgeshire

Lot No

2

**II.2.2) Additional CPV code(s)**

- 85100000 - Health services

**II.2.3) Place of performance**

NUTS codes

- UKH12 - Cambridgeshire CC

**II.2.4) Description of the procurement**

The East Cambridgeshire place based behaviour change service will provide a flexible and adaptable framework that aligns with needs, enabling a personalised and integrated approach to service delivery. The service will encompass prevention, treatment and long-term behaviour change by encouraging and enabling local people to adopt healthier lives, making more effective use of the assets and resources within East Cambridgeshire. The service model is based on the principle of universal proportionalism, ensuring that interventions are scaled according to the level of need, with targeted support for those facing the greatest challenges.

It will:

1. Provide specialist behaviour change services that address the four key health behaviours that relate but not exclusively to diet, physical activity, smoking and alcohol.

2. Provide obesity related services that address primary prevention and weight management services (Tiers 1 and 2)
3. Work collaboratively with partner organisations and communities to develop and deliver innovative interventions and services to support health related behaviour change.
4. Implement integrated service pathways based on connections rather than signposting that will decrease duplication and use resources more effectively in collaboration with system partners.
5. Deliver a falls prevention service that focuses upon early prevention of falls.
6. Ensure that the wider socio-economic needs of service users are addressed to support behaviour change
7. Working with local partners secure support for environment policy changes that will positively influence health related behaviours.
8. Provide NHS Health Checks at different community locations.

### **II.2.5) Award criteria**

Price is not the only award criterion and all criteria are stated only in the procurement documents

### **II.2.6) Estimated value**

Value excluding VAT: £1,046,665

### **II.2.7) Duration of the contract, framework agreement or dynamic purchasing system**

Duration in months

60

This contract is subject to renewal

No

### **II.2.10) Information about variants**

Variants will be accepted: No

### **II.2.11) Information about options**

Options: Yes

Description of options

This is a 5 year contract, with the option to extend by up to an additional 24 months

## **II.2) Description**

### **II.2.1) Title**

Fenland

Lot No

3

### **II.2.2) Additional CPV code(s)**

- 85100000 - Health services

### **II.2.3) Place of performance**

NUTS codes

- UKH12 - Cambridgeshire CC

### **II.2.4) Description of the procurement**

The Fenland place based behaviour change service will provide a flexible and adaptable framework that aligns with needs, enabling a personalised and integrated approach to service delivery. The service will encompass prevention, treatment and long-term behaviour change by encouraging and enabling local people to adopt healthier lives, making more effective use of the assets and resources within Fenland. The service model is based on the principle of universal proportionalism, ensuring that interventions are scaled according to the level of need, with targeted support for those facing the greatest challenges.

It will:

1. Provide specialist behaviour change services that address the four key health behaviours that relate but not exclusively to diet, physical activity, smoking and alcohol.

2. Provide obesity related services that address primary prevention and weight management services (Tiers 1 and 2)
3. Work collaboratively with partner organisations and communities to develop and deliver innovative interventions and services to support health related behaviour change.
4. Implement integrated service pathways based on connections rather than signposting that will decrease duplication and use resources more effectively in collaboration with system partners.
5. Deliver a falls prevention service that focuses upon early prevention of falls.
6. Ensure that the wider socio-economic needs of service users are addressed to support behaviour change
7. Working with local partners secure support for environment policy changes that will positively influence health related behaviours.
8. Provide NHS Health Checks at different community locations.

### **II.2.5) Award criteria**

Price is not the only award criterion and all criteria are stated only in the procurement documents

### **II.2.6) Estimated value**

Value excluding VAT: £1,266,261.50

### **II.2.7) Duration of the contract, framework agreement or dynamic purchasing system**

Duration in months

60

This contract is subject to renewal

No

### **II.2.10) Information about variants**

Variants will be accepted: No

### **II.2.11) Information about options**

Options: Yes

Description of options

This is a 5 year contract, with the option to extend by up to an additional 24 months

## **II.2) Description**

### **II.2.1) Title**

Huntingdonshire

Lot No

4

### **II.2.2) Additional CPV code(s)**

- 85100000 - Health services

### **II.2.3) Place of performance**

NUTS codes

- UKH12 - Cambridgeshire CC

### **II.2.4) Description of the procurement**

The Huntingdonshire place based behaviour change service will provide a flexible and adaptable framework that aligns with needs, enabling a personalised and integrated approach to service delivery. The service will encompass prevention, treatment and long-term behaviour change by encouraging and enabling local people to adopt healthier lives, making more effective use of the assets and resources within Huntingdonshire. The service model is based on the principle of universal proportionalism, ensuring that interventions are scaled according to the level of need, with targeted support for those facing the greatest challenges.

It will:

1. Provide specialist behaviour change services that address the four key health behaviours that relate but not exclusively to diet, physical activity, smoking and alcohol.



2. Provide obesity related services that address primary prevention and weight management services (Tiers 1 and 2)
3. Work collaboratively with partner organisations and communities to develop and deliver innovative interventions and services to support health related behaviour change.
4. Implement integrated service pathways based on connections rather than signposting that will decrease duplication and use resources more effectively in collaboration with system partners.
5. Deliver a falls prevention service that focuses upon early prevention of falls.
6. Ensure that the wider socio-economic needs of service users are addressed to support behaviour change
7. Working with local partners secure support for environment policy changes that will positively influence health related behaviours.
8. Provide NHS Health Checks at different community locations.

### **II.2.5) Award criteria**

Price is not the only award criterion and all criteria are stated only in the procurement documents

### **II.2.6) Estimated value**

Value excluding VAT: £1,911,509

### **II.2.7) Duration of the contract, framework agreement or dynamic purchasing system**

Duration in months

60

This contract is subject to renewal

No

### **II.2.10) Information about variants**

Variants will be accepted: No

**II.2.11) Information about options**

Options: Yes

Description of options

This is a 5 year contract, with the option to extend by up to an additional 24 months

**II.2) Description****II.2.1) Title**

South Cambridgeshire

Lot No

5

**II.2.2) Additional CPV code(s)**

- 85100000 - Health services

**II.2.3) Place of performance**

NUTS codes

- UKH12 - Cambridgeshire CC

**II.2.4) Description of the procurement**

The South Cambridgeshire place based behaviour change service will provide a flexible and adaptable framework that aligns with needs, enabling a personalised and integrated approach to service delivery. The service will encompass prevention, treatment and long-term behaviour change by encouraging and enabling local people to adopt healthier lives, making more effective use of the assets and resources within South Cambridgeshire. The service model is based on the principle of universal proportionalism, ensuring that interventions are scaled according to the level of need, with targeted support for those facing the greatest challenges.

It will:

1. Provide specialist behaviour change services that address the four key health behaviours that relate but not exclusively to diet, physical activity, smoking and alcohol.

2. Provide obesity related services that address primary prevention and weight management services (Tiers 1 and 2)
3. Work collaboratively with partner organisations and communities to develop and deliver innovative interventions and services to support health related behaviour change.
4. Implement integrated service pathways based on connections rather than signposting that will decrease duplication and use resources more effectively in collaboration with system partners.
5. Deliver a falls prevention service that focuses upon early prevention of falls.
6. Ensure that the wider socio-economic needs of service users are addressed to support behaviour change
7. Working with local partners secure support for environment policy changes that will positively influence health related behaviours.
8. Provide NHS Health Checks at different community locations.

### **II.2.5) Award criteria**

Price is not the only award criterion and all criteria are stated only in the procurement documents

### **II.2.6) Estimated value**

Value excluding VAT: £2,049,879

### **II.2.7) Duration of the contract, framework agreement or dynamic purchasing system**

Duration in months

60

This contract is subject to renewal

No

### **II.2.10) Information about variants**

Variants will be accepted: No

### **II.2.11) Information about options**

Options: Yes

Description of options

This is a 5 year contract, with the option to extend by up to an additional 24 months

## **II.2) Description**

### **II.2.1) Title**

Centralised Support Function

Lot No

6

### **II.2.2) Additional CPV code(s)**

- 85100000 - Health services

### **II.2.3) Place of performance**

NUTS codes

- UKH12 - Cambridgeshire CC

### **II.2.4) Description of the procurement**

The Centralised Support Function will be delivered as a Cambridgeshire wide model .

It will:

1. Provide an effective Single Point of Contact (SPOC) for residents from all places to access their local services.
2. Provide a digital self-management service for residents from all places.
3. Coordinate communications across the different place based services and support local and national campaigns.
4. Provide behaviour change training programme to support the place based services.

5. Provide Community Intensive Weight Management Services to enable residents to achieve a healthy weight.

### **II.2.5) Award criteria**

Price is not the only award criterion and all criteria are stated only in the procurement documents

### **II.2.6) Estimated value**

Value excluding VAT: £3,822,087

### **II.2.7) Duration of the contract, framework agreement or dynamic purchasing system**

Duration in months

60

This contract is subject to renewal

No

### **II.2.10) Information about variants**

Variants will be accepted: No

### **II.2.11) Information about options**

Options: Yes

Description of options

This is a 5 year contract, with the option to extend by up to an additional 24 months

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## **Section IV. Procedure**

### **IV.1) Description**

#### **IV.1.1) Type of procedure**

Open procedure

#### **IV.1.8) Information about the Government Procurement Agreement (GPA)**

The procurement is covered by the Government Procurement Agreement: Yes

### **IV.2) Administrative information**

#### **IV.2.2) Time limit for receipt of tenders or requests to participate**

Date

16 June 2025

Local time

12:00pm

#### **IV.2.4) Languages in which tenders or requests to participate may be submitted**

English

#### **IV.2.6) Minimum time frame during which the tenderer must maintain the tender**

Duration in months: 6 (from the date stated for receipt of tender)

#### **IV.2.7) Conditions for opening of tenders**

Date

16 June 2025

Local time

12:15pm

---

## Section VI. Complementary information

### VI.1) Information about recurrence

This is a recurrent procurement: Yes

### VI.3) Additional information

This is a Provider Selection Regime (PSR) Contract Notice. The awarding of this contract is subject to the Health Care Services (Provider Selection Regime) Regulations 2023. For the avoidance of doubt, the provisions of the Public Contracts Regulations 2015 do not apply to this award.

The documentation is available via the ProContract link within this advert.

### VI.4) Procedures for review

#### VI.4.1) Review body

Cambridgeshire County Council

New Shire Hall, Emery Crescent, Alconbury Weald

Huntingdon

PE28 4YE

Email

[thomas.clarke@Cambridgeshire.gov.uk](mailto:thomas.clarke@Cambridgeshire.gov.uk)

Country

United Kingdom

Internet address

[www.cambridgeshire.gov.uk](http://www.cambridgeshire.gov.uk)

#### VI.4.3) Review procedure

Precise information on deadline(s) for review procedures

Precise information on deadline(s) for review procedures This is a Provider Selection Regime (PSR) Contract Notice. The awarding of this contract is subject to the Health Care Services (Provider Selection Regime) Regulations 2023. For the avoidance of doubt, the provisions of the Public Contracts Regulations 2015 do not apply to this award.

The standstill period will begin on the day after the notice of intention to award is published on Find-a-Tender Service. Any representations to the process must be received before midnight on the eighth working day after that day.

Representations must be sent to the Authority in writing via ProContract's messaging function with reasons why the provider believes that the Authority has failed to apply the PSR correctly.

The provider must be able to set out reasonable grounds to support its belief. If any representations are received by the Authority during the standstill period, then it will remain open until the authority considers the representations and relevant information before making a further decision and submitting its formal response.

If the bidder wishes to continue with its representation after the Authority's formal response, then they will need to contact The Independent Patient Choice and Procurement Panel detailed below.

The Independent Patient Choice and Procurement panel will be responsible for reviewing representations in relation to the Provider Selection Regime (PSR). To use the Independent Patient Choice and Procurement Panel, bidders should read the terms on the NHS England website and email: [england.procurementpanelinfo@nhs.net](mailto:england.procurementpanelinfo@nhs.net)



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## REPORT TITLE: 2024/25 OUTTURN REPORT

### To:

Cabinet

15 July 2025

### Report by:

Jody Etherington, Chief Finance Officer

Tel: 01223 458130 Email: jody.etherington@cambridge.gov.uk

### Wards affected:

All

Director Approval: Chief Finance Officer Jody Etherington confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to the Cabinet for decision.

1.	Recommendations
1.1	<p>It is recommended that the Cabinet:</p> <ol style="list-style-type: none"> <li>1. Note this 2024/25 outturn report, including the final net underspend on the General Fund of £3.762 million which will be transferred to the Civic Quarter reserve as agreed by full council in February 2025.</li> <li>2. Recommend to full council:- <ol style="list-style-type: none"> <li>a. the approval of the carry forward of General Fund capital budgets totalling £55.172 million as set out in detail at Appendix A(iv), together with the carry forward of £2.145 million of associated General Fund revenue funding.</li> <li>b. the approval of the carry forward of £280,000 of Housing Revenue Account revenue budget allocated for transformation purposes (see paragraph 5.8).</li> <li>c. the approval of the carry forward of Housing Revenue Account capital budgets totalling £50.941 million as set out in detail at Appendix B(iv).</li> </ol> </li> </ol>

<b>2.</b>	<b>Purpose and reason for the report</b>
2.1	This report explains the final outturn position for the General Fund and Housing Revenue Account (HRA) for the 2024/25 financial year. Following consideration by Cabinet, it will be received by full council. This represents best practice in financial management, and supports full council in discharging its statutory and constitutional responsibilities in respect of financial sustainability and monitoring compliance with the budgetary framework.
2.2	Under the council's financial regulations, budget carry forwards in excess of £50,000 require approval by full council.
<b>3.</b>	<b>Alternative options considered</b>
3.1	A decision not to approve the carry forward of transformation funding in the HRA would increase the risk that the service is unable to respond to the ever-changing statutory landscape in respect of social housing, and/or any recommendations made by the Regulator of Social Housing following their forthcoming inspection. This could have a detrimental impact upon council tenants.
3.2	A decision not to approve capital carry forwards (and associated revenue resources to finance lead) would lead to the relevant capital projects needed to be halted or curtailed. The impact of this on council services would vary project by project. The list of projects affected is set out in full at Appendix D.
<b>4.</b>	<b>General Fund</b>
4.1	<p><b>General Fund Revenue Outturn</b></p> <p>The net outturn position on the General Fund, after proposed carry forwards, is an underspend of <b>£3.762 million</b>, as follows:-</p>

	<table> <tr> <th><b>General Fund Revenue Outturn</b></th><th><b>2024/25</b></th></tr> <tr> <td></td><td><b>£m</b></td></tr> <tr> <td><b>General Fund services – original budget</b></td><td><b>27.558</b></td></tr> <tr> <td>Prior year carry forwards approved</td><td>0.440</td></tr> <tr> <td>Other approved in-year budget adjustments</td><td>(0.654)</td></tr> <tr> <td><b>General Fund services – final budget</b></td><td><b>27.344</b></td></tr> <tr> <td>General Fund services – final outturn</td><td>24.847</td></tr> <tr> <td>Carry forward requests</td><td>0.077</td></tr> <tr> <td><b>Net underspend on General Fund services</b></td><td><b>(2.420)</b></td></tr> <tr> <td>Net overspend on non-service expenditure and funding</td><td>0.053</td></tr> <tr> <td>Funding from Transformation &amp; Reinvestment Fund for one-off restructuring costs</td><td>(1.395)</td></tr> <tr> <td><b>Total net underspend against General Fund reserve</b></td><td><b>(3.762)</b></td></tr> </table>	<b>General Fund Revenue Outturn</b>	<b>2024/25</b>		<b>£m</b>	<b>General Fund services – original budget</b>	<b>27.558</b>	Prior year carry forwards approved	0.440	Other approved in-year budget adjustments	(0.654)	<b>General Fund services – final budget</b>	<b>27.344</b>	General Fund services – final outturn	24.847	Carry forward requests	0.077	<b>Net underspend on General Fund services</b>	<b>(2.420)</b>	Net overspend on non-service expenditure and funding	0.053	Funding from Transformation & Reinvestment Fund for one-off restructuring costs	(1.395)	<b>Total net underspend against General Fund reserve</b>	<b>(3.762)</b>
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4.2	<p><b>General Fund Services</b></p> <p>The net underspend on services of £2.420 million can be further broken down as follows:-</p> <table> <tr> <th><b>General Fund Services Underspend</b></th><th><b>2024/25</b></th></tr> <tr> <td></td><td><b>£m</b></td></tr> <tr> <td>Exceptional item – overachievement of investment income</td><td>(2.901)</td></tr> <tr> <td>Exceptional item – one-off transformation costs to be funded from Transformation &amp; Reinvestment Fund</td><td>1.395</td></tr> <tr> <td>Net underspend on other General Fund services</td><td>(0.914)</td></tr> <tr> <td><b>Total net underspend on General Fund services</b></td><td><b>(2.420)</b></td></tr> </table>	<b>General Fund Services Underspend</b>	<b>2024/25</b>		<b>£m</b>	Exceptional item – overachievement of investment income	(2.901)	Exceptional item – one-off transformation costs to be funded from Transformation & Reinvestment Fund	1.395	Net underspend on other General Fund services	(0.914)	<b>Total net underspend on General Fund services</b>	<b>(2.420)</b>												
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4.3	Investment income was £2.901 million higher than budget due to persistent high interest rates, and higher than anticipated cash balances available to invest during the year following capital slippage.																								
4.4	One-off transformation costs of £1.395 million associated with the council's Group Redesign Programme, and subsequent restructuring, will be funded from the Transformation & Reinvestment Fund as provided for in the 2025/26 Budget Setting Report. Further details are set out at paragraph 4.12 below.																								

4.5	<p>Excluding these one-off amounts, the total net underspend on day-to-day General Fund services is therefore £914k. This includes the following significant variances on individual services:-</p> <p><u>Net overspends</u></p> <ul style="list-style-type: none"> <li>• <b>Streets and open spaces (£419k across all portfolios, excluding the impact of one-off restructuring costs)</b> – made up of a number of smaller factors, including loss of income from the distribution service (where bookings are currently not being accepted), an overspend on vehicle repairs and maintenance, an overspend on the cleaning contract following recontracting, and a reclassification of grant income from revenue to capital.</li> <li>• <b>Waste and recycling (£396k)</b> – as a result of the new Materials Recovery Facilities contract.</li> <li>• <b>Garage services (£358k)</b> – due to underachievement of income from external customers and an overspend on parts, agency costs and other running costs.</li> <li>• <b>Insurance (£351k)</b> – due to the excess payable in respect of two large fires and five liability claims in the year, the procurement of events insurance, and increased premiums following a review of property coverage.</li> <li>• <b>Bereavement services (£262k before transfers from earmarked reserves)</b> – due mainly to a fall in cremation income following the opening of other crematoria locally.</li> </ul> <p><u>Net underspends</u></p> <ul style="list-style-type: none"> <li>• <b>Parking services (£876k)</b> – as a result mainly of increased usage and revenue, with some savings in utility and salary costs.</li> <li>• <b>IT (£685k)</b> – due to new cost-sharing arrangements, effective procurement, discontinued projects, retired systems, and some budgetary slack (which has been addressed in setting the budget for 2025/26).</li> <li>• <b>Shared planning service (£609k)</b> – due to additional fee income from major site applications, more streamlined workflows following transformation, and government grant received.</li> <li>• <b>Administrative buildings (£358k)</b> – due in large part to lower than anticipated utility costs – budgets have been adjusted for 2025/26 where necessary.</li> </ul>
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4.6	A more detailed breakdown of outturn by service grouping is provided at Appendix A, whilst Appendix B contains commentary on all individual cost centre variances greater than £50,000.																																								
4.7	Given the council's current financial position and continuing need to deliver savings over the medium-term, carry forward of service revenue budgets has not generally been permitted this year. Exceptions have been made in two cases where there is a specific budget allocation to a revenue project and it has not been possible to spend the allocated amounts in 2024/25 due to project slippage. The total amount to be carried forward is £77k. Since each carry forward is individually below £50k, these have been approved by the Chief Finance Officer in line with his delegated authority. They are summarised at Appendix C for information only.																																								
4.8	<p><b>Non-service Expenditure and Funding</b></p> <p>Non-service expenditure and funding is summarised in the table below:-</p> <table><tr><th></th><th>Final Budget  £m</th><th>Final Outturn  £m</th><th>Carry Forward Requests  £m</th><th>Net (Under)/ overspend  £m</th></tr><tr><td>Capital accounting adjustments</td><td>(5.737)</td><td>(6.380)</td><td>-</td><td>(0.643)</td></tr><tr><td>Capital expenditure financed from revenue</td><td>2.803</td><td>0.416</td><td>2.145</td><td>(0.242)</td></tr><tr><td>Collection fund deficits</td><td>1.114</td><td>1.114</td><td>-</td><td>-</td></tr><tr><td>Business rates and core government grants</td><td>(15.574)</td><td>(14.528)</td><td>-</td><td>1.046</td></tr><tr><td>Council tax</td><td>(10.253)</td><td>(10.253)</td><td>-</td><td>-</td></tr><tr><td>Net transfers to earmarked reserves</td><td>23.112</td><td>23.004</td><td>-</td><td>(0.108)</td></tr><tr><td><b>Total non-service expenditure and funding</b></td><td><b>(4.535)</b></td><td><b>(6.627)</b></td><td><b>2.145</b></td><td><b>0.053</b></td></tr></table>		Final Budget  £m	Final Outturn  £m	Carry Forward Requests  £m	Net (Under)/ overspend  £m	Capital accounting adjustments	(5.737)	(6.380)	-	(0.643)	Capital expenditure financed from revenue	2.803	0.416	2.145	(0.242)	Collection fund deficits	1.114	1.114	-	-	Business rates and core government grants	(15.574)	(14.528)	-	1.046	Council tax	(10.253)	(10.253)	-	-	Net transfers to earmarked reserves	23.112	23.004	-	(0.108)	<b>Total non-service expenditure and funding</b>	<b>(4.535)</b>	<b>(6.627)</b>	<b>2.145</b>	<b>0.053</b>
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4.9	Capital accounting adjustments include £448k of additional interest income from internal lending to the HRA, in support of the housing capital programme.																																								
4.10	There is an in-year underspend of £2.387 million in relation to capital expenditure																																								

	<p>financed by revenue. This is primarily caused by capital slippage (including £1.482 million in relation to the WREN solar project at Waterbeach), and it is proposed to carry forward £2.145 million to allow completion of the relevant approved capital projects in future years, subject to approval by full council.</p>
4.11	<p>The net underachievement of business rates and core government grants income of £1.046 million has arisen largely as a result of a significant number of business rate appeals being settled in year, following the deadline for submitting appeals in respect of the 2017 rating list. Some of these appeals resulted in backdated refunds having to be made going back a number of years. The current business rate retention and levy system means that the council effectively bears 20% of the cost of such refunds.</p>
4.12	<p><b>Restructuring Costs</b></p> <p>The 2025/26 Budget Setting Report approved by full council in February 2025 contained provision for the creation of a £3.149 million Transformation &amp; Reinvestment Fund (TRF) during 2025/26, to be used first and foremost to fund any one-off restructuring costs incurred during and following the recent group redesign programme. It was anticipated at the time that the majority of such costs would arise in 2025/26.</p>
4.13	<p>Accounting standards require that restructuring costs are recognised when the council has a legal or constructive obligation to proceed, rather than when amounts are paid. As the implementation paper for the group redesign programme was published in February 2025, it has therefore been necessary to include costs of £1.395 million in the General Fund in 2024/25, even though most of this will not actually be paid out until the following year.</p>
4.14	<p>Since the TRF has only been set up in 2025/26, it is necessary to 'bring forward' funding from 2025/26 to fund the 2024/25 costs. This will be achieved by funding the 2024/25 costs from the General Fund in the first instance, but then reducing the planned contribution from the General Fund to the TRF in 2025/26 by an equivalent amount (from £3.149 million to £1.754 million).</p>



4.15

### General Fund Reserves

The 2025/26 Budget Setting Report, approved by full council in February 2025, included a proposal to transfer any net General Fund underspend this year to the Civic Quarter reserve. As set out at paragraph 4.1, the total amount to be transferred is now confirmed at £3.762 million. As such, the in-year underspend will not impact upon the unallocated General Fund reserves.

4.16

The table below sets out the General Fund reserve balance as at 31 March 2025, and the updated forecast for the next year:-

General Fund Reserve	2024/25 Actual £m	2025/26 Forecast £m
<b>Brought forward balance at 1 April</b>	<b>40.844</b>	<b>18.863</b>
Planned use of reserves:-		
- Transfer to Civic Quarter Development Reserve	(20.000)	-
- Transfer to Our Cambridge Fund (approved MTFS November 2023)	(0.974)	-
- Transfer to Climate Change Fund	(0.750)	-
- Transfer to Governance Review Reserve	(0.150)	-
- Transfer to Greater Cambridge Impact Fund Reserve	-	(0.800)
- Transfer to Transformation & Reinvestment Fund	-	(3.149)
- Planned use of reserve to fund one-off Folk Festival proposal	-	(0.075)
- Planned use of reserve to balance budget in-year	(4.747)	(1.567)
Business rates growth – indicative growth element (at risk)	3.813	9.515
Impact of revenue budgets carried forward to 2025/26	2.222	(2.222)
Temporary use of General Fund to cover 2024/25 restructuring costs (to be repaid from Transformation & Reinvestment Fund in 2025/26)	(1.395)	1.395
<b>Carried forward balance at 31 March</b>	<b>18.863</b>	<b>21.960</b>

4.17

The prudent minimum balance for the General Fund is set at £6.541 million, with a target level of £7.849 million. The above table demonstrates that, even were no business rates growth to be achieved in 2025/26, reserve balances would remain comfortably above the target level.

4.18	<p><b>General Fund Capital Outturn</b></p> <p>The final outturn on General Fund capital projects is as follows:-</p> <table border="1"> <thead> <tr> <th data-bbox="231 412 1310 504">General Fund Capital Outturn</th><th data-bbox="1310 412 1481 504">2024/25 £m</th></tr> </thead> <tbody> <tr> <td data-bbox="231 504 1310 544"><b>General Fund capital expenditure – original budget</b></td><td data-bbox="1310 504 1481 544"><b>86.355</b></td></tr> <tr> <td data-bbox="231 544 1310 584">Prior year carry forwards approved</td><td data-bbox="1310 544 1481 584">19.855</td></tr> <tr> <td data-bbox="231 584 1310 624">Other approved in-year budget adjustments</td><td data-bbox="1310 584 1481 624">6.234</td></tr> <tr> <td data-bbox="231 624 1310 665"><b>General Fund capital expenditure – final budget</b></td><td data-bbox="1310 624 1481 665"><b>112.444</b></td></tr> <tr> <td data-bbox="231 665 1310 705">General Fund capital expenditure – final outturn</td><td data-bbox="1310 665 1481 705">57.931</td></tr> <tr> <td data-bbox="231 705 1310 745">Carry forward requests</td><td data-bbox="1310 705 1481 745">55.172</td></tr> <tr> <td data-bbox="231 745 1310 786"><b>Net overspend on General Fund capital expenditure</b></td><td data-bbox="1310 745 1481 786"><b>0.659</b></td></tr> </tbody> </table>	General Fund Capital Outturn	2024/25 £m	<b>General Fund capital expenditure – original budget</b>	<b>86.355</b>	Prior year carry forwards approved	19.855	Other approved in-year budget adjustments	6.234	<b>General Fund capital expenditure – final budget</b>	<b>112.444</b>	General Fund capital expenditure – final outturn	57.931	Carry forward requests	55.172	<b>Net overspend on General Fund capital expenditure</b>	<b>0.659</b>
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4.19	The net overspend of £659k includes equity loans of £463k to the Cambridge Investment Partnership for preliminary works at Fanshawe Road and ATS/Murketts, following the approval of both schemes. This loan will be repaid from profits of the completed schemes.																
4.20	A detailed breakdown of significant variances and carry forward requests against individual capital projects is provided at Appendix D. General Fund capital carry forward requests of £55.172 million have been brought forward for approval by full council.																
5.	<b>Housing Revenue Account (HRA)</b>																
5.1	<p><b>HRA Revenue Outturn</b></p> <p>The revenue outturn on the HRA is summarised as follows:-</p>																

	<table><tr><th>HRA Revenue Outturn</th><th>2024/25</th></tr><tr><td></td><th>£m</th></tr><tr><td>Net operating surplus – original budget</td><td>(20.343)</td></tr><tr><td>Prior year carry forwards approved</td><td>0.563</td></tr><tr><td>Other approved in-year budget adjustments</td><td>(0.649)</td></tr><tr><td>Net operating surplus – final budget</td><td>(20.429)</td></tr><tr><td>Net operating surplus – final outturn</td><td>(18.363)</td></tr><tr><td>Carry forward requests</td><td>0.280</td></tr><tr><td>Net overspend on HRA operating activities</td><td>2.346</td></tr><tr><td>Underspend on interest payable</td><td>(1.345)</td></tr><tr><td>Additional transfer to earmarked reserves (tenant satisfaction grant)</td><td>0.036</td></tr><tr><td>Net HRA overspend before capital financing</td><td>1.037</td></tr><tr><td>Reduction in revenue financing of capital expenditure to accommodate overspend</td><td>(0.924)</td></tr><tr><td>Net overspend on HRA reserve</td><td>0.114</td></tr></table>	HRA Revenue Outturn	2024/25		£m	Net operating surplus – original budget	(20.343)	Prior year carry forwards approved	0.563	Other approved in-year budget adjustments	(0.649)	Net operating surplus – final budget	(20.429)	Net operating surplus – final outturn	(18.363)	Carry forward requests	0.280	Net overspend on HRA operating activities	2.346	Underspend on interest payable	(1.345)	Additional transfer to earmarked reserves (tenant satisfaction grant)	0.036	Net HRA overspend before capital financing	1.037	Reduction in revenue financing of capital expenditure to accommodate overspend	(0.924)	Net overspend on HRA reserve	0.114												
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5.2	<p>The HRA is a ringfenced fund and must be self-financing by statute. The HRA Business Plan relies upon generating an operating surplus from day-to-day operations, which is then used to cover the borrowing costs associated with historic capital expenditure, and to contribute towards future capital expenditure, either on existing stock or the delivery of new homes.</p>																																								
5.3	<p>In 2024/25, the operating surplus achieved was £18.363 million against a budget of £20.429 million, i.e. a net overspend of <b>£2.346 million</b>. This is broken down further in the following table:</p> <table><tr><th></th><th>Final Budget £m</th><th>Final Outturn £m</th><th>Carry Forward Requests £m</th><th>Net (Under)/ overspend £m</th></tr><tr><td>Operating income</td><td></td><td></td><td></td><td></td></tr><tr><td>- Rents</td><td>(51.982)</td><td>(52.013)</td><td>-</td><td>(0.031)</td></tr><tr><td>- Service charges</td><td>(3.390)</td><td>(4.018)</td><td>-</td><td>(0.628)</td></tr><tr><td>- Other</td><td>(0.913)</td><td>(0.841)</td><td>-</td><td>0.072</td></tr><tr><td>Operating expenditure</td><td>36.918</td><td>39.467</td><td>0.280</td><td>2.829</td></tr><tr><td>Interest receivable</td><td>(1.062)</td><td>(0.958)</td><td>-</td><td>0.104</td></tr><tr><td>Net operating surplus</td><td>(20.429)</td><td>(18.363)</td><td>0.280</td><td>2.346</td></tr></table>		Final Budget £m	Final Outturn £m	Carry Forward Requests £m	Net (Under)/ overspend £m	Operating income					- Rents	(51.982)	(52.013)	-	(0.031)	- Service charges	(3.390)	(4.018)	-	(0.628)	- Other	(0.913)	(0.841)	-	0.072	Operating expenditure	36.918	39.467	0.280	2.829	Interest receivable	(1.062)	(0.958)	-	0.104	Net operating surplus	(20.429)	(18.363)	0.280	2.346
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5.4	<p>The overachievement of service charge income of £628k includes £518k charged to leaseholders in respect of 2023/24. The council is required to set service charges to leaseholders in advance based upon its best estimate of costs, but after year-end must then compare the amounts charged to the actual costs incurred and either collect any underpayment or refund any overpayment. For 2023/24, actual costs incurred were significantly higher than initially estimated, resulting in extra income being invoiced in 2024/25.</p>
5.5	<p>The overspend of £2.829 million on operating expenditure includes the following significant items:-</p> <p><u>Net overspends</u></p> <ul style="list-style-type: none"> <li>• <b>Day to day repairs (£1.566 million)</b> – due to an increase in legal disrepair claims received, remedial work required in respect of DCM (Damp, Condensation and Mould) in preparation for legislative changes in October 2025, and increases in labour and materials costs.</li> <li>• <b>Asset management (£771k)</b> – includes £582k unbudgeted spend on the use of waking watch at multiple sites this year where fire risks have been identified.</li> <li>• <b>Voids (£465k)</b> – due to an unexpected influx of void properties and an increase in labour and materials costs.</li> <li>• <b>Client and third party repairs (£426k)</b> – includes costs relating to the Kingsway and Sackville fires.</li> <li>• <b>Citywide schemes (£252k)</b> – due largely to additional electrical repairs arising from the electrical testing programme.</li> </ul> <p><u>Net underspend</u></p> <ul style="list-style-type: none"> <li>• <b>Corporate recharges (£585k)</b> – representing the HRA share of underspends on council corporate services.</li> </ul>
5.6	<p>The overspend on HRA operating expenditure has been counteracted to some extent by</p>

	<p>an underspend of £1.345 million on interest payable by the HRA. This is due to significant capital slippage which has reduced the extent to which the HRA has had to internally borrow (from the General Fund) during the year to fund capital expenditure. The 2024/25 Budget Setting Report assumed £62.1 million of borrowing to finance capital expenditure during the year, but the final actual figure required was only £15.3 million. Nevertheless, it is still anticipated that this borrowing will be required in the future, therefore interest costs will continue to rise.</p>
5.7	<p>Taking all of the above into account, there is a net overspend on the HRA before capital financing of £1.037 million. There is insufficient headroom within the HRA reserve to absorb such an overspend and remain above the target balance set out in the 2025/26 Budget Setting Report. As such, it has been necessary to reduce the level of revenue resources applied to finance capital expenditure in year by £923k. Since the capital expenditure still needs to be financed, this has the effect of increasing the level of borrowing required – this amount is included in the total new borrowing of £15.3 million referenced above. Ultimately, this means higher interest costs for the HRA in the future.</p>
5.8	<p>There is one carry forward proposed within HRA revenue budgets, which is an underspend of £280k on transformation activity. Some of the HRA-specific activity has been delayed due to a corporate focus on the group redesign programme – but now this has been implemented there is significant work to be done, including a review of how the council uses its main HRA IT system, and a review of the approach to asset compliance and strategic asset management which will cover both General Fund and HRA assets.</p>
5.9	<p><b>HRA Reserve</b></p> <p>The table below sets out the HRA reserve balance as at 31 March 2025, and the updated forecast for the next year:-</p>

	<table><tr><th>Housing Revenue Account Reserve</th><th>2024/25</th><th>2025/26</th></tr><tr><td></td><th>Actual</th><th>Forecast</th></tr><tr><td></td><th>£m</th><th>£m</th></tr><tr><td>Brought forward balance at 1 April</td><td>7.566</td><td>7.559</td></tr><tr><td>Planned use of reserves</td><td>(0.172)</td><td>1.012</td></tr><tr><td>Net overspend against HRA reserve after carry forwards</td><td>(0.114)</td><td>-</td></tr><tr><td>Temporary impact on reserves of carry forwards (delayed spend)</td><td>0.280</td><td>(0.280)</td></tr><tr><td>Carried forward balance at 31 March</td><td>7.560</td><td>8.291</td></tr></table>	Housing Revenue Account Reserve	2024/25	2025/26		Actual	Forecast		£m	£m	Brought forward balance at 1 April	7.566	7.559	Planned use of reserves	(0.172)	1.012	Net overspend against HRA reserve after carry forwards	(0.114)	-	Temporary impact on reserves of carry forwards (delayed spend)	0.280	(0.280)	Carried forward balance at 31 March	7.560	8.291
Housing Revenue Account Reserve	2024/25	2025/26																							
	Actual	Forecast																							
	£m	£m																							
Brought forward balance at 1 April	7.566	7.559																							
Planned use of reserves	(0.172)	1.012																							
Net overspend against HRA reserve after carry forwards	(0.114)	-																							
Temporary impact on reserves of carry forwards (delayed spend)	0.280	(0.280)																							
Carried forward balance at 31 March	7.560	8.291																							
5.10	The 2025/26 Budget Setting Report set a prudent minimum balance for HRA reserves of £6.161 million, with a target level of £7.393 million. The above table demonstrates that we are forecasting to remain above the target level of reserves, albeit we have had to achieve this in 2024/25 by increasing the level of borrowing to fund capital expenditure, as set out at paragraph 5.7 above.																								
5.11	A more detailed review of the long-term financial sustainability of the HRA, including consideration of the capacity to undertake further borrowing to fund capital expenditure in the future, will be carried out over the summer.																								
5.12	<p><b>HRA Capital Outturn</b></p> <p>The final outturn on HRA capital projects is as follows:-</p> <table><tr><th>Housing Revenue Account Capital Outturn</th><th>2024/25</th></tr><tr><td></td><th>£m</th></tr><tr><td>Housing Revenue Account capital expenditure – original budget</td><td>96.339</td></tr><tr><td>Prior year carry forwards approved</td><td>11.481</td></tr><tr><td>Other approved in-year budget adjustments</td><td>(0.072)</td></tr><tr><td>Housing Revenue Account capital expenditure – final budget</td><td>107.748</td></tr><tr><td>Housing Revenue Account capital expenditure – final outturn</td><td>57.178</td></tr><tr><td>Carry forward requests</td><td>50.941</td></tr><tr><td>Net overspend on Housing Revenue Account capital expenditure</td><td>0.371</td></tr></table>	Housing Revenue Account Capital Outturn	2024/25		£m	Housing Revenue Account capital expenditure – original budget	96.339	Prior year carry forwards approved	11.481	Other approved in-year budget adjustments	(0.072)	Housing Revenue Account capital expenditure – final budget	107.748	Housing Revenue Account capital expenditure – final outturn	57.178	Carry forward requests	50.941	Net overspend on Housing Revenue Account capital expenditure	0.371						
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Housing Revenue Account capital expenditure – final outturn	57.178																								
Carry forward requests	50.941																								
Net overspend on Housing Revenue Account capital expenditure	0.371																								
5.13	The net overspend of £371k includes the following significant variances:-																								

	<ul style="list-style-type: none"> <li>• An overspend of £694k on fire prevention and fire safety works due to essential work arising from fire risk assessments.</li> <li>• An overspend of £551k on urgent communal ceiling replacements required for health and safety reasons.</li> <li>• An underspend of £571k against the HHSRS (Housing Health and Safety Rating System) budget, as a result of a decision to apply this budget to the urgent communal ceiling replacements above.</li> <li>• An underspend of £314k on communal doors and glazing as a result of a decision to apply this budget towards the urgent fire safety works above.</li> </ul>
5.14	A detailed breakdown of significant variances and carry forwards against individual capital projects is provided at Appendix D. HRA capital carry forward requests of £50.941 million have been brought forward for approval by full council.
<b>6.</b>	<b>Corporate plan</b>
6.1	<p>The council's budget framework supports all aspects of the Corporate Plan. Budgets requested for carry forward have already been approved by full council in 2024/25 or an earlier year, and approval of carry forwards will allow for delivery of the priorities these budgets were assigned to support.</p> <p><a href="#">Corporate plan 2022-27: our priorities for Cambridge - Cambridge City Council</a></p>
<b>7.</b>	<b>Consultation, engagement and communication</b>
7.1	The 2024/25 budget-setting process was subject to full public consultation in line with the council's Code of Best Practice on Consultation and Community Engagement.
<b>8.</b>	<b>Anticipated outcomes, benefits or impact</b>
8.1	Approval of budget carry forwards will allow delivery of the associated corporate carry forwards.

<b>9.</b>	<b>Implications</b>
9.1	<p><b>Relevant risks</b></p> <p>Where capital budgets are carried forward due to project slippage, this increases the risk of overall overspend due to extended project timelines and the impact of inflation where procurement is delayed. This risk will need to be managed by the relevant project manager in line with the council's usual Financial Regulations.</p>
9.2	<p><b>Financial Implications</b></p> <p>The financial implications of the requested carry forwards have already been taken into account within future reserve projections, for example those used to inform the proposed savings targets for budget setting in 2026/27 and beyond. Since budget has already been assigned, there is no further implication from approving carry forwards (apart from the increased risk of overspend identified above).</p>
9.3	<p><b>Legal Implications</b></p> <p>None identified.</p>
9.4	<p><b>Equalities and socio-economic Implications</b></p> <p>The equalities and socio-economic implications of individual budget proposals will have been considered at the time of budget setting in line with the relevant council policy and statutory requirements. This includes the preparation of an Equalities Impact Assessment for each year's budget as a whole, and further assessments for individual proposals where the impact is likely to be significant.</p>
9.5	<p><b>Net Zero Carbon, Climate Change and Environmental implications</b></p> <p>The net zero, climate change and environmental implications of individual budget proposals will have been considered at the time of budget setting in line with the relevant</p>



	council policy and statutory requirements. This includes the assignment of a climate change rating to each individual proposal.
9.6	<b>Procurement Implications</b>  None identified.
9.7	<b>Community Safety Implications</b>  None identified.
10.	<b>Background documents</b> Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985
10.1	Budget Setting Report (General Fund) 2024/25 to 2028/29 HRA Budget Setting Report (BSR) 2024/25
11.	<b>Appendices</b>
11.1	Appendix A(i) – General Fund Revenue Outturn 2024/25 Appendix A(ii) – General Fund Major Service Variances 2024/25 Appendix A(iii) – General Fund Revenue Carry Forwards Appendix A(iv) – General Fund Capital Outturn 2024/25 Appendix B(i) – Housing Revenue Account Outturn 2024/25 Appendix B(ii) – Housing Revenue Account Major Operating Variances 2024/25 Appendix B(iii) – Housing Revenue Account Carry Forwards Appendix B(iv) – Housing Revenue Account Capital Outturn 2024/25
	To inspect the background papers or if you have a query on the report please contact Jody Etherington, Chief Finance Officer, tel: 01223 458130, email: <a href="mailto:jody.etherington@cambridge.gov.uk">jody.etherington@cambridge.gov.uk</a> .

# General Fund Revenue Outturn 2024/25

# Appendix A(i)

Portfolio / Service Grouping	Final Budget 2024/25	Final Outturn 2024/25	Variance 2024/25	Carry Forward	Adjusted Variance 2024/25
	£'000	£'000	£'000	£'000	£'000
<b>Climate Action and Environment</b>					
Environmental Health	1,636	1,595	(41)	0	(41)
Garage Services	(7)	351	358	0	358
Markets & Street Trading	(518)	(473)	45	0	45
Streets and Open Spaces	3,493	3,803	310	0	310
Waste & Recycling	3,079	3,475	396	0	396
<b>Total Climate Action and Environment</b>	<b>7,683</b>	<b>8,751</b>	<b>1,068</b>	<b>0</b>	<b>1,068</b>
<b>Communities</b>					
Management Costs	485	512	27	0	27
Community Centres	1,201	1,094	(107)	30	(77)
Community Development	898	985	87	0	87
Community Safety	(1)	(1)	0	0	0
Culture & Community	1,259	1,064	(195)	0	(195)
Sport & Recreation	2,845	2,937	92	0	92
<b>Total Communities</b>	<b>6,687</b>	<b>6,591</b>	<b>(96)</b>	<b>30</b>	<b>(66)</b>
<b>Community Wealth Building and Community Safety</b>					
Community Safety	1,013	912	(101)	0	(101)
Voluntary Sector	152	170	18	0	18
Central Services	16	9	(7)	0	(7)
<b>Total Community Wealth Building and Community Safety</b>	<b>1,181</b>	<b>1,091</b>	<b>(90)</b>	<b>0</b>	<b>(90)</b>
<b>Finance, Resources and Transformation</b>					
Admin Buildings	2,529	2,171	(358)	0	(358)
Central Services	5,734	5,346	(388)	0	(388)
Management Costs	320	327	7	0	7
Finance General	(2,495)	(5,572)	(3,077)	0	(3,077)
Human Resources	0	11	11	0	11
Legal Services	778	796	18	0	18
Property Services	(7,619)	(7,711)	(92)	0	(92)
Audit	264	203	(61)	0	(61)
Payroll	148	212	64	0	64
Revenues and Benefits	1,348	1,560	212	0	212
<b>Total Finance, Resources and Transformation</b>	<b>1,007</b>	<b>(2,657)</b>	<b>(3,664)</b>	<b>0</b>	<b>(3,664)</b>
<b>Housing and Homelessness</b>					
General Fund Housing	2,045	2,038	(7)	0	(7)
Environmental Health	473	455	(18)	0	(18)
Housing Strategy	227	225	(2)	0	(2)
Homelessness	623	699	76	0	76
<b>Total Housing and Homelessness</b>	<b>3,368</b>	<b>3,417</b>	<b>49</b>	<b>0</b>	<b>49</b>
<b>The Leader</b>					
Central Services	2,815	2,774	(41)	0	(41)
Corporate Strategy	215	140	(75)	0	(75)
Democratic Services	1,457	1,590	133	0	133
Development	274	67	(207)	47	(160)
Management Costs	530	719	189	0	189
Voluntary Sector	1,510	1,483	(27)	0	(27)
<b>Total The Leader</b>	<b>6,801</b>	<b>6,773</b>	<b>(28)</b>	<b>47</b>	<b>19</b>

Portfolio / Service Grouping	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000
<b>Open Spaces and City Services</b>					
Bereavement Services	(576)	(314)	262	0	262
Bereavement - Transfer to earmarked reserves	0	(184)	(184)	0	(184)
Management Costs	380	416	36	0	36
Parking Services	(3,623)	(4,499)	(876)	0	(876)
Streets and Open Spaces	2,430	2,796	366	0	366
<b>Total Open Spaces and City Services</b>	<b>(1,389)</b>	<b>(1,785)</b>	<b>(396)</b>	<b>0</b>	<b>(396)</b>
<b>Planning, Building Control and Infrastructure</b>					
Central Services	66	37	(29)	0	(29)
Building Control	260	141	(119)	0	(119)
Development	81	240	159	0	159
Planning	1,482	873	(609)	0	(609)
Streets and Open Spaces	117	558	441	0	441
<b>Total Planning, Building Control and Infrastructure</b>	<b>2,006</b>	<b>1,849</b>	<b>(157)</b>	<b>0</b>	<b>(157)</b>
Share of net service underspend attributable to:					
- Housing Revenue Account	0	585	585	0	585
- Ringfenced services	0	232	232	0	232
<b>Total for all Portfolios</b>	<b>27,344</b>	<b>24,847</b>	<b>(2,497)</b>	<b>77</b>	<b>(2,420)</b>
<b>Non-service expenditure</b>					
Capital accounting adjustments	(5,737)	(6,380)	(643)	0	(643)
Capital expenditure financed from revenue	2,803	416	(2,387)	2,145	(242)
Cost of revised capital financing strategy	0	0	0	0	0
Collection fund deficit	1,114	1,114	0	0	0
Contributions to earmarked funds	22,500	26,154	3,654	0	3,654
<b>Total non-service expenditure</b>	<b>20,680</b>	<b>21,304</b>	<b>624</b>	<b>2,145</b>	<b>2,769</b>
<b>Net spending requirement</b>	<b>48,024</b>	<b>46,151</b>	<b>(1,873)</b>	<b>2,222</b>	<b>349</b>
<b>Funded by:</b>					
Settlement Funding Assessment (SFA)	(4,853)	(4,853)	0	0	0
Locally Retained Business Rates – Growth Element/addition:	(5,313)	(4,215)	1,098	0	1,098
Core funding grants	(3,675)	(3,727)	(52)	0	(52)
New Homes Bonus (NHB)	(1,733)	(1,733)	0	0	0
Appropriations from earmarked funds	612	612	0	0	0
Council Tax	(10,253)	(10,253)	0	0	0
Contributions to/(from) reserves	(22,809)	(21,982)	827	(2,222)	(1,395)
<b>Total funding</b>	<b>(48,024)</b>	<b>(46,151)</b>	<b>1,873</b>	<b>(2,222)</b>	<b>(349)</b>
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## General Fund Major Service Revenue Variances 2024/25

## Appendix A(ii)

Portfolio	Service Grouping	Cost Centre	Reason for Variance	Over/ (under)spend £'000
Climate Action and Environment	Garage Services	Fleet Management - Operational	£60k overspend in salaries costs due to the need to use agency staff when there was a freeze on recruitment for the restructure. General costs of running the service have increased such as waste, ICT, uniform, cleaning and rent. Internal income net £36k overachieved due to ageing council fleet.	93
		Garage- External Work	Underachievement in income due to private external customer purchasing a new fleet with service contracts resulting in loss of £90k income. East Cambs have also replaced a lot of their fleet and therefore we have lost £160k income. Parts overspend of £95k, mitigated by South Cambs income which was £100k overachieved.	265
	Streets and Open Spaces	Grounds Maintenance & Street Cleaning	There is an overspend of £107k in the vehicle repairs and maintenance budget. This variance is primarily attributable to the age and deteriorating condition of our operational fleet, which has resulted in an increased frequency and cost of essential repair and maintenance activities. The ageing profile of the fleet has significantly impacted the level of maintenance required to ensure that vehicles remain roadworthy and compliant with health and safety standards, whilst continuing to support operational service delivery. Please note that the overspend on fleet vehicles is mitigated through an overachievement of £101k in income generated by our commercial activities. This additional income has offset the majority of the overspend, thereby reducing the net budgetary impact on the overall service. Also a restructuring provision adjustment of £276k.	310
	Waste & Recycling	Greater Cambridge Shared Waste	Overspend due to contract and supplier changes for Materials Recovery Facilities (MRF). The contract had to be retendered with effect from August 2024. New contract price is now more reflective of national prices.	396
Communities	Community Centres	Clay Farm Community Centre	£25k one-off recharge to the medical centre for electricity after a metering issue was resolved. Replacement chiller project delay £30k (to be carried forward). Utility costs £31k less than budget.	(63)
		The Meadows Community Centre	Utility costs £70k less than budget due to a metering issue which is now resolved.	(58)
	Community Development	Neighbourhood Community Development	The overspend is due to the restructuring provision adjustment.	88
	Culture & Community	Corn Exchange and Guildhalls Cultural Services and Events	This year's surplus is primarily the result of a fuller programme of events, which drove improved food & beverages spend, event recharges and ticket profit. In addition, budgeted staffing costs remained unused as certain roles were not rehired. These savings were redirected to support the Transformation Project.	(614)

Portfolio	Service Grouping	Cost Centre	Reason for Variance	Over/ (under)spend £'000
Communities (contd)	Culture & Community (contd)	Folk Festival Cultural Services and Events	Full report on the challenges of the Folk Festival financial performance went to Exec Cllr and Scrutiny. Headlines relate to inflationary increases on equipment and infrastructure, and challenges to types of ticket sales (reductions in all weekend tickets).	393
	Sport & Recreation	Leisure Contract Client Costs	Planned underspends in a range of maintenance & budget lines to offset / balance overspend in Sport & Recreation Administration.	(81)
		Sport & Recreation Administration	Additional costs incurred in Cleaning, TSG cyclical works and reactive maintenance repairs along with increased utility costs.	153
Community Wealth Building and Community Safety	Community Safety	CCTV	Underspend due to overachieved fees income by delivering CCTV projects and SLA.	(98)
Finance, Resources and Transformation	Admin Buildings	Guildhall	£104k underspend in utilities - budgets have been adjusted for next year.	(62)
		Mandela House	£140k underspend in utilities - budgets adjusted for next year. £34k underspend in maintenance. Underspends in refuse, cleaning & tools & equipment.	(184)
	Audit	Shared Audit Service	Salary underspend due to vacant posts which were reviewed as part of transformation programme. Agency Worker expenditure minimised, resulting in overall saving.	(61)
	Central Services	GMB	The overspend is due to the restructuring provision adjustment.	61
		Human Resources Operations (Staff- General)	The underspend is due to the restructuring provision adjustment.	(62)
		Insurance Fund	Overspend due to additional premium charges for missing properties from the insured portfolio, events insurance (£75k). Motor claims insurance was slightly more than the historical trend (£12k). Five liability claims were £20k each (£100k). Overspend on fire claims due to Kingsway and Sackville fires (£165k).	351

Portfolio	Service Grouping	Cost Centre	Reason for Variance	Over/ (under)spend £'000
Finance, Resources and Transformation (contd)	Central Services (contd)	IT Contract Costs	Underspend due to new cost-sharing agreement, effective procurement of supplies and services, discontinued revenue projects, retired systems, and budgetary slack. The savings proposal on 25/26 FY BSR addressed the budgetary slack. The budget for the future year has also been adjusted to ensure budgetary efficiency.	(685)
		Pensions Costs Recharged	Unfunded pension contributions came in under budget - budget has been reduced for 2025/26.	(99)
		Quality/Health & Safety Management - Indirect	The underspend is due to a vacant post.	(52)
	Finance General	Finance General	Includes £2.901m overachievement of interest income due to higher than anticipated interest rates, and higher cash balances to invest following capital slippage. Also includes £111k release of central bad debt provision following annual review.	(3,078)
	Management Costs	Assets & Property Assistant Director	The overspend is related to the Interim Strategic Property Lead's salary costs, which is budgeted in the Director of Economy & Place cost centre.	51
		Shared Payroll Service	The overspend is due to the restructuring provision adjustment.	64
	Property Services	Director of Economy & Place	The net underspend between this cost centre and Assets & Property Assistant Director is £15k, due to a transfer of the Interim Strategic Property Lead's salary costs between cost centres.	(66)
		GF Asset Management	Underspend in salaries.	(134)
		Lion Yard - South End	Overachievement in income due to recontracting at higher letting rates than budgeted.	(55)
		Other Commercial Properties	Higher than expected voids (£58k in business rates) and £55k costs associated with the Colville Road temporary costs/provision. £25k overspend in legal fees due to an ongoing legal case.	123
		Other Industrial Properties	Overachievement in income due to recontracting at higher letting rates than budgeted.	(58)
		Property Services	Underspend in salaries due to freeze in recruitment whilst the restructure was taking place.	(119)

Portfolio	Service Grouping	Cost Centre	Reason for Variance	Over/ (under)spend £'000
Finance, Resources and Transformation (contd)	Property Services (contd)	The Lion Yard	Underachieved income due to on-account rent adjustments. This means more ground rent was charged to the tenant in the previous years. After multiple years of adjustments, the tenant is now on credit, and forecast income for 2025/26 is less than budgeted.	394
	Revenues and Benefits	Housing Benefit Subsidy & Expenditure	The variance is primarily due to net subsidy differences of £272k following submission of the final subsidy claim to the DWP. Overall gross expenditure is £28.105 million. The variance is partly offset by a positive variance of £50k with respect to the recovery of benefit overpayment from claimants who are no longer claiming benefit.	222
		Housing Benefits	Underspend is due to benefits administration subsidy received from DWP more than budgeted.	(69)
		Local Taxation	Overspend on agency staff to provide maternity cover and underachievement of fees and charges income from court costs. Income from court fees is variable and outside of the control of the service.	60
Housing and Homelessness	General Fund Housing	Housing Strategy	The overspend is due to the restructuring provision adjustment.	77
	Homelessness	Homelessness Costs	Overspend on legal costs due to challenges of homelessness decisions.	71
Open Spaces and City Services	Bereavement Services	Bereavement	Transfer to/from earmarked reserve for balances on the bereavement cost centres.	(184)
		Bereavement Services Central Costs	£81k overspend on legal costs relating to A14 claim, £26k overspend on vehicle repairs due to ageing vehicle plus the use of agency staff/Streets and Open Spaces staff to cover vacancies.	115
		Cambridge Crematorium	Cremation income has reduced due to other local crematoriums opening.	275
		City Cambridge Cemeteries	£138k overachievement on pre-purchase plots. General underspends in the cost centre.	(166)
	Parking Services	Castle Hill Car Park	Return to increased office working has increased usage and income.	(57)

Portfolio	Service Grouping	Cost Centre	Reason for Variance	Over/ (under)spend £'000
Open Spaces and City Services (contd)	Parking Services (contd)	Grafton Centre East Car Park	Reduction in car park usage and revenue (£317k). Similar reductions in footfall figures in shopping centre due to shop closures in advance of most of centre closing. This underachievement is masked by the fact we have £440k business rates credits dating back to 2017 as the rateable value was reduced by £125k per annum and the credits have only just been applied.	(172)
		Grand Arcade Car Park	Increase in usage and revenue due to delay in reopening of Park Street car park and relocation of shoppers from Grafton Centre following its closure of shops. Large underspend on electricity under query with landlord.	(481)
		Park Street Car Park	New car park site - handover was delayed resulting in underachievement against income budget.	54
		Parking Administration	Underspend in salaries due to vacancies and a freeze on recruitment due to the restructure. £37k underspend in bank charges. £37k refund in VAT for repairs.	(102)
		Queen Anne Terrace Car Park	Increase in usage and income due to relocation of shoppers from Grafton Centre following its closure of shops. Also, large underspend on electricity.	(170)
	Streets and Open Spaces	Arboriculture	The overspend is primarily the result of increased demand for reactive and essential tree safety work across the city. The past 12 months have seen a higher frequency of severe weather events. These have resulted in an increased number of emergency callouts to deal with dangerous or fallen trees, which carry higher costs due to the urgent nature of the work. Cambridge has an ageing and increasingly vulnerable tree stock. As part of our duty of care, the Council has had to act on an increasing number of high-risk trees identified through inspection cycles. Many of these works, including removals and large-scale pruning, are high-cost activities. We have also seen cost increases from contractors due to inflation, fuel costs, and higher demand across the sector. While this year's spend is lower than last year's £254k, which included a significant backlog of essential works and storm recovery operations, we are still operating above our base budget due to the ongoing volume and urgency of work required. We are reviewing how we prioritise work and exploring whether additional investment in planned maintenance and inspection capacity could help reduce reactive costs in future years.	55
		Chalk Stream Project	Budgeted a salary for a grant funded post - budget was therefore not required as grant covered the costs.	(57)
		Distribution Service	Distribution Officer has been on long term sick leave resulting in no full time cover for the service. We had already seen declining income in the charitable sector income. We are no longer taking bookings as the service is in review.	121



Portfolio	Service Grouping	Cost Centre	Reason for Variance	Over/ (under)spend £'000
Open Spaces and City Services (contd)	Streets and Open Spaces (contd)	Public Realm Enforcement	Salaries underspend due to vacant posts not filled and frozen because of restructure.	(130)
		Public Toilets	Grant received in previous years for Changing Places has been transferred to Capital causing £100k variance, and £100k cleaning contract overspend due to recontracting costing more than the budget allocation.	208
Planning, Building Control and Infrastructure	Building Control	3C Building Control	The service achieved £123k underspend per partner council. Key reasons for the underspend are good management of finances, including resources. The service is also going through a transformation, and the efficiency will be reflected in the future year's budgeted contributions from the partner councils. The funding formula has changed from a budgeted 75:25 ratio to 80:20 ratio of fee earning to non-fee earning work moving forward. Additionally, service overachieved external income targets and underspent on business as usual service expenditure.	(119)
	Development	Urban Growth Project Management	The overspend is due to the restructuring provision adjustment.	159
	Planning	Greater Cambridge Shared Planning	£609k underspend due to additional fee income from major site applications and transformation of the planning performance agreements/pre-apps. This has resulted in a more streamlined workflow, which has increased income. In addition, government grant also contributed to the underspend. The service operates on a continuous improvement model, which has resulted in better recruitment and retention and has translated into financial efficiencies.	(609)
	Streets and Open Spaces	Project Delivery	£180k underachievement in the recovery of officer costs for capital and S106 schemes. £52k savings proposal from 2023/24 budget for Public Art not yet realised. Also includes cost of restructuring provision.	441
The Leader	Corporate Strategy	Corporate Policy	The underspend is due to the restructuring provision adjustment.	(75)
	Democratic Services	Electoral Registration	The overspend is due to the increased activity around electoral registration and absent voting as a result of the general election in July 2024. This, and the annual audit of the register that followed, required a higher number of (legally required) letters to be sent, which subsequently increased costs on printing and postage.	79
		Members Support	Overspend as member allowances are above the budget allocated; this includes additional responsibilities that are paid for Deputy Mayor of the Combined Authority. Also includes cost for national insurance contributions that are not allocated budget for member allowances along with stationery allowance.	82

Portfolio	Service Grouping	Cost Centre	Reason for Variance	Over/ (under)spend £'000
The Leader (contd)	Development	Cambridge Northern Fringe East (CNFE)	Predominantly delays in DCO decision etc and therefore in legal/other support needs which will come in 2025/26 etc. £47k will be carried forward.	(140)
		North East Cambridge (NEC) Hartree	Same project as Cambridge Northern Fringe East (CNFE) above under new code. Vacant possession costs due to be finally covered by loan from Homes England but decision deferred.	(66)
	Management	Assistant Chief Executive	The overspend is due to the restructuring provision adjustment.	178

General Fund Revenue Carry Forwards

Approved by Chief Finance Officer under delegated authority

Portfolio	Service Grouping	Cost Centre	Variance 2024/25 £	Carry Forward £	Adjusted Variance 2024/25 £	Commentary
Communities	Community Centres	Clay Farm Community Centre	(62,742)	30,000	(32,742)	Budget was set aside to purchase replacement chillers, the purchase of which was delayed and will now take place in 2025/26.
The Leader	Development	Cambridge Northern Fringe East (CNFE)	(140,375)	46,870	(93,505)	The funding carried over is for project management, legal costs and community engagement which has been delayed and needs to be available in 2025/26.

Subject to approval by full council

Portfolio	Service Grouping	Cost Centre	Variance 2024/25 £	Carry Forward £	Adjusted Variance 2024/25 £	Commentary
Capital expenditure financed from revenue			(2,386,721)	2,145,000	(241,721)	Revenue contributions to capital associated with capital projects where carry forward has been requested.

## General Fund Capital Outturn 2024/25

## Appendix A(iv)

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
Waste & Recycling Bins - New Developments (S106)	173	48	(125)	125	0	S106 contribution budget towards waste and recycling bin costs for new developments. It was underspent because of lower than planned drawdown and bin distribution. Rephase budget to 2025/26.
Waste vehicle replacement programme	1,580	1,576	(4)	4	0	The purchases relate to the Shared Waste service only. Vehicles have been purchased by SCDC under delegated authority.
Commercial property repair and maintenance	304	77	(227)	227	0	Some projects planned for 2024-25 will not start until 2025-26. Funds required for commercial repairs at the crematorium to be carried forward.
Administrative buildings maintenance	187	0	(187)	187	0	Some maintenance on hold due to Civic Quarter project.
Depot Relocation programme to create Operational Hub	8,884	5,389	(3,495)	3,495	0	Contract awarded, contract in progress & practical completion July 2025.
Environmental Improvements Programme	73	0	(73)	73	0	Delivery of programme of previously committed improvements progressing well. Remaining budget to carry forward to 2025/ 26, in order to continue delivery as reaffirmed by Exec Cllr following Environment & Community Scrutiny on 20 March 2025.
Environmental Improvements Programme - South Area	33	8	(25)	25	0	Delivery of programme of previously committed improvements progressing well. Remaining budget to carry forward to 2025/ 26, in order to continue delivery as reaffirmed by Exec Cllr following Environment & Community Scrutiny on 20 March 2025.
Environmental Improvements Programme - West/Central Area	49	0	(49)	49	0	Delivery of programme of previously committed improvements progressing well. Remaining budget to carry forward to 2025/ 26, in order to continue delivery as reaffirmed by Exec Cllr following Environment & Community Scrutiny on 20 March 2025.

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Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
Environmental Improvements Programme - East Area	20	13	(7)	7	0	Delivery of programme of previously committed improvements progressing well. Remaining budget to carry forward to 2025/ 26, in order to continue delivery as reaffirmed by Exec Cllr following Environment & Community Scrutiny on 20 March 2025.
Chalk Streams projects in Cambridge	176	82	(94)	94	0	Partner agreements and contracts signed. Entering delivery phase.
Minor Highway Improvement Programme	91	20	(71)	71	0	Delivery of programme of previously committed improvements undertaken by county council, who recharge for city council contributions each year as schemes complete. Remaining budget to carry forward to 2025/26, in order to meet the council's financial obligations towards schemes introduced.
Development Of land at Clay Farm	839	35	(804)	804	0	Scheme relates to cost of new units as part of wider development. Tenants are now in occupation of their temporary units. A building contractor is completing the works.
Electric vehicle charging points - taxis	86	22	(64)	64	0	This project is largely complete - no further chargepoints will be installed under the contract. We are looking to transition the running and maintenance part of the contract to our existing contract from SWARCO to Connected Kerb who manage our car park chargepoints. This transition will incur some legal fees and transition costs. There is one site (Great Eastern Street Car Park) where we will not progress and there is some remedial work needed to make good that site - we are awaiting a quote for that work. Therefore the budget will need to be rephased into the coming financial year before closing down.
Redevelopment of Silver Street Toilets	620	238	(382)	382	0	The project is currently in the fit-out and build-out phases, with an expected completion date of end of August 2025.
Replacement air quality monitoring equipment	117	36	(81)	81	0	Site work is complete. We are currently processing final payments and wrapping up any outstanding spend. Project to be completed early 2025/26.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
Residential electric charging points	60	0	(60)	0	(60)	This project is complete and benefited from significant government funding and funding in kind from the DNO UK Power Networks thus reducing the capital cost of the project to Cambridge City Council. There is no further work planned for this budget as the strategic management of chargepoint infrastructure now sits with the CPCA who will be progressing this work through LEVI funding.
Market Square project	170	15	(155)	155	0	Project on hold due to Civic Quarter project.
Market Square electrics upgrade	51	34	(17)	17	0	Phase 1 has been completed. Phase 2 is underway and will require the remaining budget. Target date end March 2026.
WREN solar project at Waterbeach	1,519	37	(1,482)	1,482	0	Construction works were delayed due to legal complexities surrounding the signing of the lease of land. Rephase unspent budget to 2025/26.
NHS new community room at Abbey Leisure Centre	206	38	(168)	168	0	Ongoing project - rephase to 2025/26
S106 Grant for St James' Church community kitchen upgrade	30	0	(30)	30	0	Ongoing project - rephase to 2025/26
Property Management software	34	3	(31)	31	0	System now operational, some modules not yet progressed. Target completion March 2026.
Secure phone payments	24	0	(24)	24	0	The implementation of call secure is progressing as part of the new Income Management System roll out. The project is on track to be completed within the 2025/26 financial year and within the budget allocated.
Park Street car park development	64,262	31,465	(32,797)	32,797	0	Project delayed by external issues including power supplies but on track to complete by July 2025.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
EV infrastructure at the Cambridge City Council depot	57	0	(57)	57	0	Contract awarded, contract in progress & practical completion July 2025.
Network equipment refresh	63	(14)	(77)	0	(77)	The project has been completed and is now closed - full budget not required.
Colville Rd Phase 3 - replacement of commercial units	246	182	(64)	0	(64)	Project complete under-budget.
ICT & Digital Capabilities	124	0	(124)	124	0	Intention to spend remainder of budget by December 2025. Approval for £50k to be spent on grants portal for community wealth building.
Loan to CIP to purchase land south of Cambridge	6,777	6,750	(27)	27	0	Small variance against budget for drawdown of land loans in respect of Newbury Farm.
Laptop and desktop replacement	199	190	(9)	9	0	Under the device replacement program, 340 laptops have been replaced to date. In the financial year 2024/25, we replaced 220 laptops; for the financial year 2025/26, we plan to replace another 200 laptops. Therefore, we are requesting to carry forward the remaining budget.
Pathfinder House data centre equipment replacement - racks, power and cooling systems	110	0	(110)	110	0	Procurement for this project has concluded, and no tender was selected. The project has now been returned to the architecture team for re-evaluation of options.
Sand Martin/Pathfinder House data centre refresh to hybrid environment	46	29	(17)	17	0	The refresh of the Sand Martin/Pathfinder House data center to a hybrid environment is 95% complete. The revised plan is to complete the full project in 2025/26 financial year.
Uninterruptible power supply replacement	33	21	(12)	12	0	The project is partially complete. The revised plan is to complete the full project in 2025/26 financial year.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
Contribution to GF from HRA for corporate IT investment	(74)	0	74	(74)	0	GF project costs recharge to HRA - no recharge in year therefore carry forward.
The Public Switch Telephone Network (PSTN) switch-off	30	1	(29)	29	0	The revised plan is to complete the full project by the end of the 2025/26 financial year. So far, 87 lines have been cancelled.
Meadows Community Hub and Buchan St retail outlet	0	160	160	0	160	Overspend on GF project due to professional fees being reallocated from Meadows HRA budget to GF. Professional fees were not originally included in GF.
Sustainable Warmth Grant - Home Upgrade Grant 2	9,028	4,390	(4,638)	4,638	0	External Govt funding. All site work is now complete and we are authorising final payments as final inspections have been carried out and post installation documents raised. Target is to have budget wrapped up by June 2025.
East Barnwell new centre	1,471	18	(1,453)	1,453	0	Delayed spend due to legal and planning delays affecting contractual spend profile. Rephase into 2025/26 with spend profile to be revised as part of budget setting.
Loan to CIP - Murketts and Fanshawe Road development	0	463	463	0	463	Equity loans to CIP for preliminary works at Fanshawe Road and ATS/Murketts, following the approval of both schemes. The loan will be repaid from profits of the completed schemes.
Development of the Civic Quarter	4,000	1,983	(2,017)	2,017	0	£3m funding was approved in November 2024, so the underspend relates to profiling as a significant portion of this allocation will be spent from 1/4/2025 to 30/11/2025 as the project progresses through RIBA stage 3.
S106 grant to Junction - Urban Voices	187	0	(187)	187	0	PO Raised for S106 spend, contract being drafted for remaining S106 contributions, waiver required.
[Withdrawn] Crematorium - cafe facilities	0	(47)	(47)	0	(47)	Budget removed - project withdrawn.



Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
CHUB - community extension to Cherry Hinton library	427	334	(93)	93	0	Awaiting end of defects period in June 2025 to pay remaining retentions.
Automation of Bishops Mill sluice gate	90	(2)	(92)	90	(2)	Given the lack of response from the current FRA consultant, alternative procurement is now being pursued.
Logan's Meadow vehicular access	13	0	(13)	13	0	Installed. Awaiting guard rail installation spring 2025.
Cambridge Food Distribution Hub	100	3	(97)	97	0	Feasibility study complete. New venue agreed. Business plan complete. Bill of quantities agreed. In process of contracting suppliers for capital works to take place. Project completion target: Dec 2025.
106 Abbey Pool improvements	16	10	(6)	6	0	Ongoing project - rephase to 2025/26.
106 Byron's Pool ecological mitigations	20	6	(14)	14	0	First year woodland management work complete. Second year programmed for autumn/winter 2025/26.
106 Nine Wells ecological mitigations	72	0	(72)	72	0	Woodland management work contract signed. Work to begin Autumn 2025.
Cambridge Corn Exchange - infrastructure improvements and upgrades	327	249	(78)	78	0	All money has been committed, including for the purchase and installation of new seating, but will not be paid until completion of work (September 2025).
Creation of a new boat pumping station at Stourbridge Common	58	0	(58)	58	0	Project to be reviewed - rephase to 2025/26.
Environmental Improvements Programme (EIP) options	416	131	(285)	285	0	Delivery of programme of previously committed improvements progressing well. Remaining budget to carry forward to 2025/ 26, in order to continue delivery as reaffirmed by Exec Cllr following Environment & Community Scrutiny on 20 March 2025.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
Introduction of car parking charges at Cherry Hinton Hall	19	2	(17)	17	0	Cherry Hinton car park hasn't opened yet due to differing political opinions on the operational detail of the project delaying project delivery.
S106 The Art of Play and Playlaws Extended	63	7	(56)	56	0	Project contracted - further discussions required with artist on timescales. Estimated summer 2025.
S106 Coldhams Common BMX track	95	82	(13)	13	0	The final work activities are scheduled for May/June 2025, with the project set to be completed by June 2025, culminating in the official track opening day. Project spend is in line with allocated amount.
Closed churchyard wall repairs	45	40	(5)	5	0	One of the two walls is complete. Outstanding planning issue at Abbey Churchyard is delaying delivery. Rephase to 2025/26.
S106 Mill Road Centre fit out	44	3	(41)	41	0	Awaiting invoice following completion of final works in April.
S106 Clay Farm community centre improvements	5	0	(5)	5	0	This is being repurposed for the Clay Farm AV Project and will be spent by end of August 2025.
S106 public art grant for Solidarity and Community - The Pink Festival	15	0	(15)	15	0	Project contracted, delivery June 2025.
Wetlands at Logan's Meadow LNR	331	134	(197)	197	0	Project near completion, minor works remain, due for completion August 2025.
S106 public art grant for Park Street Residents' Association Art	11	0	(11)	11	0	Project incomplete and discussions required with applicant on change of scope of project.
Decarbonisation works - Abbey pool, Parkside pool, Cherry Hinton village centre	785	29	(756)	756	0	Ongoing works - now have APSE reports for some sites. Phase 2 works over 2025/26.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
Recommended maintenance at Abbey pool, Parkside pool and Cherry Hinton village centre	286	159	(127)	127	0	Ongoing project - rephase to 2025/26.
Essential repairs to Jesus Green river bank	854	9	(845)	845	0	Survey work is ongoing. The topographical and utilities survey phase is nearing completion.
National Lottery grant for DiversiTREE project	73	30	(43)	43	0	We are in the second and final year of the project. One claim made. Total grant budget awarded £84k.
S106 grant for Netherhall sports gym: Cambridge Dive for specialist equipment for diving training	9	6	(3)	3	0	Ongoing project - rephase to 2025/26.
Urban Tree Challenge Fund Treeing Up Round 5	32	15	(17)	17	0	Second (of four) claim submitted for £23k. Second year's maintenance currently out for quotation.
Local Authority Treescape Fund - Round 3 Replacements 2	23	15	(8)	8	0	Third (of five) claim submitted for £15k. Penultimate year's maintenance out for quotation.
Cycle parking improvements at Queen Anne Terrace car park	114	0	(114)	114	0	Evaluation of tender submissions currently underway with a view to award soon after. Works expected to complete before the end of 2025.
S106 Cambridge Dive Club: diving facility improvements	16	0	(16)	16	0	Ongoing project - rephase to 2025/26.
S106 Ross Street Community Centre: kitchen improvements	28	24	(4)	4	0	Ongoing project - rephase to 2025/26.
S106 Coldham's Common: outdoor fit kit storage	8	6	(2)	2	0	Ongoing project - rephase to 2025/26.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
S106 Kings Hedges Learner Pool: pool-based fitness equipment	20	0	(20)	20	0	Ongoing project - rephase to 2025/26.
S106 Nightingale Rec: public art project	40	27	(13)	13	0	Artist contracted, artist has given a project timeline. Engagement work to start in April.
New equipment to support zero herbicides policy	180	139	(41)	41	0	As part of our commitment to more sustainable and environmentally friendly practices, we have invested in a range of equipment designed specifically for non-chemical weed removal. A dedicated team will be responsible for manually removing weeds and carrying out deep street cleansing operations. This initiative will be fully implemented following the completion of the City Services transformation.
Skating and street sport facilities - match funding	25	0	(25)	25	0	Project not yet started as awaiting further dialogue with Cam Skate on the use of the funding - rephase to 2025/26.
S106-funded former EIP-projects around improvements in Cambridge City	49	32	(17)	17	0	Ongoing programme - recent committee decision in March 2025 to finish projects in flight & review of programme in summer 2025.
S106 funded tree planting in Petersfield ward	15	10	(5)	5	0	Planting completed. First of three years' watering in progress.
S106 play area improvements in Petersfield - Flower Street and Ravensworth Gardens	40	22	(18)	18	0	Orders have been raised, awaiting delivery from the contractor. Rephase to 2025/26.
S106 open space improvements in Petersfield - various	55	31	(24)	24	0	The flowering meadow has been delivered. Rephase to 2025/26.
S106 grant for Kelsey Kerridge Sports Centre new equipment	35	0	(35)	35	0	Ongoing project - rephase to 2025/26.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
S106 Pickleball markings across various City tennis courts	10	0	(10)	10	0	Ongoing project - rephase to 2025/26.
S106 Coldham's Common New Gaelic football posts	3	2	(1)	1	0	Ongoing project - rephase to 2025/26.
S106 Additional tables and chairs at 4 Bowls Clubs Cambridge	10	0	(10)	10	0	Ongoing project - rephase to 2025/26.
S106 Jesus Green Skate Park flood lighting and CCTV coverage	20	0	(20)	20	0	Ongoing project - rephase to 2025/26.
S106 3G artificial pitch at Abbey Leisure Complex	850	11	(839)	839	0	Ongoing project - rephase to 2025/26.
S106 Planting 14 semi-mature trees in Cambridge	60	36	(24)	24	0	Planting completed. First of three years watering in progress.
S106 public art grant for Trials of Democracy	40	38	(2)	2	0	Project contracted, project underway, completion summer 2025.
Urban Tree Challenge Fund: Priority, people, planting, parks	82	25	(57)	57	0	Post planting claim (first of four) submitted for £25k. First year's maintenance out to quotation.
CPCA grant domestic energy efficiency and low carbon heating	950	45	(905)	905	0	Budget is nearly fully committed. Installations are now taking place and first batches of properties are now being completed with some payments made. Project is due to come to close at the end of June 2025.
S106 Nightingale Rec Ground playing pitch improvements	58	0	(58)	58	0	Ongoing project - rephase to 2025/26.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
Footpath improvements at Five Trees open space in Chesterton	10	0	(10)	10	0	Expected completion May 2025.
S106 Brown's Field Community Centre furnishings & equipment	10	1	(9)	9	0	The S106 award was granted towards the end of 2024/25. All remaining purchases are expected to be completed by July 2025 and the budget should be rephased accordingly.
S106 equipment and storage upgrade at Trumpington Pavilion	27	0	(27)	27	0	This project is currently underway and we hope to complete by the end of August 2025.
S106 grant to Netherhall Sports Centre - LED digital display and scoreboard	25	4	(21)	21	0	Ongoing project - rephase to 2025/26.
S106 new football goals across various recreation grounds	16	0	(16)	16	0	Ongoing project - rephase to 2025/26.
S106 Romsey Rec garden renovation	26	6	(20)	20	0	PO raised and contractor on site, works scheduled to take 6 weeks.
Digital Grants Platform	31	0	(31)	31	0	The total cost of the 'set up' is £31k. PO was raised in March 2025, but the supplier is invoicing monthly as the work is completed. The first payment of £4k has been approved. The work will be completed in 2025/26 and the budget should therefore be carried forward to allow project completion.
S106 Reilly Way play area improvements	10	0	(10)	10	0	Project funding recently committed and project will be delivered in Winter 2025.
Structural Holding Repairs & Lift Refurbishment - Car Parks	109	27	(82)	82	0	Works not yet started but will begin when Deputy Ops Manager is in post.
Building Control software	120	40	(80)	80	0	The migration project has been slightly delayed due to unforeseen technical challenges. The new project completion date is late July 2025.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
OZEV grant for electric charge points in Council car parks	133	376	243	0	243	We have completed phase 1 and 2 - ORCS are due to release the 25% (£38k) of the funding for phase 2.
Fire management compliance at the Grand Arcade car park	180	18	(162)	162	0	Fire door replacement works are due to start early 2025/26.
S106 Harvest Way area - public realm improvements	35	31	(4)	4	0	Project funding recently committed and project will be delivered in Winter 2025.
Repairs Assistance (Owner Occupiers)	195	53	(142)	142	0	Presently grant available exceeds demand. Policy has been amended April 2025 to widen possible applicants, balance to be reprofiled to 2025/26.
Mandatory Disabled Facilities Grants (Tenants)	404	260	(144)	144	0	Presently grant available exceeds demand. Policy has been amended April 2025 to widen possible applicants, balance to be reprofiled to 2025/26.
Mandatory Disabled Facilities Grants (Owner Occupiers)	404	208	(196)	196	0	Presently grant available exceeds demand. Policy has been amended April 2025 to widen possible applicants, balance to be reprofiled to 2025/26.
Relocation Grant (Tenants)	0	5	5	(5)	0	Variance needs to be seen with Repairs Assistance budget above giving net variance of £137k.
Other capital projects	1,887	1,930	43	0	43	Closed projects and those with no carry forward request where variance <£50k.
<b>Total General Fund capital programme</b>	<b>112,444</b>	<b>57,931</b>	<b>(54,513)</b>	<b>55,172</b>	<b>659</b>	

# Housing Revenue Account Outturn 2024/25

## Appendix B(i)

Service Grouping	Final Budget 2024/25	Final Outturn 2024/25	Variance 2024/25	Carry Forward	Adjusted Variance 2024/25
	£'000	£'000	£'000	£'000	£'000
<b>Income</b>					
Rental income (dwellings)	(49,373)	(49,232)	141	0	141
Rental income (other)	(2,609)	(2,781)	(172)	0	(172)
Service charges	(3,390)	(4,018)	(628)	0	(628)
Contribution towards expenditure	(451)	(451)	0	0	0
Other income	(462)	(390)	72	0	72
<b>Total Income</b>	<b>(56,285)</b>	<b>(56,872)</b>	<b>(587)</b>	<b>0</b>	<b>(587)</b>
<b>Expenditure</b>					
Supervision & management - General	5,581	4,896	(685)	280	(405)
Supervision & management - Special	4,871	4,403	(468)	0	(468)
Repairs & maintenance	12,497	16,176	3,679	0	3,679
Depreciation	11,922	12,094	172	0	172
Other expenditure	2,047	1,898	(149)	0	(149)
<b>Total Expenditure</b>	<b>36,918</b>	<b>39,467</b>	<b>2,549</b>	<b>280</b>	<b>2,829</b>
<b>Net cost of HRA services</b>	<b>(19,367)</b>	<b>(17,405)</b>	<b>1,962</b>	<b>280</b>	<b>2,242</b>
Interest receivable	(1,062)	(958)	104	0	104
<b>HRA (surplus)/deficit for the year</b>	<b>(20,429)</b>	<b>(18,363)</b>	<b>2,066</b>	<b>280</b>	<b>2,346</b>
<b>Other movements in the HRA balance</b>					
Loan interest	9,287	7,942	(1,345)	0	(1,345)
Direct revenue financing of capital	11,044	10,121	(923)	0	(923)
Transfer to/(from) earmarked reserves	270	306	36	0	36
<b>(Surplus)/deficit for year</b>	<b>172</b>	<b>6</b>	<b>(166)</b>	<b>280</b>	<b>114</b>



## Housing Revenue Account Major Operating Variances 2024/25

## Appendix B(ii)

Category	Line Item	Cost Centre	Reason for Variance	Over/ (under)spend £'000
Income	Rental income (dwellings)		Rental income is impacted by a number of factors, including the number and length of voids, number of relets, number of new builds handed over and number of right-to-buy sales. The underachievement here is relatively small in percentage terms (0.3%), and is to some extent compensated by an overachievement of rental income on temporary accommodation of £79k, included under Rental income (other) below. This implies greater use of HRA stock for temporary accommodation purposes, which will reduce the availability of stock for general needs. As part of the planned review of the 30 Year Business Plan over the summer, we will review the current assumptions around rental income and update if necessary.	141
	Rental income (other)		Includes £79k overachievement of temporary accommodation income as above, and £103k overachievement of commercial income. This follows an overachievement of commercial income of £43k in the previous year, and the budget will be reviewed as part of next year's budget setting round.	(172)
	Service charges		Includes £518k charged to leaseholders in respect of 2023/24. We are required to set service charges to leaseholders in advance based upon best estimates of actual costs, but then there is a reconciliation exercise after year-end to compare against actual costs and either collect any underpayment or refund any overpayment. For 2023/24, actual costs incurred were significantly higher than initially estimated, resulting in extra income being invoiced in 2024/25. Also includes £66k overachievement of service income on temporary accommodation, which is in line with the £79k overachievement in temporary accommodation rent set out above.	(628)
	Other income		The budget includes a recharge of £84k from the HRA to the GF in respect of emergency accommodation services - however within the outturn this has been accounted for as a reduction to HRA expenditure, so there is a corresponding underspend on the Temporary Accommodation expenditure line below.	72
Expenditure	Supervision & management - General	Housing Transformation	The underspend is due to the housing transformation not being fully completed in 2024/25, and also part needs to fund the Building Services overspend below. The net amount of £280k has been requested to be carried forward to support further transformation work in 2025/26.	(356)
		City Homes Expenditure	Underspend in employee costs due to vacancies within the team and recruiting to vacant posts at lower points on the pay scale. Funding included to allow works to mitigate the risk of domestic violence has also not been fully spent.	(174)
		HRA General - Overheads	Corporate underspend in other areas of the business resulting in reduced recharges to the HRA.	(177)

Category	Line Item	Cost Centre	Reason for Variance	Over/ (under)spend £'000
Expenditure (contd)	Supervision & management - Special	Temporary Accommodation	Costs reduced by £84k in respect of amounts recharged to the General Fund which were budgeted in income - corresponding overspend on Other income line above.	(66)
		Ditchburn Place	£56k underspend across all utilities. Additional catering management charge income received due to couples occupying a number of flats (we budget based on singles). Budgets to be reviewed in 2025/26.	(75)
		HRA Special - Overheads	Corporate underspend in other areas of the business resulting in reduced recharges to the HRA.	(158)
		Third Party Management and Estate Costs	Business plan funding for the increased costs associated with third party management company services are yet to be allocated to schemes that have recently handed over or are due to hand over before March 2025 but have been delayed until June 2025.	(60)
	Repairs & maintenance	Building Services - Indirect	The overspend is caused by the cost of the housing restructure - will be funded from the underspend on Housing Transformation above.	75
		Asset Management	Overspend is largely due to the use of waking watch at multiple sites for the year. This will continue as there is deemed a fire risk to the sites.	771
		Client and Third Party Repairs	Includes costs relating to the Kingsway and Sackville fires.	426
		Citywide Schemes	Overspend largely due to additional electrical repairs arising from electrical testing programme.	252
		Repairs Day to Day	Variance due to the increase in legal disrepair claims received and the damp, condensation and mould referrals received requiring remedial repairs in the preparation for the release of Awaab's Law in October 2025 and an increase in labour and material costs.	1,566
		Voids	Variance due to an unexpected influx of void properties and an increase in labour and material costs.	465
		Heat and Hot Water Servicing	Variance due to an increase in the servicing numbers required for the year.	236

Category	Line Item	Cost Centre	Reason for Variance	Over/ (under)spend £'000
Expenditure (contd)	Repairs & maintenance (contd)	HRA Repairs - Overheads	Corporate underspend in other areas of the business resulting in reduced recharges to the HRA.	(250)
		Estate Investment Scheme	Temp surveyor salary costs have resulted in the overspend.	64
Interest receivable			Capital spend has reduced HRA cash balances, and therefore the share of the council's investment income attributable to the HRA.	104

Housing Revenue Account Carry Forwards

Appendix B(iii)

Subject to approval by full council

Category	Line Item	Cost Centre	Variance 2024/25 £	Carry Forward £	Adjusted Variance 2024/25 £	Commentary
Expenditure	Supervision & management - General	Housing Transformation	(355,641)	280,000	(75,641)	The Housing Transformation Fund was increased in 2023/24 to allow the HRA to both prepare for housing regulation and contribute to the costs of corporate transformation. Although work has progressed in both areas, there is still a huge amount to complete. As a result, a carry forward is requested to supplement the funding already available in 2025/26 to ensure that improvements can be delivered as quickly as possible.

## Housing Revenue Account Capital Outturn 2024/25

## Appendix B(iv)

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
<b>Decent homes programme</b>						
Capitalised Officer Fees - Decent Homes	540	622	82	0	82	With the increase in capital works completed during the year along with the increase in capital program, this took up a greater portion of staff time. Thus resulting in the overspend at year end when capitalising the officer fees as a percentage of their time.
Insulation / Energy Efficiency	14,049	9,544	(4,505)	4,505	0	Ongoing project in progress on site, rephase all to 2025/26.
Asbestos Removal	53	168	115	0	115	The Risk and Compliance team have been proactively removing asbestos to reduce risk and this has resulted in an overspend.
Central Heating / Boilers	2,174	1,545	(629)	629	0	Large number of refusals in programme of work - budget will be required in future years.
Electrical / Wiring	990	550	(440)	440	0	The full year programme was placed with the contractor, but access issues resulted in an underspend being reported for the year - budget to be carried forward.
Roof Covering	2,156	907	(1,249)	1,249	0	Large underspend due to difficulties for contractor to gain access to shed roofs. Request that underspend is carried forward to 2025/26.
External Doors	1,242	362	(880)	880	0	Fire door programme was put on hold last year due to change in fire door specification. Request that underspend is carried forward to 2025/26.
Kitchens	996	419	(577)	577	0	The annual programme was placed with the contractor, but there were large numbers of refusals and omissions from the programme - request to carry forward budget.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
<b>Decent homes programme (contd)</b>						
Bathrooms	1,199	652	(547)	547	0	Entire programme was ordered with contractor, but access has proven to be a significant issue. Additionally a limited number of bathrooms were fitted in voids. Request to carry forward budget.
Roof Structure	577	6	(571)	571	0	This is required for Upperhall Court roof latent defects. Work was procured in 2024/25 but had not yet started on site - carry forward.
Other Health and Safety Works	107	0	(107)	0	(107)	No works last year. Underspend used to partially cover overspend on Fire Prevention / Fire Safety Works below.
Sulphate Attacks	109	0	(109)	0	(109)	No work undertaken/identified. Underspend used to partially cover overspend on Fire Prevention / Fire Safety Works below.
CHRS	693	122	(571)	0	(571)	Decision made to utilise this budget to cover urgent communal ceiling replacements as reported under Communal Areas Uplift below.
Wall Structure	2,399	1,492	(907)	907	0	Underspend to be carried forward to 2025/26 to cover costs of structural works at Bermuda Terrace.
Decent Homes Planned Maintenance Contractor Overheads	2,069	1,080	(989)	989	0	Underspend in specific other spend on HRA stock work elements results in a corresponding underspend in contractor overheads - this will need to be carried forward since the majority of contractor underspends have also been carried forward and overheads will arise.
PVCu Windows	2,923	872	(2,051)	2,051	0	Request that unused budget is rephased to 2025/26 for window replacements to EWI/Net Zero Properties.
Decent Homes Backlog	84	0	(84)	84	0	This budget was not required in 2024/25 and will need to be re-phased into later years of the programme.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
<b>Decent homes programme (contd)</b>						
Other capital projects	384	356	(28)	0	(28)	Closed projects and those with no carry forward request where variance <£50k.
<b>Total decent homes programme</b>	<b>32,744</b>	<b>18,697</b>	<b>(14,047)</b>	<b>13,429</b>	<b>(618)</b>	
<b>Other spend on existing stock</b>						
Disabled Adaptations	830	928	98	0	98	The last financial year was exceptionally busy for the Disabled Adaptations service, reflecting both increased demand and rising costs. A total of over 100 cases were managed in collaboration with TSG, alongside nearly 50 additional cases involving other essential adaptations. These included the installation of new through-floor lifts and other complex works to support residents with significant accessibility needs.
Communal Areas Uplift	108	659	551	0	551	Urgent communal ceiling replacements required for H&S reasons. To be covered from underspend in HHSRS above.
Communal Areas Floor Coverings	107	164	57	0	57	Some additional urgent works required to communal landings/stairs due to H&S hazards.
Fire Prevention / Fire Safety Works	444	1,138	694	0	694	Large programme of work arising for fire risk assessment was delivered. Overspend is partially offset by underpends in other areas (Communal Entrance / Enclosure Doors + Glazing, Other Health and Safety Works and Sulphite Attacks).
Lifts and Door Entry Systems	206	85	(121)	121	0	Limited work was undertaken in relation to these workstreams during the year due to resource issues - request to carry forward.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
<b>Other spend on existing stock (contd)</b>						
Estate Investment	1,519	447	(1,072)	1,072	0	Project to continue into next year as further estate improvements have been identified.
Communal Electrical Installations / Fire Systems / Communal Lighting	889	128	(761)	761	0	This is required for work at Markham and St Kilda flats and Bermuda Terrace. Programmes of work are specified but there were delays starting work on site.
Communal Entrance / Enclosure Doors + Glazing	344	30	(314)	0	(314)	Underspend utilised to partially offset overspend on Fire Prevention / Fire Safety Works
Other capital projects	944	969	25	0	25	Closed projects and those with no carry forward request where variance <£50k.
<b>Total other spend on existing stock</b>	<b>5,391</b>	<b>4,548</b>	<b>(843)</b>	<b>1,954</b>	<b>1,111</b>	
<b>New build schemes</b>						
New Build Decent Homes	1,127	0	(1,127)	1,127	0	This budget was not required in 2024/25 and will need to be rephased into later years of the programme.
New Build - Kendal Way	452	4	(448)	448	0	Delay to programme due to staffing capacity shortage. Rephase into 2025/26 and review as part of budget setting.
New Build Colville Road (Phase 2)	820	478	(342)	342	0	Retention held. Overall underspend however remediation works likely. Rephase into 2025/26 and review as part of budget setting.
New Build - Meadows and Buchan Street	7,877	6,836	(1,041)	1,041	0	Overspend assessment ongoing. Retention held. Remediation works likely. Rephase into 2025/26 and review as part of budget setting.



Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
<b>New build schemes (contd)</b>						
New Build - Colville Road III	3,432	3,218	(214)	214	0	Retention retained in lieu of closing outstanding works. Underspend forecast but additional remediation works may come forward. Rephase into 25/26.
New Build - Fen Road	0	(81)	(81)	81	0	Retention retained in lieu of closing outstanding works. Underspend forecast but additional remediation works may come forward. Rephase into 2025/26.
New Build - Ditton Fields	0	(56)	(56)	56	0	Retention retained in lieu of closing outstanding works. Underspend forecast but additional remediation works may come forward. Rephase into 2025/26.
New Build - Aragon Close	1,525	1,322	(203)	203	0	Underspend forecast but yet to be verified. Retention remaining for payment. Awaiting final account. Rephase to 2025/26.
New Build - Sackville Close	1,617	1,522	(95)	95	0	Underspend forecast but yet to be verified. Retention remaining for payment. Awaiting final account. Rephase to 2025/26.
New Build - Borrowdale	0	(43)	(43)	43	0	Retention retained in lieu of closing outstanding works. Underspend forecast but additional remediation works may come forward. Rephase into 2025/26.
New Build - Aylesborough Close	11,092	10,407	(685)	685	0	Underspend due to build programme delays. Rephase into 2025/26.
New Build - St Thomas's Road	1,649	49	(1,600)	1,600	0	Scheme redesign under consideration leading to significant delay. Rephase into 2025/26 with spend profile to be revised as part of budget setting.
New Build - Paget Road	720	16	(704)	704	0	Delay to programme due to staffing capacity shortage. Rephase into 2025/26 and review as part of budget setting.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
<b>New build schemes (contd)</b>						
Fanshawe Road	6,672	2,772	(3,900)	3,900	0	Delayed spend due to legal and planning delays affecting contractual spend profile. Rephase into 2025/26 with spend profile to be revised as part of budget setting.
Princess and Hanover	4,611	3,005	(1,606)	1,606	0	Decant/leasehold buybacks progressing behind schedule. Variance to be rephased to 2025/26. Profile to be revised as part of budget setting.
New Build - East Road	1,584	201	(1,383)	1,383	0	Scheme redesign under consideration leading to significant delay. Rephase into 2025/26 with spend profile to be revised as part of budget setting.
New Build - Eddeva Park	3,805	17	(3,788)	3,788	0	Delayed spend due to legal and planning delays affecting contractual spend profile. Rephase into 2025/26 with spend profile to be revised as part of budget setting.
New Build - East Barnwell	3,257	2,013	(1,244)	1,244	0	Delayed spend due to legal and planning delays affecting contractual spend profile. Rephase into 2025/26 with spend profile to be revised as part of budget setting.
New Build - Newbury Farm	8,763	7	(8,756)	8,756	0	Delayed spend due to legal and planning delays affecting contractual spend profile. Rephase into 2025/26 with spend profile to be revised as part of budget setting.
New Build - ATS, Histon Road	4,153	4	(4,149)	4,149	0	Delayed spend due to legal and planning delays affecting contractual spend profile. Rephase into 2025/26 with spend profile to be revised as part of budget setting.
New Build - Ekin Road	1,019	1,308	289	(289)	0	Decant/leasehold buybacks progressing ahead of schedule. Variance to be deducted from 2025/26 budget. Profile to be revised as part of budget setting.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
<b>New build schemes (contd)</b>						
New Build - Davy Road	1,416	526	(890)	890	0	Decant/leasehold buybacks progressing behind schedule. Variance to be rephased to 2025/26 . Profile to be revised as part of budget setting.
Other capital projects	338	316	(22)	0	(22)	Closed projects and those with no carry forward request where variance <£50k.
<b>Total new build schemes</b>	<b>65,929</b>	<b>33,841</b>	<b>(32,088)</b>	<b>32,066</b>	<b>(22)</b>	
<b>Acquisitions</b>						
Acquisitions & Disposals	1,096	(1)	(1,097)	1,097	0	Budget needs to be reprofiled to 2025/26 to enable any identified/necessary acquisitions to be funded. This is offset by receipts from disposals.
Local Authority Housing Fund Acquisitions	2,016	69	(1,947)	1,947	0	Acquisitions proceeding behind schedule, with three completions missing 2024/25 deadline due to legal delays. Rephase into 2025/26 with spend profile to be revised as part of budget setting.
<b>Total acquisitions</b>	<b>3,112</b>	<b>68</b>	<b>(3,044)</b>	<b>3,044</b>	<b>0</b>	
<b>Other HRA capital spend</b>						
Shared Ownership Repurchase	300	0	(300)	300	0	This budget needs to be held to allow any shared ownership homes to be bought back if the need arises.
Orchard Upgrade	74	2	(72)	72	0	Budget needs to be reprofiled to 2025/26 to enable any identified upgrades to Orchard to be funded.
HRA Corporate IT Contribution	76	0	(76)	76	0	No recharge this year - rephase to 2025/26.

Project	Final Budget 2024/25 £'000	Final Outturn 2024/25 £'000	Variance 2024/25 £'000	Carry Forward £'000	Adjusted Variance 2024/25 £'000	Commentary
Other HRA capital spend (contd)						
Commercial Property	122	21	(101)	0	(101)	No works identified by Property Services in 2024/25.
Other capital projects	0	1	1	0	1	Closed projects and those with no carry forward request where variance <£50k.
<b>Total other HRA capital spend</b>	<b>572</b>	<b>24</b>	<b>(548)</b>	<b>448</b>	<b>(100)</b>	
<b>Total HRA capital programme</b>	<b>107,748</b>	<b>57,178</b>	<b>(50,570)</b>	<b>50,941</b>	<b>371</b>	



## REPORT TITLE: BUDGET SETTING CONTEXT 2026/27

### To:

Cabinet

15 July 2025

### Report by:

Jody Etherington, Chief Finance Officer

Tel: 01223 458130 Email: jody.etherington@cambridge.gov.uk

### Wards affected:

All

Director Approval: Chief Finance Officer Jody Etherington confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to the Cabinet for decision.

<b>1.</b>	<b>Recommendations</b>
1.1	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> <li>1. Accept the proposed updated savings targets for the General Fund for the next five years, as set out at paragraph 4.1, and a new headline target to save £1.5 million per year over the next two years.</li> <li>2. Endorse the proposal to undertake a detailed review of the 30 Year Business Plan for the Housing Revenue Account over the summer, using external advice where appropriate.</li> <li>3. Agree the high-level approach to budget setting for 2026/27 set out in section 4.</li> <li>4. Agree the high-level approach to public consultation set out in section 6.</li> </ol>
<b>2.</b>	<b>Purpose and reason for the report</b>
2.1	<p>In previous years, the council has produced a Medium-Term Financial Strategy (MTFS) in the autumn, which included setting savings targets for the following year's budget</p>

	<p>setting round. However, under the council's new governance model, it has been agreed that the MTFS will now be updated alongside the Budget Setting Report (BSR) in the spring. This will allow for a more integrated approach to strategic financial planning and management, for example through ensuring that the council's key financial strategies (MTFS, Treasury Management Strategy and Capital Strategy) are aligned with each other and the council's budget.</p>
2.2	<p>This report therefore asks Cabinet for early strategic direction for setting the council's 2026/27 budgets, both in respect of the savings target to be achieved, and the high-level approach to budget setting, scrutiny and public consultation.</p>
<b>3.</b>	<p><b>Alternative options considered</b></p>
3.1	<p>General Fund savings targets – the council currently holds reserves in excess of its target level, and this provides some flexibility for the phasing of future savings. The council could choose to delay savings until later years by using reserves in the short-term, but this approach is not recommended as it risks a 'cliff-edge' of more significant savings needed in a few years' time, and arguably does not result in the best use of council reserves which could be applied to specific projects and member priorities. Alternatively, the council could increase savings targets in the earlier years to increase confidence around delivery and free up resources sooner for other priorities – however the council has just delivered the highest single year net budget saving of the past few decades in 2025/26, so there is a need to be mindful of capacity to deliver and the impact on services of further significant savings. The proposed approach takes into account both the medium-term target of achieving a balanced budget by year 5, together with a realistic appraisal of the council's capacity to deliver further savings in the short-term.</p>
3.2	<p>HRA Business Plan review – the council could decide to stick with its existing 30 Year Business Plan model, which would avoid the costs of carrying out a review and procuring a new model. However, the current model is somewhat dated, and the 2024/25 outturn has shown that HRA budgets are not currently aligned with actual spending requirements. The council would also potentially miss an opportunity to identify potential efficiency savings through benchmarking and working with external consultations.</p>

3.3	Budget setting approach – the council could choose not to introduce strategic budget challenge meetings, which would come with a saving in senior officer time. However, in the context of further savings requirements on top of the significant savings already made from services, there is a very real risk that detailed budget setting could become misaligned from the council's strategic goals, and opportunities to optimise the prioritisation of ever-scarcer resources may be lost.
3.4	Public consultation – the council could replicate last year's approach of a detail-focussed public consultation late in the budget setting process, once individual budget proposals are clearer. However, this would remove the ability of the public to influence the strategic direction of budget setting and feed in suggestions for budget proposals early enough for these to be considered.
4.	<b>Background and key issues</b>
4.1	<p><b>General Fund Savings Targets</b></p> <p>The Budget Setting Report (BSR) 2025/26, approved by full council in February 2025, set out the savings targets for the General Fund for the next five years. These have been reviewed in the context of updated economic forecasts, government consultations on local government funding reform and business rates retention, and other information which has come to light since the Budget Setting Report which is anticipated to have a significant effect on council finances. This has resulted in a new headline savings target of £1.5 million per year over the next two years, as set out in detail in the table below:-</p>

		2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m
	<b>Savings target per BSR 2025/26 (cumulative)</b>	<b>1.128</b>	<b>2.949</b>	<b>4.347</b>	<b>5.814</b>	<b>7.173</b>
	Changes to economic assumptions:-					
	- Inflation	0.439	0.753	0.924	0.947	0.972
	- Interest rates	0.045	0.072	0.094	0.108	0.127
	Changes to employee cost assumptions:-					
	- Proposed 2025/26 pay award	0.189	0.194	0.197	0.201	0.205
	- Reduction in employer pension contributions	(1.355)	(1.333)	(1.315)	(1.297)	(1.273)
	- Creation of turnover contingency	0.750	0.771	0.790	0.808	0.832
	Changes to funding assumptions:-					
	- Estimated change to overall funding following government consultations	0.016	(0.100)	(0.271)	(0.348)	(2.335)
	- Rebalancing of funding from business rates growth to grants	(2.529)	(2.182)	(3.703)	(3.761)	(1.889)
	Changes to service forecasts:-					
	- Estimated additional cost of waste reform	1.044	1.044	1.044	1.044	1.044
	- Release of Park St commercial income	(1.283)	(1.283)	(1.283)	(1.283)	(1.283)
	Contributions to/from reserves to smooth savings targets:-					
	- Reverse contributions from reserves proposed in BSR 2025/26 to smooth savings targets	0.848	0.677	0.533	-	-
	- Contributions to/(from) reserves to smooth current savings targets	1.458	(0.062)	0.843	0.667	-
	<b>Proposed updated savings target</b>	<b>0.750</b>	<b>1.500</b>	<b>2.200</b>	<b>2.900</b>	<b>3.573</b>
4.2	<p><u>Assumptions</u></p> <p>The key changes in assumptions reflected in the above table are set out at Appendix A. Generally speaking, inflation and interest rates have proved stickier than previously forecast, remaining higher for longer. The Bank of England now forecasts average CPI inflation of 3.2% for 2026/27, compared to the 2.3% assumed in the BSR, and the 25-year PWLB borrowing rate is now expected to settle at 4.9% by the second half of</p>					



	2027/28, compared with the 4.5% previously forecast. Employer pension contributions are expected to decrease as a result of the forthcoming triennial valuation, which is likely to show that the pension fund is currently over-funded.
4.3	<p><u>Turnover contingency</u></p> <p>Currently, most service budgets include a 4% turnover allowance against their staff costs, i.e. staffing budgets are reduced by 4% to recognise the likelihood that there will be periods during the year when posts are vacant. However, it is recognised that the council's recent group design programme and transformation work, which has resulted in significant savings in staffing costs, means that services are now leaner and may have less capacity to operate with vacant posts. As such, it is proposed to create a new contingency budget which will bring together the turnover allowance amounts from all services into a centrally managed fund. This can then be used, on a case by case basis, to cover additional costs associated with staff turnover (for example overtime, agency, recruitment and handover costs), or other long-term staff absence (such as maternity and long-term sickness).</p>
4.4	<p><u>Funding assumptions</u></p> <p>The recently published government consultation on the future of local government funding (Fair Funding Review) sets out the government's intentions in respect of the multi-year finance settlement which local authorities have been promised with effect from 2026/27. Whilst the details of the consultation are still being worked through (and clearly are subject to change), initial modelling by the council's external advisors is showing a significant shift in resources away from retained business rates growth, towards core government grants. This reflects the planned 'reset' of business rates from 1 April 2026, when all historic accumulated growth will be lost, coupled with an increase in the council's funding allocation as a result of high population growth. Overall, the council is expected to be around £5.1 million per year worse off as a result of this package of changes, which broadly mirrors the position as forecast in the BSR.</p>
4.5	However, the shift from a reliance on business rates growth income to core government

	<p>grants is welcomed in so much as it provides greater certainty around future funding. The council's policy has been to only use the first £1.5 million of business rates growth income to balance the budget each year, recognising the associated uncertainty and risk. Any forecast income in excess of this amount has been allocated directly to reserves. However, government grant income is more certain, and this switch has therefore allowed significant funds to now be released to be used to fund services in future years. This is not additional money, however, and the knock-on impact will be less excess business rates income to transfer to reserves (for example to put towards capital programmes) in future years.</p>
4.6	<p><u>Waste reform</u></p> <p>There remains significant uncertainty around both the cost of future waste reform, and the extent to which this may be externally funded. Councils have now been informed that there will be funding available, both in respect of new burdens funding and the extended producer responsibility scheme, but based upon past experience there is no guarantee that this will cover the full costs incurred. For the time being, a very early estimate of additional costs has been made, using the assumption that government and producer funding will cover a combined 50% of such costs.</p>
4.7	<p><u>Park St commercial income</u></p> <p>Previously, the council's Medium Term Financial Strategy has assumed that excess commercial income from the Park Street redevelopment would be transferred to an earmarked reserve, on the understanding that HM Treasury required this to be recycled into future regeneration projects. Following a review of the relevant guidance, and consultation with HM Treasury, it has now been concluded that this income can in fact be released to fund council services.</p>
4.8	<p><u>General Fund reserves</u></p> <p>Appendix B sets out the forecast level of General Fund reserves over the next five years, assuming that the savings targets set out above can be achieved. Even without the</p>

	benefit of future business rates growth income (which is uncertain), reserves are forecast to remain comfortably above the current target level of £7.849 million over the five year period.
4.9	<p><b>Housing Revenue Account (HRA)</b></p> <p>As set out in the 2024/25 Outturn Report, the HRA reported a net overspend of £2.3 million against its planned operating surplus last year. This was mainly due to overspends on repairs and maintenance, including DCM (damp, condensation and mould), legal disrepair costs, void costs, and unbudgeted spend in respect of identified fire risks (such as waking watches).</p>
4.10	<p>Whilst it is too early in the year for any detailed forecasting of the 2025/26 position, it is fair to say that many of the pressures which led to last year's overspend have not gone away, and are unlikely to do so. As a statutory ringfenced fund, the HRA spends its money ensuring that council homes are safe, decent and well-managed, and there is very little discretionary spend. Management of overspends, therefore, needs to focus on more efficient operations, savings through good procurement and contract management, and/or different delivery mechanisms, rather than cutting services which in most cases are statutory in nature.</p>
4.11	<p>At the same time as overspending against its revenue budget, the HRA experienced significant capital slippage in year. The reasons for this are varied, but project delays and capacity to deliver capital works (in house and through contractors) are recurring themes.</p>
4.12	<p>The HRA Medium-Term Financial Strategy, approved by full council in November 2024, highlighted the risks around over-reliance upon borrowing to fund the council's ambitious new homes and retrofit programmes, and included an assumption that significant government grant income would be received (in excess of the amounts available under current schemes) to finance some of this work. Whilst the government announced more money for new homes in the recent Comprehensive Spending Review, we await further details from Homes England as to how and when this will be distributed.</p>

4.13	Taking all of the above into account, the time is right for a detailed review of the HRA 30 Year Business Plan, covering both revenue and capital spend, informed by external advice and benchmarking. It is proposed that such a review take place over the summer, with a view to feeding into the HRA budget setting process in the autumn.
4.14	<p><b>Budget Setting Approach</b></p> <p>This year will be the first budget setting cycle since the recent implementation of business partnering within the Finance team. The proposed overall approach and timetable is set out below.</p>
4.15	<p><u>Strategic Budget Challenge Meetings (August)</u></p> <p>Over the coming weeks, budget challenge meetings will be held for each of the council's groups. These will be chaired by the Chief Executive, and attended by the Chief Finance Officer, relevant Director and Assistant Directors, and other officers as appropriate. The meetings will have a strategic focus, and will include:-</p> <ul style="list-style-type: none"> <li>- Review of 2025/26 savings and risks to delivery</li> <li>- High-level review of Q1 forecasts and emerging risks and opportunities</li> <li>- Consideration of current and future service pressures, and member priorities</li> <li>- Consideration of potential savings opportunities, timescales and actions to progress these to formal budget bids</li> <li>- High-level review of significant contracts, including identification of opportunities for savings</li> <li>- High-level review of service standards and delivery mechanisms, including identification of opportunities for savings</li> </ul>
4.16	For shared planning and waste services, relevant council officers have been invited to attend the equivalent budget challenge meetings hosted by South Cambridgeshire District Council, as lead authority. A separate budget challenge meeting will also be held in respect of the council's capital programme.
4.17	Following the budget challenge meetings, Directors and Assistant Directors will communicate to their budget managers the agreed strategic objectives of the budget-

	setting round. Outputs will also be shared with the relevant Cabinet member(s).
4.18	<p><u>Early Budget Scrutiny (September)</u></p> <p>The September meeting of the Performance, Assets and Strategy Overview and Scrutiny Committee will have the opportunity to scrutinise and comment on the strategic approach to budget setting, including the savings target and high-level approach to public consultation (see section 6 below).</p>
4.19	<p><u>Service Budget Setting (October)</u></p> <p>The setting of detailed service budgets will take place during October, alongside the Q2 forecast process. This will ensure an effective and efficient process, replacing two meetings with one, and ensuring that the most up to date financial information is available to budget holders when setting their budgets for the following year. Budgets will be reviewed by the budget manager and relevant finance business partner working in partnership.</p>
4.20	<p>The detailed budget setting process will be similar to last year's, including a line-by-line review of all service budgets. A key objective is accurate budget setting, therefore, as last year, there will be no lower limit set on individual budget proposals. However, proposals which increase net service budgets will generally only be considered for:-</p> <ul style="list-style-type: none"> <li>- Invest to save opportunities which will deliver clearly identifiable savings in future years</li> <li>- Cost pressures which are genuinely unavoidable</li> <li>- Strategic member priorities</li> </ul> <p>It is important to note that the savings targets set out above are net, i.e. any budget proposals which result in increased spend will increase the savings required elsewhere.</p>
4.21	<p>As last year, inflationary increases will only be applied to non-pay expenditure budgets where a clear justification exists, for example an inflation-linked contract, or other expenditure where there is a reasonable expectation of an unavoidable cost increase (such as utility bills). For more general expenditure (training, stationery etc), services will be expected to manage within existing budgets, or to submit a budget bid where there is</p>

	a strong business case to increase these.
4.22	Following the service budget setting meetings, draft budget proposals will be collated for review and sign-off by the relevant Cabinet members, no later than the end of November. These will also take into account the results from the public consultation (see section 6 below).
4.23	<p><u>Budget Scrutiny and Approval (January/February)</u></p> <p>Based upon past experience, the draft local government finance settlement is likely to be published in late December. Following this, a final draft Budget Setting Report will be published for scrutiny at the meeting of the Performance, Assets and Strategy Overview and Scrutiny Committee meeting on 27 January 2026. The Chair of this Committee has agreed to exercise her discretion to invite members of the Services, Climate and Communities Overview and Scrutiny Committee to participate in the budget debate should they so wish.</p>
4.24	Cabinet will meet on 10 February 2026 and will be invited to recommend the Budget Setting Report to full council, after taking account of any comments raised during the scrutiny process and public consultation.
4.25	Full council will be invited to approve the final Budget Setting Report at their meeting on 26 February 2026, which will be subject to the usual constitutional requirements, including the opportunity for opposition groups to submit budget amendments. Finance officers will provide appropriate support to opposition groups in the run up to this meeting.
<b>5.</b>	<b>Corporate plan</b>
5.1	<p>The council's budget is underpinned by all aspects of its corporate plan:</p> <p><a href="#">Corporate plan 2022-27: our priorities for Cambridge - Cambridge City Council</a></p>
<b>6.</b>	<b>Consultation, engagement and communication</b>

6.1	A 6-week public consultation will take place during September/October. This is earlier in the process than last year, with the intention that it will allow the public to have a meaningful input into the prioritisation of council resources and development of budget proposals, rather than simply commenting on proposals which have already been developed. As such, the consultation will be more strategic in nature, for example seeking public views on the prioritisation of corporate priorities and council services.
6.2	The consultation will take place on the council's online consultation platform, and in line with the approved Code of Best Practice on Consultation and Community Engagement. It is recognised that the respondents to last year's consultation were not fully representative of the city's demographics, and this is an ongoing challenge for many local authorities. Holding the consultation at a more strategic level may help to engage some of the groups which are historically under-represented, by ensuring questions are concise and easy to understand. Alongside this, the Communications team continue to explore alternative options for engagement with under-represented groups.
6.3	In addition, we will explore alternative ways for residents who don't want to complete a full survey to give their views, such as trialling a virtual suggestion box.
6.4	Detailed work on the public consultation will be carried out by officers in August, with the intention of launching in early September. Results will be fed into the budget setting process in late October, as part of the process of developing detailed budget proposals. Summarised results will be shared alongside the full budget papers at the budget scrutiny meeting on 27 January, and with full council at their budget meeting on 26 February.
<b>7.</b>	<b>Anticipated outcomes, benefits or impact</b>
7.1	The benefit of adopting the approach set out in this report will be a robust budget setting and challenge process, which ensures allocation of resources is in line with corporate and public priorities, and a council which is financially sustainable and fit for the future.

<b>8.</b>	<b>Implications</b>
<b>8.1</b>	<p><b>Relevant risks</b></p> <p>There is inherent risk and uncertainty in agreeing council savings targets. The areas of greatest uncertainty at present remain the future of local government funding, and the costs of waste reform (and the extent to which this is funded by government). Should the assumptions in this report prove to be incorrect, revised savings targets may need to be brought forward throughout the budget setting process.</p>
<b>8.2</b>	<p><b>Financial Implications</b></p> <p>The financial implications are set out throughout this report. Appendix B shows the impact on General Fund reserves. The HRA position will become clearer following the review of the 30 Year Business Plan over the summer, but the 2024/25 Outturn Report shows it is financial sustainable in the short-term. The budget-setting work to be carried out will be procured from existing service budgets.</p>
<b>8.3</b>	<p><b>Legal Implications</b></p> <p>The approach set out in this report will allow the council to meet its statutory duty to set a balanced budget under the Local Government Finance Act 1992.</p>
<b>8.4</b>	<p><b>Equalities and socio-economic Implications</b></p> <p>The public consultation will be carried out in accordance with the Code of Best Practice on Consultation and Community Engagement, which requires full consideration of accessibility and inclusiveness. The Communications team will be fully engaged in this process to ensure best practice is followed.</p>
<b>8.5</b>	<p>The equalities and socio-economic implications of individual budget proposals will be considered as part of the budget setting process. The final Budget Setting Report (BSR) will include a full Equalities Impact Assessment (EqIA) covering all budget proposals</p>



	where an impact has been identified. For significant proposals, individual EqlAs will be carried out in line with existing policy.
8.6	<p><b>Net Zero Carbon, Climate Change and Environmental implications</b></p> <p>There are no implications arising directly from this report. As individual budget proposals are developed, each one will be assessed and given a climate rating, which will be reported as part of the Budget Setting Report for consideration by full council.</p>
8.7	<p><b>Procurement Implications</b></p> <p>A compliant procurement process will be carried out in order to procure external advice to support the review of the HRA 30 Year Business Plan. This will make use of an existing framework arrangement, and will be fully supported by the procurement team.</p>
8.8	<p><b>Community Safety Implications</b></p> <p>None identified.</p>
9.	<b>Background documents</b>
9.1	<p>Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985:</p> <ul style="list-style-type: none"> <li>- General Fund Budget Setting Report 2025/26 to 2029/30</li> <li>- General Fund Medium Term Financial Strategy 2025/26 – 2034/35</li> <li>- 2024/25 Outturn Report</li> </ul>
10.	<b>Appendices</b>
10.1	<p>Appendix A – Key Assumption Changes from BSR 2025/26</p> <p>Appendix B – General Fund Reserves Forecast</p>
	To inspect the background papers or if you have a query on the report please contact Jody Etherington, Chief Finance Officer, tel: 01223 458130, email:

	jody.etherington@cambridge.gov.uk
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## Appendix A – Key Assumption Changes from BSR 2025/26

Factor	Current assumption	Previous assumption (BSR 2025/26)
General inflation	Based on Bank of England CPI forecasts (May 2025)  2026/27: 3.2% 2027/28: 2.2% 2028/29: 1.9% Subsequent: 2.0%	Based on Bank of England CPI forecasts (August 2024)  2026/27: 2.3% 2027/28: 1.6% 2028/29: 1.6% Subsequent: 2.0%
2025/26 pay award	Based upon employer side offer (subject to ongoing negotiation)  3.2%	Based upon Bank of England CPI forecasts (August 2024)  2.5%
Pension contributions	Based upon draft actuarial advice ahead of forthcoming triennial valuation, given current overfunded position  18.4% employer contributions plus deficit repair contributions of £2.9m over 5 years from 2026/27 – 2030/31	Based upon current known contribution rates  17.6% employer contributions plus deficit repair contributions of £10.5m over 5 years from 2026/27 – 2030/31
Borrowing rates	Based on actual average rates and forecasts provided by external treasury advisors in relation to 25 year PWLB borrowing:  2024/25: 5.56% 2025/26: 5.55% 2026/27: 5.15% 2027/28: 4.93% Subsequent: 4.90%	Based on forecasts provided by external treasury advisors in relation to 25 year PWLB borrowing:  2024/25: 4.50% 2025/26: 5.25% 2026/27: 4.85% 2027/28: 4.53% Subsequent: 4.50%
Local government funding assumptions	Based upon updated model developed by external funding advisors following publication of consultations on the future of local government funding (version 5.16.1)	Based upon model developed by external funding advisors following publication of 2025/26 local government finance settlement (version 5.14.4)

## Appendix B – General Fund Reserves Forecast

General Fund Reserve	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£m	£m	£m	£m	£m	£m
<b>Brought forward balance at 1 April</b>	<b>18.863</b>	<b>12.445</b>	<b>13.903</b>	<b>13.841</b>	<b>14.684</b>	<b>15.351</b>
Planned use of reserves for specific items:-						
- Greater Cambridge Impact Fund	(0.800)					
- Transformation & Reinvestment Fund	(1.754)					
- Folk Festival proposal	(0.075)					
Contributions to/(use of) reserve to balance budget in year	(3.789)	1.458	(0.062)	0.843	0.667	-
<b>Carried forward balance at 31 March</b>	<b>12.445</b>	<b>13.903</b>	<b>13.841</b>	<b>14.684</b>	<b>15.351</b>	<b>15.351</b>
Business rates growth – indicative growth element (at risk)	9.515	-	-	0.159	0.834	-
<b>Carried forward balance at 31 March</b>	<b>21.960</b>	<b>23.418</b>	<b>23.356</b>	<b>24.358</b>	<b>25.859</b>	<b>25.859</b>



<b>Report to</b>	Cabinet 15 July 2025
<b>Lead Cabinet Member</b>	Antoinette Nestor, Culture, Economy and Skills
<b>Lead Officer</b>	Frances Alderton, Strategic Lead for Culture
<b>Key Decision</b>	No
Director Approval: Chief Executive confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to Cabinet for decision.	

## Folk Festival Review

### Executive Summary

The Cambridge Folk Festival should be relaunched in 2026 with a refreshed, citywide, multi-venue approach to secure its long-term future. Cherry Hinton Hall would remain the festival's anchor and spiritual home, recognising its central place in the festival's identity and history.

The programme would expand to include other much-loved venues across Cambridge, to enable greater accessibility, new creative opportunities, and wider community engagement. The refresh is designed to protect what makes the festival special while ensuring it is more inclusive, financially resilient and culturally relevant.

Following an independent review by sector experts the options identified were developed with further feedback from a wider range of stakeholders including local venues and artists, industry peers, folk festival audiences and staff. The officer recommendations in this report incorporate that additional feedback, as well as more detailed financial modelling.

Multi-venue formats have proved to be very successful for Celtic Connections in

Glasgow, the Brighton Festival, and Edinburgh's Fringe festival. These renowned examples demonstrate the viability of a distributed venue format to enhance audience experience, inclusion and financial sustainability.

Building on the festival's strengths and embracing a new multi-venue format offers a positive and practical route to secure for future generations one of Cambridge's most cherished cultural assets.

### Separate attachments:

1. Counterculture Review of the Folk Festival
2. Equalities Impact Assessment

### Relevant background information

3. Previous Folk Festival papers: [Special meeting of Environment and Community Scrutiny Committee on 20 March, 2025](#)
4. City Council Culture Strategy: [Agenda for Environment and Community Scrutiny Committee on Thursday, 21st March, 2024, 6.00 pm - Cambridge Council](#)

1.	<b>Recommendations</b>
1.1	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> <li>1. Approves the relaunch of the Cambridge Folk Festival from 2026 as a city-wide multi-venue, multi-day festival as described at para 3.1.</li> <li>2. Endorses the principle that Cherry Hinton Hall, the spiritual home of the festival, should remain the anchor venue.</li> <li>3. Approves in principle a contingency budget of up to £215,000 to be used if necessary to fund the risk of income loss in the first year as the new format establishes itself; and an additional investment of £60,000 to enhance marketing, infrastructure, local audience and artist development; subject to a budget bid to full council as part of the 2026/27 budget setting process.</li> <li>4. Notes the importance of maintaining the festival's identity, community links, and programming quality, including through ongoing engagement with Folk Clubs,</li> </ol>

	<p>artists, and cultural stakeholders.</p> <p>5. Delegates authority to the Director of Communities to finalise a business plan and implement delivery, in consultation with the Cabinet Lead; and,</p> <p>6. Notes officers would like to encourage the Chair of O&amp;S (Services, Climate and Communities) to consider a review of progress to deliver the refreshed festival format at its meeting in February 2026.</p>
<b>2.</b>	<b>Purpose</b>
2.1	<p>The recommendations arise from a comprehensive review process, from the Festival Team, specialist consultancy and engagement with audiences, sector experts, audiences, and local Folk Clubs to explore the festival's long-term viability.</p> <p>Following a 'fallow year' in 2025, this report recommends a new format retaining Cherry Hinton Hall as the anchor venue, alongside a broader multi-venue approach across the city for the Cambridge Folk Festival from 2026. The recommendation sets out a new direction for the festival that can establish a financially resilient, culturally relevant, and community-rooted format for the future of the festival.</p> <p>The relaunch commits to preserving the festival's core spirit while enabling a refreshed approach that responds to wider audience expectations, financial pressures, widens accessibility for the city's residents and the Council's ambition for a thriving culture across the City.</p>
<b>3.</b>	<b>Options considered</b>
3.1	<p>A structured options appraisal was undertaken to assess alternative models for the future delivery of the Cambridge Folk Festival. Each option was evaluated against criteria including:</p> <ul style="list-style-type: none"> <li>• Financial resilience</li> <li>• Operational feasibility</li> <li>• Reputational risk</li> <li>• Stakeholder and audience support and feedback</li> <li>• Alignment with the Council's cultural strategy</li> </ul> <p><b>Option 1: Revised greenfield model at Cherry Hinton Hall</b></p>

This option sought to retain a single-site greenfield format, with cost reductions achieved through smaller staging and some service reductions. While familiar to audiences, this model carried high financial risk. Key challenges included:

- Infrastructure and operational costs that would likely exceed income, with a commercial risk of incurring a financial loss of up to £550,000 each year
- Dependence on strong ticket and camping sales in a volatile market
- Limited flexibility to scale, innovate, or to reach new audiences

Despite efforts to revise it, the greenfield model was ultimately assessed to be too high-risk and financially unsustainable in current market conditions and is not recommended.

### **Option 2: Multi-venue city-wide model (Recommended)**

This approach retains Cherry Hinton Hall as the Festival's anchor venue while expanding the programme across multiple city-based venues. It provides:

- A scaled back two-day greenfield event with flexibility to scale up or down in future combined with the use of other venues across the city, lowering the financial risk, including basic camping on site.
- Greater accessibility and engagement with local communities for a more inclusive Festival with programming spread over an extended period of a week or more.
- Flexibility to adapt and grow audience reach over time
- Better alignment with public sector values, inclusion goals, and environmental impact reduction

While this model requires stronger coordination and early partner commitment, the risks are more easily mitigated and offers greater return on investment over time.

### **Option 3: Outsourcing to a commercial partner**

This option explored full external delivery by a third-party operator. While it could reduce direct financial exposure, concerns included:

- Loss of local control over programming, identity, and community engagement
- Potential commercialisation at odds with the festival's ethos and audience values
- Limited interest from suitable providers without guaranteed financial return

This option is not recommended.

### **Option 4: Permanent closure**

This approach would involve ending the festival in its current form. While eliminating all



	<p>financial risk, this option was judged to have significant downsides:</p> <ul style="list-style-type: none"> <li>• Loss of a nationally significant cultural event with strong brand recognition</li> <li>• Negative reputational impact locally and nationally</li> <li>• Missed opportunity to modernise and lead within the festival sector</li> </ul> <p>Closure, and significant rebranding, of the festival was strongly opposed in stakeholder engagement and is not recommended.</p>
<b>4.</b>	<b>Background and key issues</b>
4.1	<p>The Cambridge Folk Festival has been a central feature of the city's cultural offer since 1965. However, by 2024 the festival incurred a significant financial loss due to increased costs and reduced income. These factors also had a significant impact on the wider festival sector. A fallow year was agreed for 2025 to enable a full review. Key considerations related to this decision included:</p> <ul style="list-style-type: none"> <li>• <b>Unprecedented financial losses:</b> the 2024 Festival achieved a deficit of over £320,000, reversing a pre-COVID trend of surpluses and raising immediate concerns about the festival's financial resilience.</li> <li>• <b>Sector instability:</b> More than 70 UK festivals were cancelled or paused in 2024, reflecting wider volatility across the industry due to rising costs, market saturation, and post-pandemic shifts in consumer behaviour. More recent <a href="#">local reports</a> identified 24 other festivals were cancelled in 2025 in the East of England.</li> <li>• <b>Declining income:</b> Ticket and camping sales were significantly down compared to pre-COVID years, with camping revenue halving since 2016, reducing income from one of the festival's key profit drivers.</li> <li>• <b>Escalating delivery costs:</b> Infrastructure costs rose dramatically, with equipment costs increasing by 60% since 2016, and Covid and national economy related pressures adding complexity to logistics and staffing.</li> <li>• <b>Eroding market position:</b> Increased competition from larger commercial festivals such as Latitude, coupled with the festival's fixed site model which makes it less adaptable to changing audience expectations.</li> </ul>
4.2	<b>Objectives of the review</b>

	<p>The review aimed to:</p> <ul style="list-style-type: none"> <li>• Explore financially resilient delivery models not reliant on long term subsidy</li> <li>• Ensure the Festival becomes more relevant, resilient and inclusive in the future</li> <li>• Develop options aligned with the Council's Cultural Strategy</li> <li>• Preserve Cherry Hinton Hall as the spiritual home of the Festival</li> </ul>
4.3	<p><b>Summary of review findings</b></p> <p>The review, led by Counterculture (Appendix 1) and supported by Council officers, included detailed financial modelling, sector benchmarking, and engagement with artists, venues, folk clubs, audiences, and peer festivals. It concluded that a traditional greenfield model posed significant financial and operational risks, primarily driven by infrastructure costs including staging, production, and on-site facilities such as camping.</p> <p>Alongside this, the review identified strategic opportunities to improve long-term resilience and cultural impact:</p> <ul style="list-style-type: none"> <li>• <b>Programming:</b> strong interest in refreshed programming that diversifies genres, strengthens ties with the local folk scene, and promotes emerging and underrepresented artists.</li> <li>• <b>Marketing and audience development:</b> potential to build the Festival's national profile through improved digital marketing and targeted outreach to younger and more diverse audiences.</li> <li>• <b>Partnerships and local engagement:</b> expanded collaboration with Cambridge venues, educational institutions, and community partners.</li> <li>• <b>Brand positioning:</b> reframing the Festival as both rooted in tradition and progressive in its ambition to remain relevant in a competitive cultural landscape.</li> </ul> <p><b>Consultant recommendations</b></p> <ul style="list-style-type: none"> <li>• A city-wide, multi-venue model offers greater flexibility, accessibility, and resilience</li> <li>• Audiences are open to change, provided identity and quality are preserved</li> <li>• Alignment with the Council's values and wider festival sector trends</li> </ul> <p>The consultant's report (separate attachment 1) presents financial analysis and proposals with a cost associated with the different options. The details of budgets have been</p>

	redacted where Festival contractor costs are commercially sensitive.
<b>5</b>	<b>Feedback from Overview &amp; Scrutiny Committee</b>
5.1	<p>The O&amp;S Services, Climate and Communities Committee met on 1 July 2025. Officers presented an update on the Folk Festival review and answered questions from members of the committee. Chair, Cllr Karen Young summarised feedback from the committee to Cabinet, as follows:</p> <p><i>“The Overview &amp; Scrutiny agreed with the principles that officers had been working to – as outlined at the meeting. These include, financial prudence/viability; supporting a thriving city, audience and resident satisfaction; supporting creators, community cohesion, local youth; enhancing the national reputation of the city, and greater inclusion.</i></p> <p><i>There was support from the committee for a focus on folk music as a genre, supporting local talent and involving local communities. The inclusivity of any proposal was stressed as important, as was financial viability. There has been a wide variety of festival formats that have been explored during the review. Overview &amp; Scrutiny would like to comment on these once they have seen the Cabinet paper.”</i></p>
<b>6.0</b>	<b>Recommendations and rationale</b>
6.1	<p>The proposed multi-venue model represents a forward-looking refresh of the Cambridge Folk Festival. It offers a balanced response to the operational, financial, and cultural challenges identified through the review, preserving the Festival’s identity while evolving its delivery for long-term resilience and relevance.</p> <p>While the move away from a fully greenfield model represents a shift, the proposed approach draws on well-established models of city-based festivals that retain artistic quality, audience intimacy, and a strong identity.</p> <p>Events such as Brighton Festival, Edinburgh Fringe, and Celtic Connections demonstrate how multi-venue formats can successfully combine large headline performances with smaller, participatory events — supporting artistic collaboration, widening access and audience inclusion, and reducing risks associated with infrastructure costs.</p> <p>In this context, Cherry Hinton Hall should remain the spiritual home of the Festival, hosting</p>

	<p>key performances and anchoring the wider programme. Its continued role provides familiarity and continuity for long-standing audiences, while supporting an expanded Festival across more parts of the City providing greater flexibility, accessibility, and inclusion.</p> <p>A multi-venue approach would enable the Festival to attract new audiences and enhance its global profile by leveraging Cambridge's renowned cultural assets, including iconic venues and community spaces. This reflects both local expectations and broader trends in the festival sector, and supports a distinctive experience that remains creative, and community-centred while also being financially resilient.</p>
6.2	<p>The recommendation is further underpinned by:</p> <ul style="list-style-type: none"> <li>• <b>Strategic alignment:</b> The multi-venue format supports the Council's Cultural Strategy and Corporate Plan by promoting community engagement, access to the arts, and cultural innovation without ongoing reliance on General Fund subsidy;</li> <li>• <b>Engagement and feedback:</b> While recognising concerns about change, audiences, artists, folk clubs, and national peers expressed broad support for a refreshed model that retains core values while modernising delivery.</li> <li>• <b>Innovation and partnership:</b> The multi-venue approach strengthens local partnerships, enables creative curation, and improves operational flexibility while reducing infrastructure risks, by utilising many of the city's cultural assets already set up for music and entertainment</li> <li>• <b>Sector benchmarking:</b> The model draws from successful UK festivals operating across multiple venues, including: <ul style="list-style-type: none"> <li>◦ Celtic Connections (Glasgow)</li> <li>◦ Manchester Folk Festival</li> <li>◦ The Deer Shed Festival's recent adaptation into city-based programming</li> </ul> </li> </ul>
6.3	<p><b>Programming principles</b></p> <p>It is important to set out a commitment to the next phase of work to provide confidence that the proposed multi-venue model would remain true to the origins of the Cambridge Folk Festival, while creating new opportunities for artistic collaboration, creative development, and engaging with new and diverse audiences.</p>

	<p>Programming will be guided by the following commitments:</p> <ul style="list-style-type: none"> <li>• <b>Artist collaboration:</b> The Festival will enable collaboration between established and emerging artists, honouring its legacy as a creative space for musical experimentation and exchange.</li> <li>• <b>Support for new talent:</b> Building on The Den and other initiatives, the Council will continue to support and further develop the ethos of the Christiane Raphael Prize, offering performance, mentoring, and visibility for rising artists.</li> <li>• <b>Community feel:</b> Partner venues will be curated to reflect the Festival's inclusive and intimate atmosphere featuring workshops, and informal sessions.</li> <li>• <b>Local curation:</b> Folk Clubs and community contributors will continue to help shape the programme, ensuring the Festival reflects and celebrates Cambridge's grassroots music scene.</li> </ul>
6.4	<p>Subject to development and programming of the 2026 Festival it is proposed that it will balance the familiar with the new. Cherry Hinton Hall will remain a central part of the programme, hosting a scaled back two-day greenfield festival with two medium stages, food and drink, core facilities, and a basic, on-site camping offer that is cost effective.</p> <p>While scaled back compared to previous years, Cherry Hinton Hall will continue to offer a shared, open-air experience that brings people together retaining the distinctive spirit that makes the Festival special. Folk Clubs will play a role in curating part of the programme, helping to retain the atmosphere and community feel that long-standing audiences value.</p> <p>The multi-venue approach will put an emphasis on a broader cultural programme across the city to complement the greenfield venue at Cherry Hinton Hall. Performances, workshops, and community events will take place in some of Cambridge's most iconic and well-loved venues, offering fresh ways for people to engage with folk music and the wider Festival experience.</p>
6.5	To support the successful relaunch in 2026, Cabinet is asked to approve a funding

	<p>package comprising:</p> <ul style="list-style-type: none"> <li>• £215,000 contingency budget to be used if required to cover the risk of financial loss should ticket sales underperform expectations.</li> <li>• £50,000 to support longer-term marketing and audience development</li> <li>• £10,000 to develop local talent and support the Cambridge folk scene to support the future growth of the Festival</li> </ul> <p>Opportunities for local and national sponsorship and philanthropic contributions will be explored where these align with the Festival's values. Though the current context is challenging. Following the initial refreshed format the festival should operate on the basis that no Council subsidy is required in subsequent years.</p> <p>Note that the council's current financial projections assume a net income from the festival of £46,000 per year from 2026/27 onwards, based upon previous budgets. This income will need to be removed from the budget on an ongoing basis, regardless of the option chosen for the future of the festival.</p>
<b>7.</b>	<b>Corporate plan and vision</b>
7.1	<p>This proposal aligns with the Council's Corporate Plan (2022–27) to create “a city that celebrates culture and community” by:</p> <ul style="list-style-type: none"> <li>• Sustaining one of the UK's best-known cultural events</li> <li>• Investing in creative programmes and talent</li> <li>• Expanding cultural access and audience diversity</li> <li>• Promoting innovation in cultural delivery</li> </ul> <p>And, the Council's Vision where “Arts, sports and culture are thriving”:</p> <ul style="list-style-type: none"> <li>• Cambridge celebrates the city's diversity through a vibrant arts and cultural scene, including music, festivals, sports, and food and drink.</li> <li>• Accessible arts, sports and culture provide spaces for people of all ages to come together to enjoy the city, both during the day and at night.</li> </ul>
<b>8.</b>	<b>Consultation, engagement and communication</b>
8.1	<p>The review has been an opportunity to engage with a wide range of stakeholders that include:</p>

	<ul style="list-style-type: none"> <li>• Input from Folk Clubs, artists, and cultural stakeholders</li> <li>• Peer feedback from national experts and producers</li> <li>• Audience surveys</li> <li>• Member engagement</li> </ul>												
<b>9.</b>	<b>Anticipated outcomes, benefits or impact</b>												
9.1	<p>The proposed model offers a platform for re-launching the Cambridge Folk Festival in a way that is resilient, more accessible to people across the City, and aligned with the Council's cultural ambitions. It balances cultural integrity with innovation and financial realism, providing a strong basis for success and accountability.</p> <p>The following outcomes and benefits are anticipated:</p> <ul style="list-style-type: none"> <li>• <b>Cultural continuity with creative evolution:</b> The Festival will continue to honour its legacy while embracing new formats, audiences, and partnerships.</li> <li>• <b>Place-based pride and engagement:</b> Cherry Hinton Hall will remain a cherished focal point, while new venues will enable broader community reach.</li> <li>• <b>Support for local talent and ecosystems:</b> Expanded opportunities for local musicians, venues, and creative organisations through commissioning, performance, and co-curation.</li> <li>• <b>Reputational enhancement:</b> A successful refresh will reaffirm Cambridge's role as a national cultural leader, demonstrating boldness in adapting to changing contexts.</li> </ul> <table border="1"> <thead> <tr> <th>Outcome Area</th><th>Target / Indicator</th></tr> </thead> <tbody> <tr> <td><b>Financial resilience</b></td><td>50% ticket sales achieved (against conservative baseline); underwriting use capped</td></tr> <tr> <td><b>Local partnerships</b></td><td>At least 5 Cambridge-based venues or partners engaged in 2026 delivery</td></tr> <tr> <td><b>Artist development and equity</b></td><td>Minimum 10% of line-up drawn from emerging or underrepresented artists</td></tr> <tr> <td><b>Local artist support</b></td><td>3+ support/development opportunities initiated</td></tr> <tr> <td><b>Public perception</b></td><td>≥60% audience satisfaction on feedback (post-Festival survey)</td></tr> </tbody> </table>	Outcome Area	Target / Indicator	<b>Financial resilience</b>	50% ticket sales achieved (against conservative baseline); underwriting use capped	<b>Local partnerships</b>	At least 5 Cambridge-based venues or partners engaged in 2026 delivery	<b>Artist development and equity</b>	Minimum 10% of line-up drawn from emerging or underrepresented artists	<b>Local artist support</b>	3+ support/development opportunities initiated	<b>Public perception</b>	≥60% audience satisfaction on feedback (post-Festival survey)
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10.4	Please see appendix 2 EQIA																																
	<b>Net Zero Carbon, Climate Change and Environmental implications</b>																																
10.5	The Council’s event management team have a strong record in reducing carbon use at indoor and outdoor events. Traditionally, the Folk Festival has been a leader and winner of the UK Greener Festival awards by implementing a wide range of measures including increasing mains power supply over generators, transport schemes for ticket holders, and																																



	strict sourcing and environmental standards for contractors and caterers. These principles will be continued in any new future format. With a smaller outdoor event site, there will be a lower environmental impact.
	<b>Procurement Implications</b>
10.6	There are no procurement implications. A variety of outdoor event contractor suppliers are procured to deliver outdoor events. Contracts allow for cancellation and also allow for flexibility in the specifications.
<b>11.</b>	<b>Background documents</b>
10.1	<p>Link to decision for Folk Festival fallow year in 2026 and financial analysis - <a href="#">Agenda for Council on Monday, 17th March, 2025, 6.00 pm - Cambridge Council</a></p> <p>Link to Cultural Strategy - <a href="#">Agenda for Environment and Community Scrutiny Committee on Thursday, 21st March, 2024, 6.00 pm - Cambridge Council</a></p>
<b>11.</b>	<b>Appendices</b>
11.1	<ul style="list-style-type: none"> <li>• Consultant's Report</li> <li>• EQIA</li> </ul>
	To inspect the background papers or if you have a query on the report please contact Frances Alderton, Strategic Lead - Culture, tel:07562904168 email: Frances.alderton@cambridge.gov.uk

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# Cambridge City Council

Cambridge Folk Festival – Future  
Format

FINAL REPORT and  
RECOMMENDATIONS

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## Counterculture Partnership LLP

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Tom Wilcox - Senior Partner

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22 May 2025

FINANCIAL INFORMATION  
REDACTED DUE TO COMMERCIAL  
SENSITIVITY

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## 1. Introduction/Brief

### 1.1 Objectives

Counterculture Partnership LLP was engaged to deliver a comprehensive evaluation of the future format and viability of the Cambridge Folk Festival. The objectives were to:

- Assess and report on the future financial viability of the Festival, identifying the most sustainable operating models.
- Evaluate the Festival's local, national, and international value across economic, social, community, and cultural dimensions.
- Develop future delivery options aligned with the Council's Cultural Strategy, prioritising a cost-neutral business model.
- Analyse audience demographics, engagement, satisfaction levels, and recommend audience development strategies.
- Identify financial efficiencies and opportunities for additional income generation from a range of potential sources.
- Review operational efficiency, including logistics, production, ticketing, and site infrastructure management.
- Provide strategic recommendations regarding the future programming and artist line-up.
- Challenge assumptions and offer a critical, evidence-led perspective to inform decision-making.
- Competitive Benchmarking - comparison with similar folk festivals to highlight strengths, weaknesses, and areas for improvement.

### 1.2 Scope of Work

The scope of this review encompassed:

- Audience and Engagement - Analysis of attendance figures, audience profiles, behaviours, and satisfaction.
- Financial Review - Examination of revenue streams, cost structures, sponsorship activity, and long-term financial sustainability.
- Operational Efficiency - Evaluation of greenfield site logistics, vendor management, accessibility, and overall event infrastructure.
- Marketing and Communications - Review of current branding, promotional strategies, ticketing models, and digital engagement approaches.
- Artist and Programme Review - Assessment of programming strategy, artist selection, and alignment with audience expectations.



- Stakeholder Perspectives - Consultation with internal and external stakeholders, including Council officers, artists, audience members, sponsors, and industry experts.
- Competitive Benchmarking - Comparative analysis with similar festivals to highlight best practices, risks, and opportunities.

## 2. Executive Summary

The Cambridge Folk Festival (CFF), a cultural institution since 1965 and one of the UK's most prestigious folk events, faces a pivotal moment. Following a significant financial loss in 2024 and increasing pressures from a rapidly evolving live music sector, Cambridge City Council commissioned an in-depth review of the Festival's format and operations. This review spans four critical areas or "Lots"; production infrastructure, programming, marketing and fundraising, and an overarching strategic analysis. The goal - to realign the Festival's identity, operations, and financial model for long-term sustainability and renewed cultural relevance.

### A Festival at a Crossroads

While CFF retains a strong legacy, loyal audience base, and a well-regarded brand, it has struggled to adapt to shifting industry dynamics. Operational costs are escalating, rising exponentially year-on-year between 2023 and 2024: this was partly driven by an exceptional spend of £92k on insurance; the underlying increase was 6.2%, and is 34% over 5 years.

Ticket pricing and revenue has not kept pace with this: instead, ticket revenue has declined, driven by broader economic factors and weakening appeal among younger and local audiences. Notably, the numbers of camping tickets and full weekend tickets and their relative contingent revenues have declined dramatically since 2016.

A £300+k deficit in 2024 prompted the decision to pause the Festival in 2025, creating space for this critical reassessment.

Stakeholder consultations, comparative benchmarking with peer festivals, and a rigorous audit of financial and production processes revealed a festival model deeply cherished but increasingly misaligned with its market and fiscal realities.

**If the decline in revenues cannot be reversed, the greenfield festival model is not sustainable without significant annual cash support from Cambridge City Council. However, the key recommendation (Option 3) provides a reset and suggests where future investment will need to be focused. This will provide the solid foundations needed for future sustainability and financial resilience. It also evolves the brand and expands the opportunities to dial up the overall festival experience. This option will also be an enabler to developing new audiences, creating a festival feel in the city as well as the ability to engage local business (e.g. pubs) where they too will see a benefit (footfall/financial)**

**to help activate and extend the reach of CFF before, during and post the festival.**

It should be noted that for the purposes of this report a financial review was conducted (Section 9 of this report) to establish indicative costs and income baselines from the 2024 outturn solely for future modelling. There are significant caveats concerning use of the data for any other purpose, as set out in Section 9. Budget models for 2026 Options 1 & 2 and the three-year plan are derived from those baselines, and for 2026 include a factor of 7.43% for inflation since the 2024 festival, based on the compound CPI forecasts for 2025 and 2026, which will need to be considered for revenue as well as costs in planning ticket prices 2026. 2027 and 2028 budget figures are uninflated beyond 2026, for direct comparison.

**Should CCC and CFF absolutely want to remain a greenfield festival (Options 1 & 2) then we have laid out the roadmap to give these options the best chances of success.** However, these two options are not without risk. We have investigated and interrogated seven options including moving, urban, hybrid, licensing and mothballing.

### **1. The Heart of the Festival – Programming and Artistic Direction (Lot 3)**

The Festival's artistic offer remains its defining asset, yet recent years have seen a growing disconnect between its programming choices and the evolving tastes and expectations of current and future audiences.

Once renowned for blending folk tradition with cutting-edge discovery, recent line-ups have underrepresented key pillars of the genre, particularly English folk, and lacked the “hot” crossover and mid-tier acts that draw digitally engaged, younger fans. The decline in weekend ticket sales, compared to notable spikes in day ticket sales for specific headline artists, suggests declining trust and buy-in to the festival brand, which is – financially – only partially offset by the draw of headline artists. The absence of a visible artistic lead and a less dynamic programming structure has contributed to a loss of momentum.

- Establishing a clearer artistic vision rooted in folk and roots traditions while embracing innovation and genre fusion.
- Adopting a stage model where Stage 1 anchors core folk headliners, Stage 2 focuses on emerging talent and crossover appeal; and Stage 3 becomes a space for community, comedy, and family programming.



- Enhancing the “artist growth journey” ethos, nurturing musicians from early-stage performances to headline slots, thus reinforcing CFF’s legacy as a place of musical discovery.

Strategically curated, this programming approach can both preserve the Festival’s soul and widen its reach.

## **2. The Festival’s Voice – Marketing, Fundraising & Audience Development (Lot 4)**

The CFF brand is one of its strongest cultural and indeed latent commercial assets - inclusive, heritage-rich, and warmly communal. But the brand’s voice, digital presence, and marketing systems have not evolved in step with the expectations of today’s audiences or the competitive realities of the festival sector.

The current marketing approach lacks cohesion, creative direction, and data-informed targeting. The Festival website and CRM system (Spektrix) are underutilised, audience segmentation is outdated, and marketing efforts are overly reliant on tradition rather than audience insight. The withdrawal of the BBC Radio 2 broadcast partnership has also left a gap in national visibility.

- Audience Segmentation - Introduce a data-led strategy aligned with The Audience Agency’s Audience Spectrum framework, mapping personas such as “Heritage Loyalists”, “Folk Families”, “Music Discoverers”, and “Local First-Timers”.
- Digital Modernisation - Invest in refreshed branding, dynamic content, and personalised campaign paths, especially via short-form video and Spotify integration to appeal to Gen Z and millennial fans.
- Sponsorship & Fundraising - Develop a dedicated commercial partnerships function, explore “Friends of CFF” philanthropy, and monetise premium experiences through experiential sponsorships and tiered ticketing offers.

This revitalised marketing approach would both honour the Festival’s values and reposition it for contemporary engagement.

## **3. The Festival’s Body – Production Infrastructure & Operational Efficiency (Lot 2)**

Production quality at CFF has historically been exceptional but has become increasingly costly, contributing to the unsustainable financial model. There are not *significant* efficiency savings to be made in the current economic climate without

altering key site specifications: reducing the scale of ancillary stages and of the campsite offers.

The significant decline in festival goers opting for camping with weekend tickets results in the current two-site setup spanning Cherry Hinton Hall and Coldhams Common proving inefficient. Operating Coldhams Common alone incurs costs near £100,000; following average 9.2% decline year on year in the volume of camping/mobile home sales since 2016, the Festival is only generating £33,000 in Coldhams related additional camping/vehicle income in 2024. At 2024 attendance levels, the Cherry Hinton Hall site could potentially have accommodated all weekend campers, if they used different camping behaviours.

Some efficiency savings would result from reviewing long-term supplier contracts, the relatively high number of cabins, and insufficient focus on infrastructure rationalisation.

- Transitioning to a **single-site model** at Cherry Hinton Hall with a maximum practical capacity of 12,000, with provision for 1400 tents and 50 vehicles, allowing for 7,500–10,000 ticket sales after staff, artist, and trader allocations.
- **Rethinking procurement** (all Options) – Ensure rigorous competitive tendering with open negotiation (including a best and final price stage and welcoming offers of substitutability on specification), vary staging and infrastructure specs by stage and function, and reduce reliance on premium toilets, cabins, and fencing where possible. Our experience within the events and festivals sector indicates that standard local authority procurement systems are often not designed to accommodate the unique requirements involved in sourcing specialist festival staging and equipment. While councils rightly prioritise value for money, traditional procurement parameters such as lowest cost or broad framework agreements these may not always result in the best outcomes in this context. Achieving genuine value for money requires an understanding of the nuances and technical demands of festival infrastructure, including safety, quality, and delivery reliability. Without this sector-specific expertise, there is a risk that procurement decisions could favour initial cost over long-term performance and event success. Long term contracts and SLAs could mean that access to latest technology is more difficult to access especially in terms of power consumption and carbon footprint.
- **Site strategy optimisation** - Engage a site layout specialist to explore more efficient campsite and production configurations particularly regarding camper vans, glamping, and vehicle access.

These adjustments are designed not only to reduce cost but to preserve audience experience and enhance the site's intimacy and charm

#### **4. Strategic Alignment and Future Viability – An Integrated Vision (Lot 1)**

Synthesising findings from all other Lots, the overarching recommendation is that option 3 provides the best way to ensure CFF survives and is a recalibrated model that allows CFF to retain its heritage while becoming more agile, audience-aligned, and financially resilient. Should CFF retain the opinion then options 1 & 2 will provide the roadmap to navigate attempting to preserve a greenfield festival against prevailing conditions.

Maintaining the greenfield model is still very high risk: there is not a lot of cost to take out and its future stability and success relies on reversing the decline in ticket sales and income. The Option 3 model, whilst requiring start up investment, is far more risk-controllable in an uncertain future.

##### **The greenfield model includes:**

- A streamlined site and infrastructure footprint focused on Cherry Hinton Hall.
- Capacity scenarios between 7,500 and 12,000 attendees, avoiding costly licensing thresholds beyond 15,000.
- A “festival within a festival” model—with different programming styles and demographics targeted per stage.
- Renewed investment in marketing, digital transformation, community outreach, and ticketing strategies and is reflected in the suggested indicative budget
- A five-year business plan anchored in cost neutrality, revenue diversification, and the Council's strategic cultural objectives

The Cambridge Folk Festival is at a critical juncture. While its heritage, atmosphere, and loyal community remain unmatched, these strengths must now be supported by a bold, strategic reimagining of its delivery.

If the Festival embraces reform, refreshing its artistic vision, and building deeper audience connections, with such streamlining of infrastructure as is realistically attainable, it can emerge from this pause reinvigorated as a greenfield festival. Not as a scaled-down version of its former self, but as a revitalised cultural beacon.

### 3. Capacity Model

We propose a business model which enables a quality and unique offering which gives each stage a clear CFF identity and manages financial capability with a set capacity. A capacity model approach for 2026 at Cherry Hinton Hall will work with the festival strengths as well as increasing its appeal to a wider demographic. So CFF can maintain its important legacy the key is to work with that and reimagine the site to fit its audience and ticket sales.

This model works on estimated audience expectation of 7,500 to 10,000 or CFF can use the costing basis to look at a 12,000-capacity model. After 15,000 capacity there are different legal requirements which have a financial implication so we would recommend working to that maximum capacity model. Prior to a more specific calculation, a prudent reserve from that capacity for staff, trader, artist and free under 5 tickets would be 2999, indicating a saleable capacity of 12,000 in the first instance for the Cherry Hinton Hall site. For illustration, in 2024 the peak total number of ticket holders was on Friday, totalling 7358 including 219 under-5 free ticket holders: 7139 paid ticket holders.

We understand that CFF has in the past been based solely on the Cherry Hinton Hall site and potentially that footprint could be used as a basis for remodelling and working infrastructure recommendations and changes to apply to that financial model as we have laid out in later sections. We have investigated key costings provided and created a model to reflect the recommended changes. Site infrastructure would be determined using the following criteria:

- Stage audience capacity. This determines the number of stages within the set capacity budget.
- Projected ticket sales revenue. This will determine budgets across each and every department of the festival.
- Number of stages for each capacity. This model will require eliminating staging and site infrastructure to reflect a smaller capacity event. This model ensures a quality experience for the audience as each capacity reflects the needs of the audience attending. For a 7,500 – 15,000 capacity festival we would propose costing for a main stage, a potentially reduced size Stage 2 and Stage 3 as a small marquee.
- This model assumes a competitive pricing procurement processes. It assumes a reduction of staging and subsidiary infrastructure. Reducing the site footprint to a single site to reflect the festival capacity will reduce costs on fencing, security, toilets, cabins, trackway and all site infrastructure will be



costed based on capacity attendance and camping and parking capacity basis.

- Programme timings for each stage. Each stage would be timed to allow the audience to move freely across the site. Each running order would have 45 minute changeovers. Increasing changeover times reduces the artist bill on each stage and potentially allows for artists to play extended 'special' sets especially for CFF. This will give the audience maximum opportunity to see artists and thus enhance their experience. This also ensures quality programming and no fillers or favours on the bills. For example, 8 quality acts per day on each of the Main Stage and Stage 2. The three headliners for each stage should be folk, roots and crossover and each of those acts should appeal to different demographics e.g. a big folk headliner on Saturday night on the Main Stage and the headliner on Stage 2 would be a crossover music artist appealing to a younger demographic.
- Stage 3 would be programmed with family entertainment e.g. comedy, Folk Idol from 11am – 4pm and from 4.30pm Stage 3 will be hosted by a partner or local folk and roots promoters. Each day we propose a different host for the evening slots.
- Campsite capacity required based on data on local attendees, day sales, GA weekend tickets, premium tickets (including camping), mobile vehicle data. The campsite areas required can be assessed from data.
- Beyond capacity at Cherry Hinton Hall, campsite provision could be put out for tender for live in vehicles, glamping, VIP camping and a profit share deal determined in strong favour of CFF.
- The above data estimated will determine a set figure of space required to be secured for mobile vehicles. This is a set figure of the number of mobile vehicle passes for sale. The price for a mobile vehicle will be premium yet competitive.
- Partnership deals with local hotels will determine recommended hotels recommended on the CFF website.

## 4. SWOT

### Strengths

- Cambridge Folk Festival historic legacy and position in the market. It is the foremost folk festival in England.
- Beautiful location – the Cherry Hinton Hall site, and the city of Cambridge itself. Cambridge City Council owns the site, and Coldhams Common, and therefore doesn't have the same estate costs as some comparator greenfield festival operators are required to meet.
- Atmosphere of inclusivity, community, pride and connection fostered by both staff and audience.
- Legacy of acts from emerging to headliner status trajectory.
- Core community of fans and audience.
- Local attraction and economic benefit to local area.
- Existing attendee base and loyalty.
- Audience satisfaction.

### Weaknesses

- Coldhams Common campsite costs are subsidised from general admissions income: site camping costs are uncompetitive versus local camping offer, however there is no capacity in the local camping offer.
- Reduced infrastructure purchasing power compared to some comparator festival operators running multiple events, partly arising from the process for supplier procurement.
- Tradition of well-resourced site infrastructure that is difficult to reverse
- High staffing costs compared to comparator folk festivals: lack of significant volunteer input in e.g. stewarding roles.
- Relatively low proportion of non-ticket & trader income from, e.g. festival merchandise; sponsorship, advertising, and commercial partnerships; VIP packages; artistic funding.
- Overall, the proportion of direct artistic spend to overall costs (2023 23%, 2024 22%) is slightly below comparator festivals (25 – 30% commercial sector, 30+% where significant voluntary input).
- Loss of BBC broadcasting partnership has reduced profile in recent years.
- Recent issues indicate the need to strengthen the executive producer function at the centre of financially informed planning.
- Recent issues also indicate the need to strengthen clear communications with audiences.
- Recent lack of continuity and visibility of artistic leadership role.

- Lack of clear commercial partnerships role.
- Year-round digital engagement and sense of community is largely undeveloped compared to comparators
- Recent programming has under-represented English folk music within the overall mix and has lacked “hot” folk and roots acts. Especially missing emerging and mid-range acts being played on Radio 2.
- Narrow of demographic appeal.
- Lack of mechanism for individual donors / philanthropic giving.

### Opportunities

- Key Industry affiliations e.g. BBC Folk Awards, music NPOs.
- Premium ticket income, including area hosted by sponsor who absorbs all costs of VIP area.
- Business development.
- New revenue streams.
- Partnership possibilities e.g. Adnams, Craft Beers.
- Content reimagining potential.
- Sponsor relationship growth.
- Community building opportunities.
- New audience segments.
- Innovation possibilities e.g. new event format.

### Threats

- General economic climate: operational cost increases and the cost-of-living crisis.
- Market conditions e.g. ticket price competition.
- Competition of festival date saturation.
- New competitor offerings.
- Industry changes.



PEST Analysis	
External Factors	Potential Impacts/Considerations for CFF
Political	<p><b>Arts &amp; culture policy uncertainty</b> - Fluctuations in central and local government funding for arts (including post-pandemic recovery schemes) directly impact festival viability.</p> <p><b>Brexit implications</b> - Ongoing challenges related to cross-border mobility for artists and crew, increased visa and logistics costs, and barriers to programming international acts.</p> <p><b>Local authority engagement</b> - The festival is owned and supported by Cambridge City Council. Council priorities—especially around cost neutrality, inclusion, and sustainability—will heavily shape future delivery models.</p> <p><b>Cultural strategy alignment</b> - There is an opportunity to reinforce the Festival's value within the City's cultural infrastructure and compact, especially around community engagement, tourism, and cultural regeneration.</p>
Economic	<p><b>Rising production and infrastructure costs</b> - Inflation across supply chains, energy, insurance, and artist fees continues to drive up operational costs (reflected in the c. £390K loss in 2024).</p> <p><b>Audience affordability pressures</b> - The cost-of-living crisis is limiting discretionary spend on festival attendance, particularly among younger audiences and families.</p> <p><b>Festival market volatility</b> - At least 72 UK festivals cancelled or postponed in 2024. Larger events with diversified income or public support fared better.</p> <p><b>Need for commercial partnerships</b> - Diversifying revenue (sponsorships, brand activations, VIP experiences, etc.) is increasingly important for financial sustainability.</p>
Social	<p><b>Ageing core audience</b> - A significant proportion of CFF's current attendees are aged 55+, which is a loyal but time-sensitive group. Audience renewal is essential.</p>



	<p><b>Evolving audience preferences</b> - Audiences are increasingly seeking broader experiences—comedy, wellness, food, and family activities—not just music.</p> <p><b>Community expectation</b> - As a long-standing local institution, the Festival holds civic and cultural significance for Cambridge residents, artists, and local partners.</p> <p><b>Accessibility and inclusion</b> - Growing expectations for inclusive, family-friendly, and culturally representative programming must be addressed.</p>
Technological	<p><b>Digital engagement and ticketing</b> - Increasing reliance on digital channels for marketing, ticketing, and audience communication. Competitors use dynamic ticketing, tiered pricing, and loyalty offers more effectively.</p> <p><b>Data and CRM use</b> - CFF has potential to make better use of audience data for targeted marketing, experience personalisation, and long-term loyalty building.</p> <p><b>Production tech evolution</b> - Advances in staging, lighting, and audio systems raise audience expectations but also present cost and skill implications.</p> <p><b>Sustainability tech</b> - Greener infrastructure (e.g., solar power, waste monitoring, smart logistics) is becoming a baseline expectation among both funders and attendees.</p>

## 5. Industry Overview – Trends and Challenges

### 5.1 Market Overview

The UK music industry continues to represent a significant cultural and economic asset. According to the **House of Commons Culture, Media and Sport Committee Report (May 2024)**:

- The UK remains one of only three net exporters of music globally and ranks second only to the United States in global music industry performance.
- In 2022, the core music industry contributed £6.7 billion to the UK economy in Gross Value Added (GVA), encompassing activities such as composition, recording, live performance, and artist brand development.
- Music exports alone generated £4 billion, and the sector directly employed approximately 210,000 individuals across creative, technical, and support roles.
- Beyond direct employment, the sector stimulates wider economic activity in broadcasting, music education, hospitality, security, and media services.

Live music has demonstrated resilience despite recent global challenges. According to LIVE (Live Music Industry Venues and Entertainment), the live music sector contributed £5.2 billion GVA in 2022, supporting 228,000 full and part-time jobs. Attendance figures across festivals and concerts reached a record 37 million in 2022, including 14.4 million music tourists (13.3 million domestic, 1.1 million international).

These figures underline the critical role that festivals like Cambridge Folk Festival play not only in sustaining cultural life but also in delivering significant economic and employment benefits locally and nationally.

### 5.2 Post-Pandemic Challenges and Cost Pressures

The festival and live events sector is still recovering from the disruption caused by the COVID-19 pandemic. This recovery is complicated by a range of new economic challenges -

- **Rising Costs.** Operational costs have risen sharply, driven by inflation in goods and services, supply chain disruption, and significantly higher artist fees as performers seek to recoup pandemic-related income losses.
- **Supply Chain Disruption.** Procurement of equipment, staging, and temporary infrastructure faces higher prices and longer lead times, exacerbated by global and domestic logistical challenges.

- **Artist Fee Inflation.** Competition for headline artists has increased, leading to further pressure on programming budgets, especially for mid-sized festivals.
- **Brexit Impacts.** The UK's exit from the European Union has introduced complexities in securing international artists, additional visa and customs requirements, and barriers to labour mobility for technical and support staff.
- **Fuel and Energy Costs.** Rising energy prices and the increased fuel duty implemented in April 2022 have directly impacted transportation, generator hire, and general logistics costs for festivals.
- **VAT Pressures.** VAT rates on ticket sales in the UK are relatively high compared to competitor markets (e.g., some EU countries offer reduced cultural VAT rates), further squeezing margins.
- **Demand Factors ("Fear of Missing Out" Phenomenon).** Post-lockdown, there was an initial surge in demand for live events, leading to premium pricing. However, cost of living pressures are now tempering consumer willingness to pay elevated ticket prices.

As a consequence of these factors, many festivals — particularly smaller and independent ones — are facing extreme financial pressure. According to the Association of Independent Festivals (AIF), 72 UK festivals were cancelled or postponed in 2024 alone, citing unsustainable costs and reduced audience spending confidence.

### 5.3 Evolving Audience Demographics

Audience behaviours are shifting, presenting both risks and opportunities -

- **Ageing Core Audience.** A growing proportion of festivalgoers are aged 55+, with this demographic increasingly important to the live music economy. While affluent, this audience is also time-sensitive and demands high service and experiential quality.
- **Younger Audiences.** Engaging the 18–45 demographic requires a renewed focus on programming relevance, digital marketing, and pricing accessibility. Platforms like Spotify, TikTok, and BBC Introducing shape musical discovery patterns for this group.
- **Local vs. National Attendance.** Although Cambridge Folk Festival has traditionally drawn from national audiences, there is significant untapped potential in growing its local engagement and first-time attendee market.

Recent studies also indicate that 44% of UK music fans are attending fewer festivals in 2024 due to affordability concerns. Flexibility in ticketing, value-driven offers (e.g.,



bundled family packages), and creative engagement will be vital to sustain and diversify attendance.

## 5.4 Competitive Landscape

Competition in the summer festival market has intensified, with new entrants and established festivals competing for overlapping audiences and artist rosters -

- **Growth of Celtic and Roots Festivals.** Events such as Celtic Connections and Manchester Folk Festival have expanded, drawing from the same folk and roots audience as Cambridge Folk Festival.
- **Genre Convergence.** Festivals like Latitude, Green Man, and End of the Road increasingly blur genre lines, combining folk, indie, electronic, and comedy to appeal to wider demographics.
- **Country Music Boom.** The rise of country music festivals (e.g., Country to Country) has created additional competition for roots-influenced programming.
- **Local Competition.** Festivals within the East of England region and South East, such as Latitude, offer large-scale arts and music experiences, competing for family and middle-aged audience segments.

Against this backdrop, maintaining a distinctive programming identity — while evolving to appeal to broader and younger audiences — is critical for Cambridge Folk Festival's future competitiveness.

## 5.5 Innovation and Sustainability Trends

Progressive festivals are increasingly embracing innovation and sustainability as differentiators -

- **Technology Adoption.** Contactless ticketing, mobile apps, RFID wristbands, and cashless transactions are becoming industry standards, enhancing customer experience and providing valuable data insights.
- **Sustainability Initiatives.** Environmentally responsible practices are now expected by audiences, sponsors, and local authorities. Leading festivals promote green travel incentives, ban single-use plastics, and commit to net-zero emission targets.
- **Partnership Innovation.** Forward-looking festivals seek strategic brand partnerships that enhance the festival experience (e.g., exclusive lounges, themed stages, wellness areas) rather than traditional sponsorship models focused only on logo placement.

## 5.6 Strategic Implications for Cambridge Folk Festival

The Cambridge Folk Festival must adapt to this complex environment by;

- **Evolving its programming** to combine folk traditions with contemporary cross-genre appeal, while preserving its core identity.
- **Managing financial pressures** through scaled site models, procurement efficiency, and targeted audience growth.
- **Leveraging audience data** to build segmented, year-round engagement strategies.
- **Investing in digital and sustainability initiatives** to remain relevant to audiences and attractive to funders and sponsors.
- **Strengthening its community roots** while reclaiming its position as a leading national and international destination for folk and roots music discovery.

By navigating these challenges proactively, Cambridge Folk Festival can secure long-term resilience, cultural leadership, and continued economic and social contribution to Cambridge and beyond.

## 6. Stakeholder Consultation

Given the confidentiality and sensitivity around CFF's future, extensive consultation with wider industry stakeholders was necessarily limited.

Some correspondence from other festival lead officers and a PR associate was also provided, and the consultant team were able to draw on their own extensive expertise and pre-existing knowledge of comparator festivals and the broader cultural landscape.

Consultations were held with the following stakeholders;

### **Staff Team**

Frances Alderton  
James Page  
Hazel Beale  
Andrew Keightley  
Ollie Tome-Fernandez  
Amie Hoyland

### **2024 Programme Consultant**

Lisa Schwartz

## 7. Competitive Benchmarking

### 7.1 Overview

To contextualise Cambridge Folk Festival's position within the UK's folk and roots festival landscape, we benchmark it against the following peer events;

- **Shrewsbury Folk Festival**
- **Moseley Folk & Arts Festival**
- **FolkEast**
- **Latitude Festival**
- **Wickham Festival**
- **Fairport's Cropredy Convention**
- **Green Man Festival**
- **Manchester Folk Festival**

These festivals have been selected based on similarities in genre focus, audience demographics, scale, and cultural significance.

Festival	Attendance	Weekend	Weekend with camping	Weekend hotel package	Concession	Concession with camping	Family	Family with camping	VIP	Day ticket	Family day ticket
Shrewsbury Folk Festival	7,000	£210.62	£246.85		£235.46	£199.24	£510.25	£575.46			
Green Man	25,000										
Moseley Folk & Arts Festival	6,000	£163		£561.35			£343		£109 extra	£62-65	£155-162
FolkEast		£180	£205 tent £220 car & tent £220 small caravan £240 large caravan		£170	£195 tent £210 car & tent £210 small caravan £230 large caravan	£515			£80	£195
Latitude Festival	35,000	£308							£197.50 extra	£110	
Wickham Festival	7,000	£240 (earlybird)	£40 extra tent £80 extra caravan						£100 extra	£60 Thurs £80 Fri/Sat/Sun	



Fairport Convention	20,000	£220	£280								
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## Notes

Green Man Festival - no pricing information as sold out.  
 Manchester Folk Festival - £16.50-30.80 per show.

## 7.2 Programming and Artistic Direction

- Cambridge Folk Festival - Offers a blend of traditional and contemporary folk, roots, and Americana. Notable for featuring both established artists and emerging talent, with dedicated stage (2) for new performers and Stage 3 for experience entertainment.
- Shrewsbury Folk Festival - Emphasizes a mix of traditional and contemporary folk, with a strong dance component and international acts.
- Moseley Folk & Arts Festival - Balances traditional and contemporary folk music with arts programming, including comedy, spoken word, and workshops.
- FolkEast - Focuses on traditional English folk music, with an emphasis on community and heritage.
- Latitude Festival - Presents a diverse lineup that includes folk, indie, and electronic music, and significant arts offer appealing to a wide audience.
- Wickham Festival - Features a broad range of genres, including folk, rock, and world music, catering to a diverse audience.
- Fairport's Cropredy Convention - Centres around Fairport Convention's performances, with a lineup that includes a variety of folk and rock artists.
- Green Man Festival - Known for its eclectic lineup, blending folk, indie, and alternative music, often featuring critically acclaimed artists.
- Manchester Folk Festival - Focuses on English folk and acoustic music, with an emphasis on new and emerging artists.

What this means for CFF - CFF's programming is diverse within the folk genre, balancing tradition with contemporary influences. However, festivals like Green Man and Latitude have expanded their programming to include a wider range of genres, attracting broader audiences. And therefore becoming more direct competition.

## 7.3 Financial and Operational Considerations

- Cambridge Folk Festival - Faced a significant financial loss of c.£390,000 in 2024, leading to a fallow year in 2025 to reassess and restructure.
- Shrewsbury Folk Festival - Operates with a sustainable model, balancing ticket sales with sponsorship and community support.
- Moseley Folk & Arts Festival - Maintains financial sustainability through a combination of ticket sales, community support, and diversified programming.
- FolkEast - Relies on a dedicated volunteer base and community engagement to manage costs and operations.

- Latitude Festival - Backed by a major promoter, benefiting from economies of scale and extensive sponsorship.
- Wickham Festival - Operates with a lean model, focusing on cost-effective programming and community involvement.
- Fairport's Cropredy Convention - Sustains operations through a loyal fan base and consistent programming.
- Green Man Festival - As an independent festival, it has developed a strong brand and loyal following, contributing to its financial stability.
- Manchester Folk Festival - Operates with support from Arts Council England and local partnerships, focusing on emerging talent.

What this means for CFF - Financial sustainability is a common challenge across festivals. Cambridge Folk Festival's recent financial loss underscores the need for a reassessment of its operational model to ensure long-term viability and detailed expert ongoing financial management.

#### 7.4 Audience Engagement and Experience

- Cambridge Folk Festival - Offers a family-friendly environment with workshops, children's activities, and a focus on community engagement.
- Shrewsbury Folk Festival - Provides extensive dance programs, youth workshops, and a family-friendly atmosphere.
- Moseley Folk & Arts Festival - Engages audiences through arts programming, workshops, and a relaxed setting.
- FolkEast - Emphasizes community involvement, with participatory events and a focus on traditional crafts.
- Latitude Festival - Enhances audience experience with arts installations, literature, and science areas.
- Wickham Festival - Known for its relaxed atmosphere and family-friendly environment.
- Fairport's Cropredy Convention - Offers a communal experience centred around music and tradition.
- Green Man Festival - Provides a holistic experience with music, arts, science, and wellness activities.
- Manchester Folk Festival - Offers intimate performances and opportunities for audience interaction with artists.

What this means for CFF - Cambridge Folk Festival's commitment to community and family engagement aligns with trends in audience expectations. However, incorporating broader arts and wellness programming could enhance the overall experience.

## 8. Audience & Engagement

Our research and consultations offer a rich tapestry of both qualitative and quantitative insights that help shape a clearer understanding of the current and potential audience landscape. These findings highlight both long-standing strengths and emerging challenges, painting a picture of a dynamic but evolving audience base.

A key feature of the current audience is its loyalty - many attendees have supported the organisation for decades, with a significant proportion aged 60 and above. This ageing committed audience is frequently cited as both a vital strength and a sustainability concern. Their consistent support underscores a deeply rooted cultural attachment, but it also raises questions about future growth and generational renewal.

Conversely, the data also points to untapped opportunities, particularly within the local Cambridge community. Despite proximity, this group remains under-engaged, especially in relation to community-based schemes and local ticket discounts. The potential to better connect with this audience through targeted pricing strategies and enhanced CRM (Customer Relationship Management) approaches stands out as a clear avenue for development.

There is a visible intention to diversify and rejuvenate the audience profile. This includes attracting younger demographics through new programming initiatives such as family-focused activities, comedy offerings, and a reimagined version of the “Den” - a space historically used for more contemporary or youth-oriented programming. Yet, despite these efforts, certain gaps remain. Notably, the organisation has struggled to capture the interest of emerging music fans - particularly those who discover artists through platforms like BBC Introducing or Radio 2. This signals a disconnect between the programming offer and the listening habits of a younger, more digitally savvy generation.

### 8.1 Understanding Audience Spectrum – Strategic Insight for Cambridge Folk Festival

Audience Spectrum gives CFF a shared language, a national benchmark, and a framework for targeted growth. It supports everything from programming to partnerships and will be essential for:

- Securing future investment and funding.
- Attracting younger and more diverse audiences.

- Developing year-round audience engagement strategies.

Overlaying CFF's unique audience profiles with Audience Spectrum ensures that future decisions are not only rooted in community insight but also aligned with national best practice and evidence-based models.

### What is Audience Spectrum?

The Audience Spectrum is a nationally recognised audience segmentation model developed by The Audience Agency. It classifies the entire UK adult population into distinct segments based on:

- Cultural engagement (frequency and type of attendance).
- Socio-demographics (age, income, education, life stage).
- Lifestyle factors (media habits, interests, values).

It draws from national survey data (including Taking Part and Active Lives), fused with proprietary behavioural and attitudinal datasets. Updated in 2022, it helps organisations understand not only who attends, but also why, how often, and what they value.

Audience Spectrum is used by over 1,000 UK arts and heritage organisations, including Arts Council England NPOs, theatres, museums, and festivals, to support:

- Audience development.
- CRM segmentation.
- Marketing campaign targeting.
- Programme planning.
- Funding bids and evaluation.

### Why is Audience Spectrum Important for CFF?

The Cambridge Folk Festival is at a pivotal moment in its evolution. With an ageing but loyal core audience and an urgent need to grow, diversify, and modernise its base, CFF must take a data-led approach to understanding and engaging audiences.

Audience Spectrum provides a strategic framework for this. It enables CFF to:

- Profile existing attendees accurately using Spektrix data matched to Audience Spectrum segments.
- Identify gaps in audience reach — e.g. younger, ethnically diverse, urban groups.



- Target new audiences more effectively with tailored marketing campaigns.
- Benchmark against national and sector trends, including other music festivals.
- Evidence audience development for funders and sponsors.

By overlaying Audience Spectrum segments onto CFF's existing behavioural personas (like "Heritage Loyalist" or "Folk Family"), the Festival can combine qualitative understanding with national quantitative benchmarks — ensuring a more robust and fundable strategy.

### How We Have Mapped CFF's Audience Personas to Audience Spectrum

In developing the marketing strategy (See Section 11), we began by building audience personas based on:

- Existing CFF audience insight (reports, ticketing data, surveys).
- Observed behaviours (first-timer, premium buyer, day attendee).
- Festival team experience and stakeholder consultation.

We then aligned each persona with the most relevant Audience Spectrum segments, as follows:

CFF Persona	Description	Audience Spectrum Equivalent	Why It Fits
Heritage Loyalist	Older, long-time attendee, tradition-valuing	Home & Heritage	Older, rural/suburban, loyal arts engagers who prefer established formats
Folk Family	Parents with children, attending for value and shared experience	Dormitory Dependables	Comfortable families in suburbs/small towns, risk-averse but engaged
Music Discoverer	Younger (18–35), follows new music,	Experience Seekers	Digitally savvy, adventurous,

	attends multiple festivals		socially influenced and curious
Cultural Explorer	Middle-aged, arts-curious, premium-focused	Commuterland Culturebuffs	Affluent, educated professionals, frequent arts consumers
Local First-Timer	Cambridge resident, trialling the festival	Mixed – Kaleidoscope Creativity, Facebook Families, or Commuterland Culturebuffs	Dependent on local demographics and digital behaviours, needs geo + psychographic targeting

This mapping is not rigid but flexible and behavioural, recognising that motivations evolve. A first-time attendee could become a repeat buyer. A Folk Family could also be part of Home & Heritage if they age into that segment.

By integrating both approaches, persona storytelling and Audience Spectrum classification, CFF can build out:

- CRM segmentation in Spektrix that reflects both what people do and why.
- Targeted marketing messages that are relevant and resonate emotionally and practically.
- Campaign targeting based on postcode-linked Audience Spectrum data.
- Evaluation metrics that track reach and growth among underserved segments.

Together, these insights allow us to identify key behavioural and demographic audience clusters, each with distinct needs, expectations, and potential growth value:

- Heritage Loyalists – Long-term supporters, many of whom are 60+, who value tradition and continuity.
- Local First-Timers – Cambridge residents, often drawn by discounted tickets, testing the waters of engagement.
- Folk Families – Multigenerational attendees attracted by a safe, welcoming, and atmospheric experience.

- Cultural Explorers – Arts-inclined individuals who are curious but not yet actively engaged.
- Music Discoverers – Younger fans who follow new and niche acts, often outside the mainstream, and connect through digital platforms.

By understanding these segments in more detail, CFF can better design strategies to retain core audiences while simultaneously growing and diversifying the base for long-term resilience.

## 8.2 Audience Overview (Current Snapshot)

### Attendance Numbers

- Peak attendance in recent years c. 7500.
- Last Festival Ticket Sales 11,001: peak attendance Friday, 7358.
- New capacity models being scoped to align with budget and infrastructure realities.

### Core Demographics

- Loyal “Heritage” Base aged 60+, many of whom are long-time returnees.
- Festival has multi-generational recognition, with some younger family members attending with older generations.
- Skewed toward middle- to upper-income audience with high brand loyalty but declining long-term growth potential.

### Geography

- Local/regional audience from Cambridge and East of England.
- Secondary catchment includes London and South East.
- Limited national or international draw in current form (especially post-Radio 2).

### Musical Preferences

- Traditional folk and acoustic sounds appreciated.
- Audience values musicianship, storytelling, and cultural authenticity.
- CFF once had a reputation for introducing future stars but recently has lacked emerging/mid-tier acts.
- Some audience resistance to change — but evidence shows openness to ‘roots’ crossover if aligned with festival ethos.
- Audience Segmentation (Proposed Personas).



Segment	Description	Opportunity
<b>The Heritage Loyalist</b>	60+, long-term attendee, stays onsite, buys early	Preserve connection, create exclusive “Legacy Lounge” or alumni programme
<b>The Folk Family</b>	Parents with children, attending for community, camping, and activities	Expand family zone, children’s programme, promote “Festival as Family Holiday”
<b>The Cultural Explorer</b>	30s-50s, well-travelled, arts-curious, possibly not folk-first	Engage with crossover acts, comedy, storytelling, workshops, premium offers
<b>The Music Discoverer</b>	18–35, loves new sounds, attends other festivals (e.g., Green Man, End of the Road)	Target with emerging acts, BBC Introducing, Spotify integrations, youth pricing
<b>The Local First-Timer</b>	Cambridge area resident, possibly younger, has never been	Use discounted Thursday/Friday tickets, partner with local influencers/schools

## 9. Financial Review

### Purpose of Review

Cambridge City Council had already produced a high-level strategic financial review (**MFW Presentation** [Folk Festival Financial Analysis 2016 – 2024]) which clearly analyses the pattern of increasing costs and declining sales. This review has not been replicated.

A Financial Review of the 2024 festival was undertaken on a more operational basis to establish a costs and income baseline for future modelling; this included examining notable variances from the 2023 figures supplied. The resultant data was also used for consideration of proportionality, and value comparison.

As the festival is not a standalone organisation it does not produce audited accounts that solely and comprehensively account for the festival's income and expenditure. The festival is operated by Cambridge City Council and festival related transactions are recorded on its accounting system, with each transaction assigned to a nominal (T1) code under the Folk Festival cost centre, 1262.

### Documents

The following documents were provided for review:

- Powerpoint **MFW Presentation** (Folk Festival Financial Analysis 2016 - 2024)
- Spreadsheet **Budget 2024 FINAL** which included comparable figures for 2023, and which is aligned with the nominal structure of the accounting system.
- Spreadsheet **CFF Running Order and Artist Fees**
- Spektrix ticketing system **Sales Reports** from for all ticket types including car parking and camping
- Numerous documents provided by the Production Manager, including spreadsheet **CFF 2024. Stage Area Costs** and pdf **CFF 2024. Satellite Site's Production Costs**, as well as costed stewarding and security schedules; and detailed infrastructure supplier specifications, costed quotes and contracts.

### Observations and Process

Initial observations indicated several discrepancies between amounts recorded in the Budget 2024 FINAL document column titled **2024 Actual**, and data from other sources, including Spektrix. In most cases, the client verified that the other sources

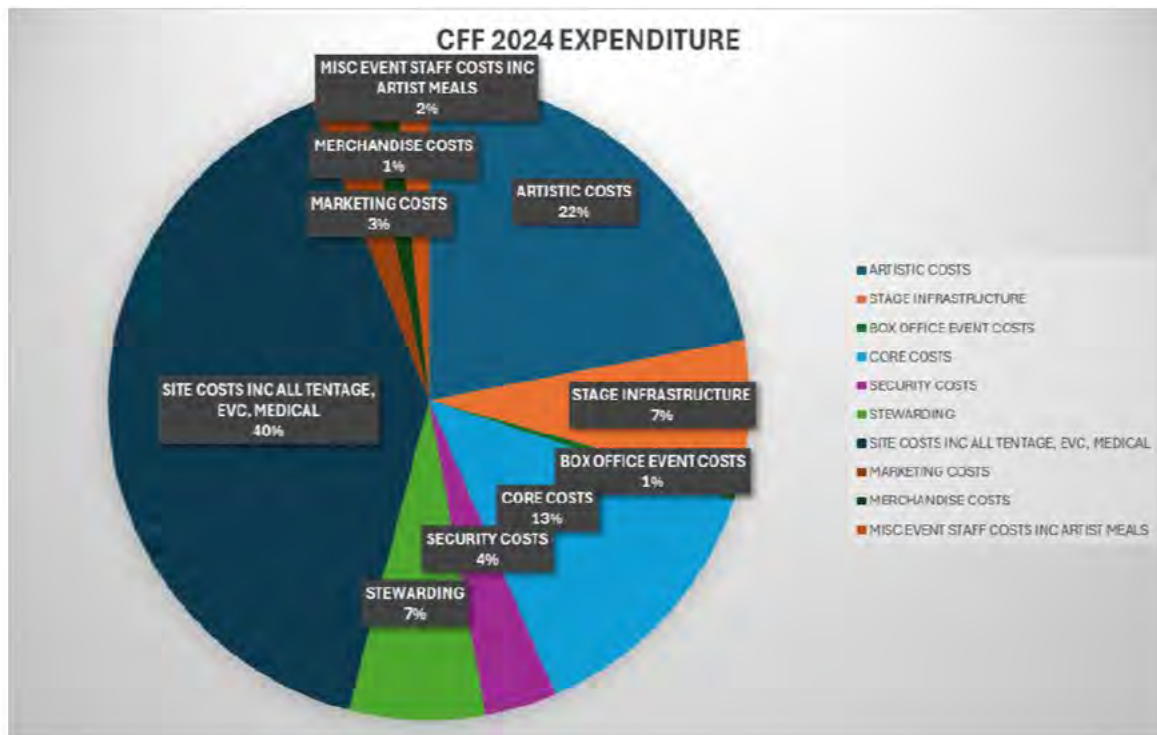
were accurate, and that the 2024 Actual figures had been estimates. For the purpose of the baseline the verified alternative figure was substituted. For line items where there were no other sources for comparison, data included several items where the figure derived from a formula of the 2023 Actual data multiplied by a factor of 1.06; this data was adopted.

Where more granular data was available, the lines in the budget spreadsheet were split, so that as far as possible each line was attributed three further analysis categories: WHAT, WHERE, WHO, i.e. description, location (specific stage/activity, or specific site, or no location), and the budget controller.

From this, a baseline was established for future cost modelling. **This method produces an underlying deficit for the 2024 festival purely for planning purposes: it is not an audit or accountancy figure, nor an official outturn, and should not be considered or published as such: it is solely a “best estimate” baseline planning figure for using like for like, line by line planning for future events.**

Baseline

[illegible]



### Notable variances to 2023

- £183,000 reduction in admissions income.
- £10,000 reduction in bar concession income.
- £92,000 additional spend on insurance.
- £34,000 additional spend on fence stewards: this included £30k of additional spend on out-sourced stewarding that had not featured in 2023 Actuals; there was not a commensurate reduction in directly engaged steward costs, however: these increased by over 7%.
- £6,500 additional spend on Children's Area artist fees.

### Conclusions

- Overall costs increased 11.5% year on year, and income decreased by 13.1%.
- Underlying cost increase, adjusting for the exceptional insurance item, was 6.2%. Consumer price inflation in the 12 months to July 2024 was 3.7%.

Revenue from camping and vehicle pass sales for Coldhams Common (£33k) are considerably lower than the infrastructure, staffing and services costs of operating Coldhams Common (c.£100k), which is therefore in effect being subsidised from admissions revenue to the main Cherry Hinton Hall festival site. If these festivalgoers were accommodated elsewhere – either as additional campers at Cherry Hinton



Hall, hotels, or third-party caravan sites, it would represent a considerable cost-reduction, even if some services at Cherry Hinton Hall required augmenting to accommodate the additional numbers.

It emerged from consultation with the staff team that the named budget holder on the Budget 2024 Final document is no longer in post, and that it had not been clear who had responsibility in the interim for maintaining day to day budgetary records and forecasts, in a recognised Executive Producer role or similar. This is an acknowledged area for improving process and control.

## 10. Operational Efficiency

A review of the production and operational plans for 2024 was undertaken alongside the financial review data. This included a review of documents, a discursive meeting with the Production Manager and Counterculture Associates Luke Fitzmaurice of LFX Events, and Adam Slough of JSL Productions, both highly experienced event site managers and producers, plus a follow up meeting and correspondence primarily concerning validation of 2024 financial actuals.

### Documents

Documents reviewed included;

- The 2024 Management Control Document (redacted) and Risk Assessments
- Premises Licence for Cherry Hinton Hall
- Site Plans including 2014 plan, Coldhams Common and Netherhall School car park.
- CFF 2024. Stage Area Costs
- CFF 2024. Satellite Site's Production Costs
- Costed stewarding and security schedules
- Detailed infrastructure supplier specifications, costed quotes and contracts

### Appraisal

The infrastructure specifications are of a high standard, both backstage and for the public. This has historically been the case for the festival for several decades, and it has become expected – a tradition. It can be difficult to reverse, culturally.

For the specifications and suppliers being used, prices are not unrealistic. Some contracts are quite long-term, and others are with long-term incumbents: better value could be obtained from suppliers by more frequent challenge and competition, but this is constrained by role capacity and statutory procurement process. Our experience within the events and festivals sector indicates that standard local authority procurement systems are often not designed to accommodate the unique requirements involved in sourcing specialist festival staging and equipment.

While councils rightly prioritise value for money, traditional procurement parameters such as lowest cost or broad framework agreements these may not always result in the best outcomes in this context. Achieving genuine value for money requires an understanding of the nuances and technical demands of festival

infrastructure, including safety, quality, and delivery reliability. Without this sector-specific expertise, there is a risk that procurement decisions could favour initial cost over long-term performance and event success.

The addition of a best and final price stage for procurement and the ability of a prospective supplier to offer an alternative (and more economical) specification would drive improved value for money.

Several members of the Festival Team identified the operating costs of Coldhams Common as the one expenditure cost-saving that could easily be implemented if instructed to do so. The provision at Coldhams Common is for live-in vehicles / caravans, and tent camping; the facilities include on-site parking; showers; catering; family campsite entertainment; floor-singers' stage; late night bar; craft stalls; free regular buses to the main site; a nearby local swimming pool. The facility to pitch tents near to parked cars was described as a "a dispensation" – it is highly unusual in most greenfield festival offers and is usually precluded because of the risk assessment process, as a reasonably practicable control for the elimination of a relatively significant risk. This dispensation can be assumed to be an attractive proposition to some attenders, who consider the convenience of vehicle proximity and lower cost per tent than at CHH outweighs the inconvenience of needing to use the shuttle bus service to the festival site.

Members of the Festival Team had determined, in correspondence with the former Festival Manager, that the theoretical maximum tent capacity at Cherry Hinton Hall is 1400, and that therefore in theory there had been sufficient residual capacity in 2024 for all 334 Coldhams tent pitches sold to be accommodated at Cherry Hinton Hall, in addition to the 782 pitches sold for Cherry Hinton Hall:  $782 + 334 = 1116$ .

1400 is a reasonable capacity estimate based on the site plan dimensions: the Purple Guide to Health, Safety and Welfare at Outdoor Events provides the guidance of camping density between 476 to 543 tents per hectare ( $18.4\text{m}^2$  –  $21\text{m}^2$  per tent), with an average occupancy of 2 to 2.4 persons per tent (the 2024 CFF average tent and vehicle capacity was 1.87). From the site plans, CFF tent density is lower than this on a purely mathematical basis, average between 350 to 400 tents per hectare ( $25\text{m}^2$  –  $28.6\text{m}^2$  per tent), which gives a comfortable spatial "feel" to the campsite. There appears to be the scope to increase the tent capacity slightly, but this would require detailed site topographical and fire lane planning.

It follows theoretically that nearly all the *occupants* of the 300 vehicles at Coldhams could also have been accommodated at CHH if they had been tent users. That would have required considerable behavioural change, however. Consideration of whether



Coldhams vehicles could be accommodated at CHH is determined by several factors: formulaically, the Purple Guide indicates allocating 49m<sup>2</sup> per vehicle pitch, around twice the area occupied by a CHH tent (and in practice multiples thereof for larger vehicles) but with additional consideration required for access routes. The Festival Team have concerns that the Coldhams vehicles could not be relocated to CHH too as at Coldhams they have historically had access to showers and sanitary disposal that might not be replicable at CHH.

If the preference is to continue as a greenfield event, the Festival Team should review two key areas,

- A site visit to consider site layout options to maximise the potential for the optimum mix of camping, vehicles, glamping, and arena, all versus revenue. Whereas some of this can be calculated from area maps it is necessarily informed by ground conditions, services, sightlines, and lived experience of the space.
- A line-by-line constructive challenge review of the subsequent specification for infrastructure, with a view to making cost reductions by varying requirements and/or suppliers.

The review might best be enabled by engaging practical onsite short-term support from a site management specialist, to assist in determining the terrain- and facility-specific optimum camping and vehicle accommodation allocations, and in the constructive challenge of infrastructure specifications, for example:

- There are a lot of cabins for an event of this scale, and replacing some cabins with tentage can produce 40-50% savings. Dressing Rooms – certainly other than Stage 1 – could be 3m clearspan marquees from a local company. A single secure lockup can serve all but major artists.
- Toilet cost per attendee is very high: the specification is nearly all premium trailers. Are there areas where more affordable options can reasonably be used?
- Fencing / Trackway / trackmat: the spend is high for an event of this scale; this has been contextualised by the propensity for flooding in areas of the site, and the strong history of being able to cope without cancellation in extreme weather years. Are there other solutions?
- AdLib are an outstanding company and Stage 1 needs this standard of provision. For the other stages, especially if scaled down in any future option, is there a cost benefit to using, e.g. Pearce?
- There is a potential cost benefit in using alternative structures that could accommodate the smaller stages.

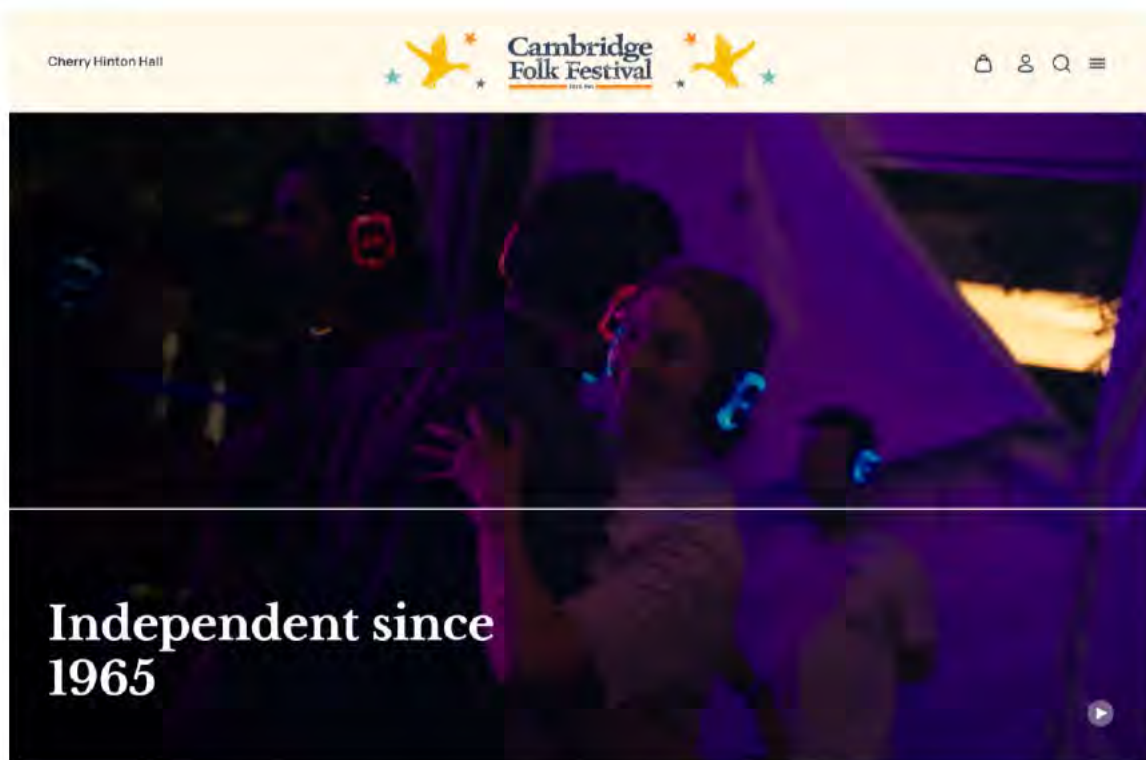
For the purpose of modelling Options 1 & 2 In the recommendations of this report, no significant adjustments have been made to the unit cost basis of infrastructure: *i.e.* where for example a stage is removed from the plan, the cost of its infrastructure staffing and programme is deducted, but other than assuming c. £2000 savings from rebalancing cabin and tentage requirements no significant changes have been assumed to the cost basis of provision for all remaining infrastructure elements.

## 11. Marketing & Communications

### 11.1 Current Marketing Plans and Approach

#### Branding

##### Website



The website landing page features the logo at the top, the site (Cherry Hinton Hall) and the strapline - 'Independent since 1965'.

The 'About Us' section states:

***"The long, star-studded list of incredibly talented musicians who played revellers through their weekend in the grounds of Cherry Hinton Hall only scratches the surface of what the event offers to festivalgoers." Evening Standard***

Held each year since 1965, the award-winning Cambridge Folk Festival is one of the longest running and most cherished music festivals in the world, attracting nearly fourteen thousand people, many of whom return year after year. Multiple generations have grown up on these festival grounds and we are proud to continue the tradition.

Cambridge is known for presenting superstars and rising stars from across the globe and our own back garden, stretching the boundaries of what is commonly thought of as 'Folk' music. But it is also a place where everyone is welcome and where there are no strangers, just friends you've not yet met.

Music and merriment lie just 15 minutes from Cambridge City Centre in Cherry Hinton Hall Park - a gorgeous setting filled with lush trees and greenery and a lovely duck pond. There, you can relax and enjoy the sounds of world class musicians, sample food and drink from our fabulous caterers and participate in our wellness workshops. There is something wonderful on offer for the entire family and it's positively magical!

A big part of the Festival's ethos is to celebrate and nurture emerging talent and to provide a pathway for artists to 'grow with us' from Stage 3 to the Main Stage. There is also The Hub, a special area for young musicians to take part in workshops, sessions and to perform providing a brand-new generation of musicians with opportunities to hone their craft.

"Come for the day or stay for the entire weekend and celebrate summer with us. Let's make beautiful memories together!"

Cambridge Folk Festival's positioning focuses on its historical legacy, programming world famous acts as well as its ethos of supporting emerging artists, and the Cherry Hinton site.

## Brand Identity Overview

### Current Positioning

- **Heritage-Centric** - Emphasises its history ("Independent since 1965"), longstanding traditions, and legacy of globally respected artists.
- **Inclusive & Warm** - "No strangers, just friends you haven't met yet" signals community, togetherness, and friendliness.
- **Family-Friendly & Nature-Oriented** - Strong references to Cherry Hinton Hall Park (trees, pond, ducks) suggest a serene, wholesome, green environment.

### Key Messaging Elements

- Legacy - longevity, tradition, credibility



- Community - multigenerational, local pride, inclusive spirit
- Discovery - emerging talent, artist growth (Stage 3 to Main Stage)
- Setting - a hidden oasis, close to the city but a world apart

### Strengths of the Current Branding

Area	Positive Elements
<b>Visual Identity</b>	Distinct logo with heritage feel; nature-oriented visuals of Cherry Hinton
<b>Tone of Voice</b>	Warm, poetic, inclusive and non-corporate tone (“beautiful memories together”)
<b>Narrative Consistency</b>	Clear throughline of community, family, folk roots, and loyalty
<b>Cultural Authenticity</b>	Emphasis on tradition and emerging talent creates authenticity and musical integrity
<b>Festival Ethos</b>	“Grow with us” journey from Stage 3 to headline slots reflects deep artist-audience connection

### Branding Weaknesses & Gaps

Issue	Details
<b>Outdated Design Language</b>	Visual design, while nostalgic, feels <b>dated</b> compared to more modern or playful competitor festivals (e.g. Green Man, Latitude, End of the Road)
<b>Limited Visual Appeal for Younger Audiences</b>	The brand doesn’t speak clearly to 18–35’s interested in genre fusion, sustainability, or Instagram-worthy experiences
<b>No Cohesive Visual System Across Channels</b>	Lack of consistent colour schemes, fonts, or graphic assets between website, social media, and print

<b>No Campaign Identity Year-to-Year</b>	Unlike Glastonbury or Green Man, CFF doesn't appear to use a <b>seasonal identity</b> to build anticipation (e.g. themes, colourways, taglines)
<b>No Distinct Festival "Experience" Branding</b>	Visual identity doesn't capture the uniqueness of the experience—music, nature, food, community, family activities, etc.

## Website Review (User Interface (UI), User Experience (UX) and Content)

### Overall UX & Navigation

UX Area	Assessment
<b>Homepage</b>	Functional but not immersive. Text-heavy. The emotional and atmospheric elements of the festival are described rather than shown.
<b>Navigation</b>	Usable but not intuitive. Festivalgoers need easier access to key info - tickets, line-up, accommodation, getting there.
<b>Visual Media</b>	Lacks high-impact video, animated content, or dynamic photo galleries that convey excitement or FOMO.
<b>Mobile Experience</b>	Adequate, but not fully optimised — slower load times, some inconsistencies in button spacing and formatting.
<b>Booking Journey</b>	Ticketing info is clear, but process could be <b>more visual and emotionally persuasive</b> (e.g., "Choose your vibe" path - family, VIP, first-timer).

It has been noted that the limited information on the website is partly due to the standard festival not running this year and this review being currently undertaken.

### Content Review

Content Area	Strength	Gaps
About Us	Heartfelt, authentic copy	Too static. Doesn't evolve year-to-year

Artist Line-Up	Rich history, name drops	Missing artist highlights, Spotify links, video embeds
Accessibility Info	Clear and inclusive	Could benefit from a <b>dedicated accessibility video tour</b>
Family & Community Info	Mentioned in passing	Needs a dedicated section - "Festival for Families" or "Our Community"
Food, Wellness, Activities		

## 11.2 Review of Current Marketing Strategy

### Review of Current Marketing Strategy

CFF has a strong and respected brand underpinned by heritage, community, and location. However, its **marketing approach lacks ambition, coherence and innovation**, and it is underperforming in multiple strategic areas -

- **Outdated CRM Practices** - The customer database (Spektrix) hasn't been deduped in five years. Tagging and segmentation features are underutilised, limiting data-driven marketing.
- **Audience Insight Gap** - No current use of artform classifiers, profiling tools (e.g. Audience Agency segmentation), or cross-platform audience insights (e.g. with The Junction).
- **Digital & Campaign Shortfalls** - Campaigns lack timeliness and integration. No strategic nurturing of VIP/friends schemes or donor funnels.
- **Audience Development Weaknesses** - There's no clear strategy to attract new audiences (especially younger ones). Premium tickets, community engagement models, and targeted offers remain underused.
- **Brand Positioning** - "Folk" isn't the problem—audiences understand and respect the term. It remains a powerful anchor when presented inclusively (e.g. folk & roots, crossover acts).
- **Promotional Partnerships** - The loss of BBC Radio 2 as a broadcast partner is significant. This has impacted national visibility and credibility.

### Sponsorship – Where It Stands

### **CFF lacks a coherent commercial sponsorship and fundraising strategy:**

- No dedicated commercial development role to drive long terms partnerships. A role exists but without the necessary accurate data this is difficult to close
- Untapped potential with local brands (e.g. local businesses local breweries, hotels). Local hotel Turing Locke sponsored The Den in 2024. Local Milton brewery provide beer.
- No advertising strategy to drive revenue – on site, or perimeter advertising for instance (some ticket ad space has been sold in the past)
- Pouring rights and food concessions lack strategic monetisation.
- No philanthropic fundraising vehicle (though a "Friends of CFF" Trust is proposed).
- Sponsorship integrations are not experience-led or well-leveraged.

### **Ticket pricing 2024**

<b>Ticket</b>	<b>Customer</b>	<b>Price</b>
Weekend	Standard	£230
Thursday	Standard	£35
Friday/Saturday/Sunday	Standard	£89
Weekend	Cambridge City Resident	£196
Friday	Cambridge City Resident	£60
Weekend	Cambridge City Resident Disabled Access	£147
Friday	Cambridge City Resident Disabled Access	£45
Weekend	Cambridge City Resident Personal Assistant	£49
Friday	Cambridge City Resident Personal Assistant	£15
Weekend	Premium	£395



Car parking weekend		£20
Car parking day		£6
Cherry Hinton Caravan		£145
Cherry Hinton Caravan	Disabled	£107
Coldham's Common Large Caravan		£95
Coldham's Common Small Caravan		£65
Cherry Hinton tent		£75
Coldham's Common Tent		£55

## Audience Analysis

The documents provided offer a rich tapestry of both qualitative and quantitative insights that help shape a clearer understanding of the current and potential audience landscape. These findings highlight both long-standing strengths and emerging challenges, painting a picture of a dynamic but evolving audience base.

A key feature of the current audience is its loyalty - many attendees have supported the organisation for decades, with a significant proportion aged 60 and above. This ageing committed audience is frequently cited as both a vital strength and a sustainability concern. Their consistent support underscores a deeply rooted cultural attachment, but it also raises questions about future growth and generational renewal.

Conversely, the data also points to untapped opportunities, particularly within the local Cambridge community. Despite proximity, this group remains under-engaged, especially in relation to community-based schemes and local ticket discounts. The potential to better connect with this audience through targeted pricing strategies and enhanced CRM (Customer Relationship Management) approaches stands out as a clear avenue for development.

There is a visible intention to diversify and rejuvenate the audience profile. This includes attracting younger demographics through new programming initiatives

such as family-focused activities, comedy offerings, and a reimagined version of the “Den” - a space historically used for more contemporary or youth-oriented programming. Yet, despite these efforts, certain gaps remain. Notably, the organisation has struggled to capture the interest of emerging music fans - particularly those who discover artists through platforms like BBC Introducing or Radio 2. This signals a disconnect between the programming offer and the listening habits of a younger, more digitally savvy generation.

Together, these insights allow us to identify key behavioural and demographic audience clusters, each with distinct needs, expectations, and potential growth value;

- **Heritage Loyalists** – Long-term supporters, many of whom are 60+, who value tradition and continuity.
- **Local First-Timers** – Cambridge residents, often drawn by discounted tickets, testing the waters of engagement.
- **Folk Families** – Multigenerational attendees attracted by a safe, welcoming, and atmospheric experience.
- **Cultural Explorers** – Arts-inclined individuals who are curious but not yet actively engaged.
- **Music Discoverers** – Younger fans who follow new and niche acts, often outside the mainstream, and connect through digital platforms.

By understanding these segments in more detail, CFF can better design strategies to retain core audiences while simultaneously growing and diversifying the base for long-term resilience.

### Audience Overview (Current Snapshot)

#### Attendance Numbers

- Peak recent attendance c. **7500**.
- Tickets Sales 2023 11001.
- New capacity models being scoped at **7,500 or 12,000** to align with budget and infrastructure realities.

#### Core Demographics

- Loyal “Heritage” Base aged 60+, many of whom are long-time returnees.
- Festival has multi-generational recognition, with some younger family members attending with older generations.
- Skewed toward middle- to upper-income audience with high brand loyalty but declining long-term growth potential.

### Geography

- Local/regional audience from Cambridge and East of England.
- Secondary catchment includes London and South East.
- Limited national or international draw in current form (especially post-Radio 2).

### Musical Preferences

- Traditional folk and acoustic sounds appreciated.
- Audience values **musicianship, storytelling, and cultural authenticity**.
- CFF once had a reputation for introducing future stars but **recently has lacked emerging/mid-tier acts**.
- Some audience resistance to change but evidence shows **openness to 'roots' crossover** if aligned with festival ethos.
- Audience Segmentation (Proposed Personas).

Segment	Description	Opportunity
<b>The Heritage Loyalist</b>	60+, long-term attendee, stays onsite, buys early	Preserve connection, create exclusive "Legacy Lounge" or alumni programme
<b>The Folk Family</b>	Parents with children, attending for community, camping, and activities	Expand family zone, children's programme, promote "Festival as Family Holiday"
<b>The Cultural Explorer</b>	30s-50s, well-travelled, arts-curious, possibly not folk-first	Engage with crossover acts, comedy, storytelling, workshops, premium offers
<b>The Music Discoverer</b>	18-35, loves new sounds, attends other festivals (e.g., Green Man, End of the Road)	Target with emerging acts, BBC Introducing, Spotify integrations, youth pricing
<b>The Local First-Timer</b>	Cambridge area resident, possibly younger, has never been	Use discounted Thursday/Friday tickets, partner with local influencers/schools

### Audience Behaviour (Based on Insight & Assumptions)

Behaviour	Notes
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<b>Ticket Buying</b>	Strong early uptake from legacy audience; younger/new audiences tend to buy later. No timed urgency strategy currently in place.
<b>Engagement</b>	Community feel is strong onsite, but <b>weak year-round engagement</b> via email, social, or content
<b>Spending Patterns</b>	Heritage audience leans premium (VIP tix, bar spend). Younger visitors need value-focused offers
<b>Booking Drivers</b>	Line-up (especially headliners) is key for younger and mid-tier audiences. Older audiences often book based on tradition and experience

### Gaps & Challenges

- **Ageing Core Audience** - While loyal, they cannot sustain long-term viability.
- **Low Awareness Among Youth** - Younger music fans and families don't see CFF as for them
- **Limited Audience Profiling** - No usage of artform segmentations like Audience Agency's Culture Segments
- **Minimal Use of CRM for Segmented Engagement** - No targeting by interest, age, or booking behaviour
- **Under-leveraged First-Time Buyer Insights** - No retargeting strategy or welcome journey for new attendees

### 11.3 Recommendations for Future Strategy

#### Objective

To revitalise the Cambridge Folk Festival by modernising its marketing approach, strengthening its community connection, diversifying its audience, and reestablishing its position as a flagship UK music festival: this applies equally whether the decision is taken to continue with the festival primarily as a greenfield event, or whether the festival is reimagined as an urban event, using the city's existing venue and architectural assets. This strategy blends heritage with innovation, leveraging CFF's rich legacy while addressing gaps in audience engagement, branding, digital experience, and sponsorship.

It should be noted that investment will be required in CFF future marketing efforts particularly in attracting high spending VIP ticket purchases. This should be a key consideration in partnership and sponsorship selections.

### Engaging New Audiences – Gen Z and Millennials Marketing Insights and Music and Festival Engagement

Marketing to Gen Z and Millennials through music and festivals means going beyond promotion, it requires embedding your brand into their culture, values, and digital lives. The more nuanced your insights, the more likely the CFF brand is to earn **attention, advocacy, and trust** from this influential generations.

#### Who is Gen Z?

Age in 2025 - 13–28 years old (obviously we will be targeting over 18's.

Born roughly between 1997 and 2012, Gen Z is the first fully digital-native generation. They are **hyper-connected, socially conscious**, and highly **individualistic**, yet they crave community and experiences that offer **authenticity** and **belonging**. Their decisions are shaped by values, peer influence, and **cultural alignment** more than traditional advertising.

#### Key Marketing Traits of Gen Z

- **Meaningful Experience Over Ownership** - Gen Z prioritises **memorable experiences** over material goods - making music festivals a cultural sweet spot.
- **Short Attention Spans, High Engagement** - While they scroll fast, Gen Z deeply engages with content that resonates. Short-form video (e.g., TikTok, Reels) is crucial.
- **Identity-Driven Consumption** - Music is both a personal expression and a community-builder. Brands that align with Gen Z's self-image or values can earn loyalty.
- **Sceptical of Brands, Drawn to Purpose** - They expect transparency, inclusivity, and social responsibility. Performative marketing is quickly called out.



## Music & Festivals: Behavioural Insights

### Music Consumption

- **Streaming-Centric** - Spotify, Apple Music, and TikTok are primary sources of discovery.
- **Algorithm-Informed Tastes** - Gen Z blends genres, influenced more by moods and playlists than artists alone.
- **Peer-Curated Culture** - User-generated playlists and TikTok virality heavily influence what's popular.

### Festival Behaviour:

- **Social Currency** - Festivals are status events—driven by **Instagrammability**, FOMO, and cultural relevance.
- **DIY Aesthetics & Self-Branding** - Attendees craft outfits, content, and online personas tailored to festival experiences.
- **Values Led Attendance** - Eco-conscious, diverse, and inclusive festivals hold more appeal.
- **Pre and Post Engagement** - The festival experience begins with the **line-up drop** and continues with **content sharing** long after.

### How Keen Insights Drive Strategy

- **Data-Driven Personas** - Social listening, sentiment analysis, and behavioural tracking help brands pinpoint micro-trends and subcultures (e.g. indie sleaze revival, cottagecore, rave fashion).
- **Influencer Integration** - Nano-and micro-influencers resonate more than celebrities, offering authenticity and niche reach.
- **Experience Marketing** - Branded activations at festivals that are interactive, story-worthy, and values-aligned can turn consumers into advocates.
- **Personalisation at Scale** - Leveraging AI and data to offer music suggestions, merchandise, or festival perks tailored to individual preferences boosts engagement.

## Who Are Millennials?

**Age in 2025: 29–44 years old**

Born roughly between **1981 and 1996**, Millennials are the first generation to come of age during the internet boom. They bridge the gap between analogue and digital, and value both innovation and nostalgia. Their music and festival behaviours are shaped by personal growth, shared experiences, and social awareness.

### Key Marketing Traits of Millennials

- **Experience-Led Living** – Millennials value cultural, musical, and travel experiences to define identity and fulfilment.
- **Digitally Immersed but Discerning** – Comfortable with digital platforms, they favour content that informs, entertains, or connects emotionally.
- **Community & Connection** – While individualistic, they also seek connection through shared interests and values.
- **Cause-Oriented Consumers** – Ethical, transparent, and inclusive brand behaviour is expected, not optional.

## Music & Festivals: Behavioural Insights (Millennials)

### Music Consumption

- **Streaming-Era Pioneers** – Early adopters of Spotify, Apple Music, and Bandcamp. Playlists and podcast-style storytelling are valued.
- **Mood & Memory-Driven Listening** – Music is linked to lifestyle and nostalgia, often organised by life moments or emotional tone.
- **Artist Loyalty** – Millennials show stronger loyalty to artists and genres compared to Gen Z's more fluid tastes.

### Festival Behaviour

- **Experience-Driven Attendance** – Festivals are immersive and intentional – a blend of music, culture, and comfort.
- **Less FOMO, More Fulfilment** – Their focus is on enjoyment, relaxation, and personal meaning rather than social media optics.
- **Inclusive & Evolving** – Older Millennials may attend with partners or children, shifting demand toward more inclusive and versatile experiences.

- **Content with Depth** – While active online, content sharing tends to centre on storytelling, memory-making, and deeper engagement.

### How Keen Insights can Drive CFF Strategy

- **Premium & Comfort-Oriented Activations** – Wellness zones, gourmet food stalls, boutique camping, and community lounges resonate.
- **Value-Based Loyalty** – Aligning with long-term causes like sustainability, mental health, or cultural equity builds brand affinity.
- **Cross-Channel Connection** – Integrated campaigns across email, podcasts, Instagram, and mobile apps sustain relationships.
- **Word-of-Mouth Amplification** – Reviews, testimonials, and personal recommendations drive discovery and trust.
- **Legacy & Retention Strategies** – Loyalty programmes, returning guest incentives, and personalised experiences deepen connection.

*Age ranges and generational definitions adapted from the **Chartered Institute of Marketing (CIM)**, 2023 and **Pew Research Centre**.*

### Brand Identity & Messaging

CFF has a powerful and emotionally resonant brand rooted in community, history, and musical integrity. However, to remain relevant and grow its audience, the brand must evolve. The goal is to maintain authenticity while modernising visual and verbal identity to appeal to younger audiences and wider cultural communities.

- Develop a flexible and consistent brand toolkit that includes logo variations for different uses, a refreshed colour palette, and seasonal artwork.
- Introduce an annual brand theme to unify campaigns and create excitement (e.g. *"Folk That Feels Like Now"*).
- Highlight spaces for experimentation and youth culture, supporting a fresh visual identity for this venue.

#### Quick Wins

- Create and promote a 2026 theme with updated campaign visuals.
- Commission vibrant and diverse photo and video content that shows the CFF experience through the eyes of a younger and more diverse audience.

### Website & Digital Experience



CFF's website is serviceable but underwhelming. It does not fully reflect the spirit or excitement of the festival. The goal is to improve user experience, particularly on mobile, and provide rich, engaging content that drives ticket sales and enhances pre-event anticipation.

- Redesign the homepage with immersive visuals and interactive content.
- Implement persona-specific navigation journeys (e.g., "First Time Here?", "Family Planning a Weekend?", "Returning Regular?").
- Incorporate live artist content, playlists, interviews, and media.

#### Quick Wins

- Refresh the homepage with a dynamic hero banner and 2026 campaign copy.
- Add a dedicated landing page for first-time attendees, including testimonials and practical info.

### CRM & Data Strategy (Spektrix)

CFF uses Spektrix but is not leveraging its full capabilities. Audience data is out of date, segmentation is minimal, and no clear customer journeys are in place. The goal is to clean and restructure the database and build automated journeys to deepen engagement.

- Conduct a database audit and deduplication process.
- Introduce behavioural and demographic tagging aligned with marketing personas.
- Launch automated email sequences for first-time bookers, high-value buyers, and VIP prospects.

#### Quick Wins

- Run an internal Spektrix clean-up and tagging project.
- Launch a simple welcome journey for new attendees.

### Audience Segmentation & Campaign Journeys

Understanding the audience and speaking directly to their interests is crucial. This section defines clear audience personas and campaign pathways for each.

#### Key Personas:

- **Heritage Loyalist** - Longstanding attendees, value tradition and nostalgia.
  - **Folk Family** - Parents with children, drawn to community and value.
  - **Music Discoverer** - Younger, adventurous audience interested in emerging talent.
  - **Cultural Explorer** - Arts-curious, experience-focused attendees.
  - **Local First-Timer** - Cambridge area residents trying CFF for the first time.
- 
- Build segmented email and social media campaigns per persona.
  - Align ticketing and content offers with known preferences and behaviours.
  - Leverage partnerships to engage new segments, especially local and younger audiences.

#### Quick Wins

- Use CRM to identify and tag these personas.
- Launch a local awareness campaign with discounted Thursday tickets.

### Content & Social Strategy

CFF should be a year-round brand, not just a summer event. Engaging content helps build loyalty and buzz, particularly among younger and digital-native audiences.

- Launch the "Folk Diaries" series with artist interviews, community stories, and event and entertainment experience tips.
- Schedule weekly content drops, such as Spotify playlists or behind-the-scenes features.
- Use Instagram Reels and TikTok to introduce artists and showcase festival experience moments.

#### Quick Wins

- Post regular user-generated content under a community hashtag like #MyFirstCFF.

- Share themed playlists reflecting different audience vibes.

## Ticketing & Offers

Optimise the ticketing strategy to reward loyalty (particularly VIP tickets high cash margin contribution) encourage early booking and introduce value-based offers for families and newcomers.

- Launch early bird weekend tickets first to drive commitment.
- Delay day ticket release to preserve full weekend uptake.
- Create promotional packages - family, premium, VIP, and group discounts.
- Launch a "refer a friend" scheme with tiered rewards.

## Quick Wins

- Email loyal customers early with premium upgrade opportunities.
- Integrate booking process with upsells (parking, merch, VIP).

## Sponsorship & Partnership Activation

While there is a role within the organisation responsible for commercial development and partnership acquisition, this position currently lacks the **strategic mandate, resource backing, and access to high-quality audience and performance data** necessary to effectively drive long-term sponsorships, advertising agreements, and brand activations.

*Key Issues:*

- **Role Ambiguity** - The existing role appears underdefined and insufficiently empowered. It functions more as a support or coordination position rather than a proactive, target-driven commercial leadership role that is typical in comparable festivals.
- **Absence of Robust Audience Insight** - Without accurate, up-to-date data on audience demographics, behaviour, and segmentation (e.g. Audience Spectrum profiling, CRM-driven insights), potential sponsors cannot be presented with compelling, quantifiable value propositions. This severely limits the ability to approach and convert meaningful long-term partnerships.
- **No Unified Sponsorship Strategy** - There is no cohesive strategy in place that outlines tiered partnership packages, benefits, activation opportunities,

and year-round engagement. There is no mapping of brands or corporates to the audience based on values for example. There is no screening in place and the current approach seems hyper local (which is great) but restricts ambitions and the opportunity to engage with bigger brands that would resonate with current audiences. Without such a framework, outreach is ad hoc and lacks the professionalism required to attract high-calibre partners.

- **Untapped Potential** - Opportunities to collaborate with local and regional brands (e.g. boutique hotels, ethical food partners, tech companies) are being missed but the recommended option will open these opportunities. In the absence of a proactive lead who can nurture these relationships, the festival cannot monetise its considerable cultural equity.
- **Experience Integration Missing** - There is minimal integration of sponsor experiences into the festival programme (e.g. branded lounges, co-curated stages, sponsor-hosted experiences) a key industry trend. Without this, partnerships are restricted to low-impact logo placement or pouring rights.

### Strategic Implications

To position the Cambridge Folk Festival for financial resilience and brand revitalisation under Option 3, it is essential to establish a **dedicated Commercial Development Manager**. This role is currently NOT budgeted but in the initial two years (if option 3 is taken up) at 0.5 FTE would more than pay for itself in leading on costs.

- Target-oriented, experienced in arts sponsorship, and empowered to negotiate multi-year deals.
- Supported by a data analyst or marketing insights function.
- Integrated into programming and marketing planning cycles to align sponsor offers with audience profiles and stage experiences.

Investing in this function would unlock significant revenue potential and better position the festival within the competitive sponsorship landscape of the live events sector.

- Develop a sponsor pitch deck based on audience segments and engagement opportunities.
- The offer should be tiered for instance Gold, Silver, Bronze
- Invite partners to co-curate or host onsite activations.
- Create branded content series with sponsors (e.g. Q&As, artist stories).
- Look at engaging with a professional agency on a performance/commission basis (which is common in this field).

### Quick Wins

- Identify five potential brand or cultural partners for low-cost 2025 activations.
- Upload a sponsorship prospectus to the website.

## Year-Round Engagement & Community Building

Keep the spirit of the festival alive between events. Community connection and brand loyalty can be nurtured through regular updates, events, and co-creation.

### Advocacy and Ambassadors

CFF are in the enviable position to have a brand with tangible provenance and a core loyal audience. Amongst this group are a hardcore minority opposed to change. CFF should explore how they engage this group and more widely to become “Informal” ambassadors for CFF thought the year. They should be engaged in understanding that without change the Festival’s future is in doubt.

- Send a monthly newsletter with stories, sneak peeks, and offers.
- Run a winter/spring mini event with emerging artists to build anticipation.
- Use festival as a platform for broader cultural conversations and local pride.

### Quick Wins

- Engage and utilise core audience
- Launch monthly email content schedule.
- Run a survey post-festival asking fans to help shape CFF 2026

## Introduce a Tiered Concessions Strategy

Instead of treating all vendors equally or ad hoc, CFF should segment its food & beverage offer into **tiered experiences**.



### *Tier 1 - Premium/Experiential*

- Curated spaces with **artisanal/local produce**, themed around folk heritage, sustainability, or regional identity (e.g., “*Folk & Flavour Pavilion*”).
- Opportunities for **sponsor-branded bars or lounges**, with exclusive access or tasting sessions e.g. a **Cambridge Gin Lounge** or **Adnams Ale Hall** with storytelling, sampling, or folk-song pairing.

### *Tier 2 -Core/General Concessions*

- High-volume vendors selected through a **competitive tender** with minimum service and sustainability standards.
- Use branded signage, shared marketing, and a unified design system to elevate quality perception and consistency.

### *Tier 3: Community-Driven & Social Impact*

- Stalls run by **local non-profits, schools, or cooperatives** with reduced rates tying into CFF’s values of community and inclusion.
- Offers both good-will PR and local relevance.

This gives CFF leverage to

- Charge premium fees to Tier 1 vendors in exchange for exclusivity or brand placement.
- Offer scalable vendor options that match audience expectations and spending power.

### *Leverage Pouring Rights Beyond Flat Fees*

Current arrangements likely involve flat concessions or low-value exclusive rights. Instead, these can be structured as strategic partnerships.

### *Shift from Transactional to Collaborative:*

- Work with drink partners (e.g. local craft breweries, distilleries, kombucha makers) to co-create festival-branded drinks or festival-exclusive products.
- Structure deals as value bundles, e.g.
  - Fee + co-branded assets (e.g. reusable cups)
  - Fee + programming support (e.g. “sponsor a songwriters’ session”)
  - Fee + infrastructure contribution (e.g. building a branded bar tent)

### *Metrics for Better Value*

- Instead of just income per pitch, assess **value per attendee touchpoint** - how many people engage with a drink brand through activities, tastings, or merch.

### *Activate Local & Heritage Brands Strategically*

Currently, local business presence (like Adnams) is ad hoc and passive. CFF should aim to curate and choreograph place-based brand storytelling.

### *How to Activate Local Brands*

- **“Meet the Maker” Experiences** — e.g. A Cambridgeshire Cider masterclass or Adnams storytelling with live folk music.
- **Branded Stages or Sessions** — e.g., “Folk & Ferment” acoustic evenings sponsored by a local brewery.
- **Cross-promotion** — featured profiles on the website, social media, or even pre-festival “tasting sessions” in city venues.

By controlling how and where these brands appear, CFF can command higher fees and build **mutual value**.

### *Use Audience Data to Guide Vendor Mix*

A critical opportunity: audience insight is underused when selecting F&B vendors. By linking CRM data (via Spektrix) to Audience Spectrum segments, CFF can curate the vendor lineup based on audience lifestyle and values.

### *Example Alignment by Persona*

<b>Audience Segment</b>	<b>F&amp;B Preference</b>	<b>Vendor Fit</b>
<i>Heritage Loyalists</i>	<i>Quality ales, heritage food, sit-down areas</i>	<i>Local breweries, artisanal pies, table seating</i>
<i>Folk Families</i>	<i>Healthy meals, kid-friendly options</i>	<i>Fresh wraps, juices, ethical snacks</i>
<i>Cultural Explorers</i>	<i>Curious and premium taste, storytelling</i>	<i>Global fusion, regional dishes, craft spirits</i>

- Ask vendors to submit a proposal outlining how they connect with one or more **audience segments**.
- Score bids not just on price, but on **alignment with audience engagement goals**.

CFF has the brand equity, and location uniqueness to develop a premium, curated, and differentiated concessions model. Moving away from ad hoc vendor booking toward a tiered, data-driven, brand-integrated system could generate higher revenue and deliver richer experiences.

### CFF 2025–2026 Indicative Media Outreach Plan

#### Timeline Phases

Phase	Timing	Focus
Phase 1	Q3 2025	Brand relaunch, early engagement
Phase 2	Q4 2025	Ticketing & campaign push
Phase 3	Q1 2026	Community building, final sales
Phase 4	Q2 2026	Festival lead-in, onsite amplification

### Segment-Specific Media Strategy

#### Heritage Loyalist

**Profile** - 60+, multi-year attendee, emotionally connected, trusts legacy media

#### Channels

- Email newsletters
- Local radio & press (e.g. BBC Cambs, Cambridge News, freesheets, local commercial radio)
- Direct mail / festival alumni postcards
- Facebook organic posts and groups

#### Content Strategy

- Nostalgic stories ("Your First CFF, 1972")
- Artist retrospectives and legacy highlights



- VIP/premium upgrades (“Make this year your most memorable”)

#### *Example Campaign*

##### **“You’ve Been With Us Since the Start — Here’s Your Early Access”**

A direct email + printed invitation pack to legacy attendees offering priority access to premium tickets and a legacy lounge onsite.

#### *Folk Family*

**Profile** - Parents, often under 45, looking for wholesome, shared experiences

#### *Channels*

- Meta ads (Facebook/Instagram)
- Mumsnet/Cambridge Kids platforms
- Local school newsletters
- Community radio + school/PTA partnerships

#### *Content Strategy*

- “Top 5 Family Things to Do at CFF”
- Discounts on Thursday/Friday day tickets
- Family camping bundles + Den highlights

#### *Example Campaign*

##### **“This Summer, Let the Whole Family Unplug and Dance”**

Instagram carousel ad with images of children drumming, families (ceilidh) dancing, and peaceful moments under trees. Swipe-up to “Build Your Family Bundle.”

#### *Music Discoverer (18–35)*

**Profile** - Festival-hopping, genre-fluid, experience-focused, spends time on TikTok and Instagram

#### *Channels*

- TikTok Reels and IG Stories
- Spotify ads + CFF curated playlists
- YouTube shorts
- BBC Introducing, Resident Advisor, DICE blog partnerships

#### *Content Strategy*

- “6 Artists You’ll Say You Saw First at CFF”
- Stage 3 stage teaser videos

- UGC campaigns and influencer takeovers

#### *Example Campaign*

##### **“Folk, but Not as You Know It”**

Short-form IG/TikTok series showing snippets of genre-bending sets, quirky interviews, and real-time reactions. Overlaid with a trending folk/electronic remix and call to “Join the Movement.”

#### Local First-Timer

**Profile** - Cambridge-based, not yet engaged with CFF, curious but unsure

#### *Channels*

- Geo-targeted Facebook/Google ads (CB postcodes)
- Cambridge Independent, Cambridge Matters
- Posters/flyers at libraries, cafes, co-working spaces
- Local influencer/blogger outreach

#### *Content Strategy*

- “What’s Happening in Your Back Garden This Summer?”
- First-timer guides - maps, food, travel
- Discount code for Thursday/Friday day entry

#### *Example Campaign*

##### **“Try It For a Day – Your Festival, Your City”**

Geo-targeted Facebook ad offering 2-for-1 tickets for CB1–CB5 postcodes, featuring a walking map from the city to Cherry Hinton and interviews with local attendees.

#### Cultural Explorer

**Profile** - 35–55, arts-curious, often London/SE-based, loves Glastonbury/End of the Road

#### *Channels*

- Guardian Culture + Arts Professional display ads
- Instagram Reels with strong visuals
- Podcasts (e.g., Folk on Foot, TalkArt)
- Newsletter collabs with The Line of Best Fit, London in Stereo

#### *Content Strategy*

- “A Weekend of Folk, Food and Wonder”

- Behind-the-scenes with curators
- Showcase of storytelling acts and cultural elements (wellness, workshops, talks)

#### *Example Campaign*

#### **“More Than Music - Your Arts Festival Escape”**

Sponsored Guardian article + IG ad campaign linking arts programme to broader cultural experiences - “Folk meets food, thought, and theatre.”

#### **Paid Media Budget Framework (Indicative Allowances)**

Channel	Target	Duration	Budget Estimate
Meta Ads (FB/IG)	Families, Locals	8 weeks	£5,000
TikTok Reels	18–35s, Music Discoverers	4 weeks	£3,500
Spotify Playlists + Audio	Younger/new	6 weeks	£2,000
Guardian Culture	Cultural Explorers	4 weeks	£4,000
Local Radio	Heritage + Local	10 weeks	£1,500
Influencer Partnerships	All segments	Rolling	£2,500

Based on the extensive review of the Cambridge Folk Festival Final Report, here is a headline **recommended marketing budget** for **Option 3** (the move to a city centre model post-fallow year), viewed through the lens of a **Festival Marketing Director**:

#### **Recommended/suggested Key KPIs by Segment**

Segment	KPIs
Heritage Loyalist	Early bird ticket uptake, VIP upgrade rate, email open rate
Folk Family	Family ticket sales, bundle redemption, Den attendance
Music Discoverer	Social shares, playlist follows, Den/day ticket sales
Local First-Timer	First-time ticket sales, discount code usage, email sign-ups
Cultural Explorer	VIP ticket sales, package conversion, cultural content engagement

## Summary Timeline & Rollout

Phase	Timing	Focus
<b>Q2 2025</b>	<i>Brand refresh, website tweaks, CRM clean-up</i>	<i>Planning &amp; Prep</i>
<b>Q3 2025</b>	<i>Launch 2026 brand theme, content &amp; email campaigns</i>	<i>Build Momentum</i>
<b>Q4 2025</b>	<i>Ticketing live, persona campaigns, partnerships activated</i>	<i>Sales Push</i>
<b>Q1 2026</b>	<i>VIP/donor push, family promos, digital content peaks</i>	<i>Acceleration</i>
<b>Q2 2026</b>	<i>Onsite activation, social sharing, data capture</i>	<i>Delivery &amp; Retention</i>

## Ticket Pricing

Ticket	Customer	2024 Price
Weekend	Standard	£230
Thursday	Standard	£35
Friday/Saturday/Sunday	Standard	£89
Weekend	Cambridge City Resident	£196
Friday	Cambridge City Resident	£60
Weekend	Cambridge City Resident Disabled Access	£147
Friday	Cambridge City Resident Disabled Access	£45
Weekend	Cambridge City Resident Personal Assistant	£49

Friday	Cambridge City Resident Personal Assistant	£15
Weekend	Premium	£395
Car parking weekend		£20
Car parking day		£6
Cherry Hinton Caravan		£145
Cherry Hinton Caravan	Disabled	£107
Coldham's Common Large Caravan		£95
Coldham's Common Small Caravan		£65
Cherry Hinton tent		£75
Coldham's Common Tent		£55



## 12. Artist & Programme Review

The Cambridge Folk Festival (CFF) retains a distinguished legacy, with its programming heritage shaped by notable figures such as Ken Woollard and Eddie Barcan. Historically, their vision positioned CFF as the preeminent folk festival in the United Kingdom. However, the evolution of the festival market has introduced substantial competition, notably from events such as Celtic Connections, Manchester Folk Festival, and broader-appeal festivals including Latitude. These developments have progressively diminished CFF's share of the folk audience.

While CFF maintains a loyal and passionate audience base, predominantly aged 60 and above, this demographic alone is insufficient to sustain the festival's long-term financial and operational viability. Future programming strategies must simultaneously protect CFF's legacy and evolve the offer to engage new and younger audiences.

Our strategic review highlights the critical need to redefine the programming brief. CFF must preserve its reputation as a launchpad for emerging artists while also expanding its appeal. In recent years, the reduced presence of emergent and mid-tier acts, particularly those championed by platforms like BBC Radio 2, has narrowed the Festival's audience reach. The programming approach has at times been overly constrained by traditional interpretations of folk music, limiting its relevance and competitive edge.

To restore and future-proof the Festival, we recommend a return to a broader 'folk and roots' programming identity. This allows for a more expansive and dynamic curation that encompasses traditional folk, Americana, country, bluegrass, gospel, early rock and roll, and other music traditions grounded in storytelling. Such a framework would facilitate the inclusion of artists like Maggie Rogers, Hozier, Bon Iver, Kara Jackson, Florence and the Machine, and Arlo Parks, among others.

A clear curatorial strategy is vital: headliners should reflect a balanced mix across folk, roots, and crossover genres to appeal to a wider demographic without compromising the Festival's core identity. We advocate for a model where each day features strong headline artists across both the Main Stage and Stage 2, supported by a carefully curated roster of mid-range and emerging acts. This approach aligns with the demonstrated purchasing behaviours of CFF's target audiences, who base ticket-buying decisions heavily on headline acts.

Increasing changeover times between acts or extending artist set times reduces financial pressure and programmed in conjunction, gives the artist programmer scope to schedule extended set ‘specials’.

The importance of engaging a highly credible music booker, with expertise across the contemporary folk, roots, and adjacent music sectors, is fundamental to implementing this vision successfully. In addition, commissioning unique or signature performances (bespoke CFF sets) could further elevate the Festival’s artistic cachet and audience appeal, following models used effectively by events such as Southbank’s Meltdown Festival.

Developing a clear, strong tagline for the Festival’s repositioning—one which reflects both tradition and contemporary resonance (e.g., "Sounds of the Soul")—would provide further coherence and focus to marketing efforts for 2026 and beyond.

### **Diversification of Programme Offer**

As market competition intensifies, particularly around CFF’s traditional July date, it is essential to enrich and diversify the broader festival experience.

The Den – which becomes the new Stage 3 - already provided a foundation for younger and family-oriented programming; however, we recommend amplifying this offer. Expanded daytime activities such as participatory workshops, comedy sessions, family-focused entertainment, and arts talks should be positioned as core elements of the Festival experience rather than peripheral features. Successful models, such as the participatory cricket at Wilderness Festival, demonstrate how inclusive, fun programming fosters deeper audience engagement and community spirit.

Comedy programming offers particular potential. Working with national comedy promoters (e.g., Show and Tell, Get Comedy, Berk’s Nest) could yield strong results at reasonable cost. Integrating comedy more prominently would widen demographic appeal, complement family marketing, and reinforce the Festival’s welcoming, celebratory atmosphere.

Sponsorship and partnerships could also be leveraged more effectively through branded activations within spaces such as Stage 3. These could include craft beer partners and talks, creative installations, and pop-up performances—enhancing the audience experience at minimal cost to the Festival itself.



We propose that Stage 3 hosts family programming during daytime hours (11:00–16:00), transitioning to curated evenings led by local folk and roots promoters from 17:00–23:00.

### **Artist Budget and Financial Modelling**

In the longer term, a critical realignment of artist budgets is necessary. Current benchmarks indicate that festivals of circa 15,000 capacity operate with artist budgets around £750,000. For a recalibrated CFF with a target attendance of 10,000, an aspiration to move the artist budget towards £500,000, as ticket sales and resources allow, would provide a solid foundation to attract three strong headliners per stage (Main Stage and Stage 2), alongside a vibrant supporting programme.

Aligning programming budgets with the proposed three-stage infrastructure model thereby reducing overall site infrastructure and production costs will ensure a financially sustainable balance between programme quality and operational feasibility.

### **Awards and Profile-Building**

CFF's existing association with the Christian Raphael Prize offers a valuable platform., reinforce its leadership role in the folk and roots sector, and deliver substantial national media coverage.

Given the competitive context (e.g., Manchester Folk Festival's current engagement with BBC Radio 2), swift action would be necessary to secure this opportunity. Alternatively, elevating the profile of the Christian Raphael Prize such as through dedicated showcase events on the opening night could also deliver meaningful benefits.

## 13. Governance and Structure

### Corporate Structure

The local authority model for Cambridge Folk Festival, with it being an activity of Cambridge City Council (CCC) has advantages and disadvantages to other models. The principal advantage is the benefit of the CCC's infrastructure, the full costs of which is not recharged to the festival's profit and loss account. The disadvantages compared to a charity/trust structure include the relative difficulty for councils of fundraising from certain sources including trusts & foundations and some public/Lottery funds. Overall, there is no overwhelmingly compelling reason at present for the Festival to move out of local authority control.

There could potentially be some benefit to the Festival to have an independent charitable trust with no operational responsibility and the ability to do the following that the Council either cannot do or could only do with difficulty;

- Claim Gift Aid on donations from individual UK taxpayers.
- Fundraising from a variety of sources.
- Running a 'Friends of Cambridge Folk Festival' scheme.

The charity/trust would purchase specific items for the Festival and make grants to it, relieving the budget.

### Staffing Structure

Some of the job titles of CCC staff working on the festival are understandably set out in a Council format. However, it would make for clearer delineation of responsibilities to designate all standard festival industry roles within the team; this would also provide clarity for suppliers and other stakeholders. These festival roles – in addition to the Council job titles - would include Exec Producer.

## 14. Options Analysis

This Options Analysis identifies potential future operating models for Cambridge Folk Festival. Each option is evaluated against key strategic priorities:

- Financial sustainability
- Artistic and cultural relevance
- Audience development
- Civic value to Cambridge
- Operational deliverability

Option	Description	Strengths	Risks/Weaknesses
<b>Option 1</b>  <b>Recalibrated CFF as a one-site greenfield festival</b>	<p>Retain Council ownership; deliver a streamlined, scalable greenfield festival on one site, aligned to a 7,500–15,000 capacity model, with refreshed artistic curation and operational efficiencies.</p> <p>Option 1 relocates all accommodation from Coldhams to Cherry Hinton, retains Stage 1 infrastructure and artist budget as known (with one fewer act per day and slightly extended sets/turnover), and replaces Stages 2 &amp; 3 with tents/stages of the scale of</p>	<p>Reduces operational subsidy of accommodation on second site at Coldhams Common</p> <p>Protects civic ownership and historic brand</p> <ul style="list-style-type: none"> <li>- Aligns costs tightly to income</li> <li>- Opportunity to reposition for younger, family audiences</li> <li>- Opportunity to develop sponsorships and partnerships</li> </ul>	<p>Financial pressure remains if ticket sales targets not met</p> <p>Requires skilled repositioning and strong marketing</p> <p>Although Cherry Hinton Hall can accommodate as campers the numbers that were accommodated on both sites in 2024, this includes those using live in vehicles, and those who keep cars with</p>



	<p>Stage 3 in 2024, each with a limited artist budget.</p> <p>The Den is discontinued.</p> <p>Other artistic spend and some infrastructure costs are slightly trimmed, but strong children's element remains.</p>	<p>Using level of income attained in 2024 as a baseline, Option 1a would improve the financial outturn with an opportunity to break even, however with the residual risk of a reduced, but still significant, loss.</p>	<p>their tents (something very few festivals are able to permit)</p> <p>Risk of alienating parts of legacy audience if change perceived as too radical, especially of vehicle and camping offers, which will require behavioural change with audiences. Financial management will be key – taking industry standard approach to budget management expertise</p> <p>Possible operational challenges in providing some services live in vehicles are accustomed to (e.g. sanitary disposal, showers), and there may need to be a reduction of capacity for such vehicles.</p>
<b>Option 2</b>	As Option 1 but with Stage 2 infrastructure and artist budget reinstated (and additional £100k investment.)		
<b>Option 3 (Preferred Option)</b>  <b>Reimagined CFF as a city centre, multi-</b>	A radical remodelling of the Festival which retains the brand in City Council ownership, leading a curated programme across numerous venues of different scales, using	Primarily uses – indeed showcases - the city's exceptional identity and sense of place, including its numerous highly distinctive venue assets of strong architectural and heritage interest, partner	Requires exceptional partnership working, including diary and ticketing management with partner venues, and strategic co-ordination with accommodation /

<b>venue event (potentially but not necessarily combining a temporary venue in a tented structure on, e.g., Parker's Piece) with a co-ordinated programme of individually ticketed events at partner venues which are sold through a central box office</b>	<p>the City Council's venues and working in partnership with non-council owned venues</p>	<p>organisations, accommodation offer, central green spaces.</p> <p>Retains/contributes far more secondary spend in the city's hospitality and retain sector.</p> <p>Fully scalable: P&amp;L control of individual event elements, and obviates or reduces core cost and weather risk of building greenfield festival event and accommodation site: a more future proof, and potentially much greener model.</p> <p>Can be aligned very closely with cultural, community and educational strategies.</p>	<p>destination management and education sectors.</p> <p>Substantially different offer which depends on different audience behaviour, requiring clear communication of vision, and audience development.</p> <p>Requires detailed further modelling and business planning beyond the scope of this document.</p>
<b>Option 4</b>  <b>Strategic Partnership Model</b>	<p>Maintain greenfield festival but outsource programming, production, and/or marketing to a third-party operator under Council oversight.</p>	<ul style="list-style-type: none"> <li>- Brings in external expertise, energy, and investment</li> <li>- Reduces operational risk and overhead for Council</li> <li>- Retains public ownership identity</li> </ul>	<ul style="list-style-type: none"> <li>- Loss of direct creative control</li> <li>- Reputational risk if partner underperforms</li> <li>- Contractual complexity and potential cost of procurement process</li> </ul>



<b>Option 5</b>  <b>Full Commercialisation / Sale</b>	Fully transfer CFF operation to a commercial festival operator (e.g., Live Nation, AEG Presents), via sale or licensing.	<ul style="list-style-type: none"> <li>- Immediate removal of financial and operational risk for Council</li> <li>- Potential upfront revenue from sale/license</li> </ul>	<ul style="list-style-type: none"> <li>- Loss of civic identity and public ethos</li> <li>- Programming may move further from folk/roots focus</li> <li>- Local stakeholder backlash likely</li> <li>- No guarantee of event continuation in its current form</li> </ul>
<b>Option 6</b>  <b>Sunset and Reinvestment</b>	Gradually wind down the Cambridge Folk Festival in its current form after celebrating a final edition, reallocating resources into a broader city cultural programme.	<ul style="list-style-type: none"> <li>- Clears ongoing financial liabilities</li> <li>- Creates opportunity for new, community-driven cultural activities aligned to council priorities increasing audience size and scope.</li> </ul>	<ul style="list-style-type: none"> <li>- Loss of major cultural flagship event</li> <li>- Damage to Cambridge's national cultural brand</li> <li>- Potential political and community backlash</li> <li>- Intense competition in multi-genre festival market and historic partners</li> </ul>
<b>Option 7</b>  <b>Major Expansion and Rebranding</b>	Invest heavily to transform CFF into a large-scale, multi-genre festival (e.g., akin to Green Man or Latitude), significantly	<ul style="list-style-type: none"> <li>- Maximises potential economic impact and visitor spend</li> <li>- Potential to access wider sponsorships and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- Very high financial and operational risk</li> <li>- Requires major capital investment and site upgrades</li> <li>- Could alienate core audience</li> <li>-</li> </ul>

## Options 1,2 and 3 in detail

### Option 1 (Greenfield)

#### **Recalibrated Cambridge Folk Festival: maintaining a greenfield event based at Cherry Hinton Hall**

- Streamlined to match a 7,500–12,000 capacity model on a single site (plus the separate car park). This has been modelled on Cherry Hinton Hall.
- Option 1 is the most streamlined version in terms of taking out costs. It ceases the campsite at Coldhams Common, retains Stage 1 as known, downscales Stage 2 to be of the same scale of production as Stage 3, and with minimal artist budgets for Stages 2 & 3. The Den is discontinued as a fourth stage space, with elements of its programme assimilate into the new Stage 3.
- Refresh artistic vision to broaden demographic reach.
- Invest in operational efficiencies and audience engagement.
- Build a stronger financial base for future growth or partnership development.

A staged implementation plan should be developed, focusing on:

- 2025 as a fallow and repositioning year (research, rebranding, audience consultation, programming and planning).
- 2026 relaunch aligned to new curatorial strategy and refreshed marketing strategy
- Post on-sale review early in 2026 to assess viability of progressing to Option 2
- Post festival review in 2026 to consider reinstating satellite campsite and growing income targets and artistic and marketing budgets for 2027.

Medium-term review in 2027 to assess delivery outcomes.

Account	2019/20	2020/21	2021/22
Revenue	£1,717,591	£1,717,591	£1,717,591
Expenditure	£1,717,591	£1,717,591	£1,717,591
Surplus / Deficit	£0	£0	£0
TOTAL	£1,717,591	£1,717,591	£1,717,591
SURPLUS / DEFICIT	£0	£0	£0



#### Option 1 budget notes:

- This is the most stripped back version in terms of costs, to illustrate the recommended strategy if there is little confidence in growing revenues from the 2024 baseline.
- On an equivalency basis, 2024 Coldhams based ticket holders are modelled as accommodated at CHH as campers (cap 1400 spaces: on 2024 figures they could all be accommodated, but in tents).
- The premium/VIP scheme shows some growth such that it makes a return, by increasing capacity to 100 and doubling spend on viewing platform and direct staff costs.
- £92,000 insurance cost in 2024 is not repeated.
- 50% of 2024 increase in fence stewarding spend is recouped by alternative sourcing strategy and rationalisation.
- Some minor efficiency savings are made in site infrastructure procurement.
- Marketing spend remains the same overall in this model: costed additions can be added to expenditure to model impact.
- Small increase in merch turnover and slight improvement of GP (47.2% to 48%, plus inflation) is modelled.

Sensitivities are set out in the Appended Spreadsheet

## Option 2 (Greenfield)

### **As Option 1, but with Stage 2 fully reinstated in terms of infrastructure and programming budget**

- Option 2 is the same as Option 1 but with an additional £100k of committed expenditure which – in the model shown - reinstates Stage 2. By deduction, an alternative or additional approach can be taken concerning Coldhams Common: a decision can be taken to retain the cuts to Stage 2 but instead reinstate Coldhams Common, which will also commit an additional £100k of expenditure. If the decision is taken to reinstate both, the overall increase to Option 1 expenditure is £200k
- For risk management purposes, Option 2 can be implemented when there is confidence in income projections.
- A decision to commit the expenditure to reinstate Stage 2 and/or Coldhams Common camping can be taken early in 2026, when confident in that income and planned expenditure are on track to meet the required income levels.

[illegible]

1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
6	6	6	6
7	7	7	7
8	8	8	8
9	9	9	9
0	0	0	0



SURPLUS / DEFICIT

-£97,636

-£17,713

£179,939

*\*Peak attendance excludes under 5s and all staff and artists*

**NB ADJUST MARKETING COST ACCORDING TO MARKETING STRATEGIES ADOPTED**

Three Year Plan Budget assumptions:

- Option 2 activated in 2026 with Stage 2 reinstated
- Coldhams reopened for 2027
- For direct comparison purposes, an inflationary forecast has not been included on 2027 and 2028 figures.

2024 ACTUALS	TENTS / VEHICLES	WEEKEND TICKETS	TENT/VEHICLE OCCUPANCY
COLDHAMS	632	1226	1.94
CHERRY HINTON	797	1452	1.82
	1429	2678	1.87
<b>2027 FORECAST</b>	2600	4872	1.87

**The 2024 budget has been interrogated on a line by line, and supplier contract element by element basis, as far as possible, to devise a viable model for continuing Cambridge Folk Festival as a greenfield festival at 2024's income levels or better.**

**However, there remains a significant element of risk to both income and costs for greenfield events. The Festival reports that the average decline in ticket sales annually since 2016 is 5.42%. Under Option 1 model, a further 5.42% reduction on ticket sales from 2024's figures would result in a deficit of c. 480k.**

**The client posed the question: "If there was no history and established audience and brand, and you were starting a new event in Cambridge, what format would you recommend?" The answer is Option 3; a radically different model.**



### Option 3 (Recommended Option)

- **Reimagined Cambridge Folk Festival: a city centre, multi-venue event with individual event ticketing from a centralised box office, marketed under the Cambridge Folk Festival brand.** A curated programme of events at venues to include The Corn Exchange, The Guildhall, The Junction 1 & 2, and with the potential to include Arts Theatre, ADC Theatre and much of the city's exceptional stock of venues in educational and ecclesiastical settings including iconic spaces such as Kings College Chapel, its museums, pubs, community centres, and music in unusual spaces.
- Building on the brand, legacy and heritage of CFF, this could rapidly become England's and English Folk music's equivalent of Celtic Connections, adapted to make best use of Cambridge's built and community assets.
- It could also potentially develop to include, a larger scale, temporary tented venue on e.g. Parker's Piece, developed from existing plans for previous events.
- It would assist in activation, encourage walk ups and impulse buys. It will also be more appealing to potential partners through increased visibility and reach.

A staged implementation plan should be developed, focusing on:

- 2025 Folk In The City programme as a research and audience consultation opportunity.
- Consultation with potential venue, artistic, and destination management partners contributing to further, detailed planning and modelling.
- Medium-term review in 2027 to assess delivery outcomes.

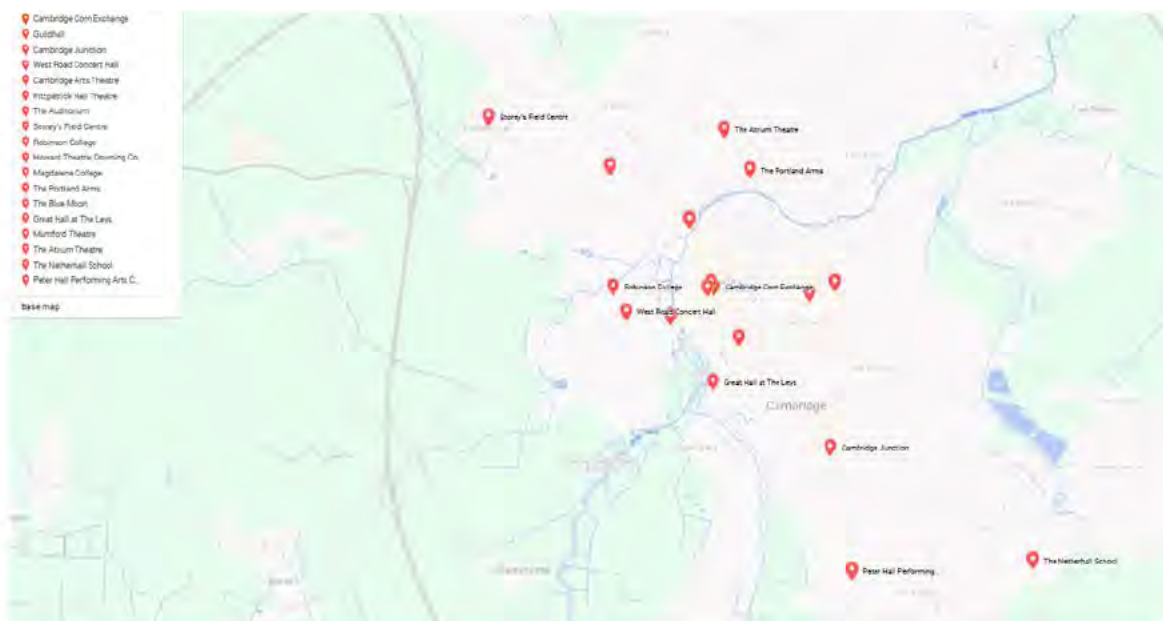
This model builds on Cambridge's strengths as a destination, and it is recommended that careful consideration be given to the appetite for risk in Option 1 compared to the fully scalable risk this option presents.

The vision for this event is to draw on similarities and differences between Celtic Connections in Glasgow, and to an extent the emerging new festivals in e.g. Manchester and Hartlepool, adapted to the strengths of Cambridge, including the Cambridge Folk Festival legacy, the city's venue stock and exceptional architecture, potentially including churches and University venues, its accessibility and late-night trains to London. Cambridge Folk Festival can maintain its position as England's pre-eminent folk festival in an entirely new format, greener, more climate proof, innovative.

There is considerable capacity within existing venues that are professional or regular concert settings. The following list is not comprehensive, but indicative:

<b>Venue</b>	<b>Seated Capacity</b>
Corn Exchange	1409
Guildhall	400
Junction 1	300
Junction 2	220
West Road Concert Hall	499
Fitzwilliam College Auditorium	250
Robinson College Auditorium	240
Howard Auditorium	150
Magdalene College Auditorium	142
ADC Theatre	228
Arts Theatre	666
Pembroke College Auditorium	220
Fitzpatrick Hall	220
Mumford Theatre	270
Peter Hall Performing Arts Centre	400
Atrium Hall - Netherhall	350
Atrium Theatre - Chesterton	450
Portland Arms	80
Blue Moon	60
Leys Great Hall	337
Corpus Playroom	80
All Saints Church	200
Kings College Chapel	1000
Trinity College Chapel	525
St John's College Chapel	413
Old Divinity School	180
Our Lady of The Assumption & the EM	600
	<hr/> 9889





With some venues on the list above which provide a larger standing concert format, which is wholly relevant to some of the festival's genres, there is evidently a combined capacity in excess of 10,000.

Within the scope and timeframe of this consultancy it is not possible to give a fully costed option, as there are far too many variables and unknowns. At its simplest and least risky, it's a co-ordinated programme of concerts, workshops and activities across several existing venues, each individually ticketed but jointly marketed and branded, sold through a single box office and with priority booking for subscribers and multi-buy ticket discounts. It allows people to attend at their own price point, for a single event, or to design their own itinerary, and visitors can choose accommodation of any style and price point. University rooms, such as those offered by Gonville and Caius out of term time close to West Road Concert Hall, would be an attractive part of this offer, to some.

The deal basis for each concert can vary: Cambridge City Council can be the promoter, or can work in partnership with other venues/promoters under strict brand, ticketing and quality guidelines. Sessions, walks and boat rides, free and educational activities can be included, and funds can be raised for some of these elements.

The venue programme is extendable: it can be a few days, but can extend as the festival grows: extending stays is a key objective for destination managers.

## Key considerations

**Artistic Leadership and Vision** – successful urban festivals on this model thrive when there is a strong artistic vision and leadership in the curation of the programme.

**Seasonality** – optimal dates to be determined: urban festivals are less reliant on clement weather, and factors including availability of venues and accommodation are considerations alongside audience demand and artist touring plans. The potential for involvement of university and other educational venues and as accommodation providers is a strong influence on an out-of-term timed event. If not July, September might prove the best fit for all factors.

**Visitor accommodation** - 55% of weekend ticket holders in 2024 camped or stayed in live in vehicles. When, and to what extent does the city's accommodation offering have the capacity to serve the total visitor audience on each festival night? Is there demand (and if so in year 1), a location, and a viable cost plan for a temporary campsite and vehicle park nearer the city centre?

## **Celtic Connections – a relevant case study**

Development of a meaningful financial, programme and operating model for a venue-based festival, with the Corn Exchange and Guildhall as central venues, will need consideration by the Council as to the cost basis for these venues and their resources, and assumptions about the scale of ambition – the duration and number of venues and events – in year 1.

A highly relevant case study is Glasgow's Celtic Connections. This festival launched in 1994 as an event based solely in Glasgow Royal Concert Hall, which had opened in 1990, to utilise the concert hall at a time when it was otherwise relatively under-utilised, and when hotels had good availability. In 1995 it used additional venues nearby and it now extends to c. 300 events across 24 venues over a 19-day period. With commercial programming at ticketing at its core, the festival has developed a strong educational programme, a commissioning programme, and a prestigious emerging talent competition such that it also receives cultural funding, from Creative Scotland (the arts council for Scotland) and from the city council's own culture budget.

The festival is completely rooted in Scottish folk music but explores its relationship with other cultures and genres. It categorises its events programme into several genres, but can assign more than one genre to an event. These are folk, traditional, world, indie, blues, jazz and soul, late night music, exclusive, rock and pop, Americana, orchestral, kids, new talent, film, and theatre. As well as ticketed concerts it runs an emerging talent prize, through an open stage with a pre-selection process presenting a series of free showcase concerts, with the eventual winner getting a cash prize and an appearance in the subsequent year's programme: numerous leading Scottish artists have emerged from this route. It also includes a self-financing industry facing showcase, and schools, workshops, community and other free activities that are wholly sustained by cultural funding and which add to the festival feel, brand value, and audience development.

The festival offers a membership scheme (£40 for individuals, £63 joint) which offers priority booking for most events, 15% discount on tickets, and selected other benefits. A free under 26 scheme offers selected discounts but no general discount, and recommendations for events particularly suitable for younger audiences.

In the Glasgow model:

- The council's cultural charity, Glasgow Life, runs Celtic Connections, and Glasgow Royal Concert Hall, the key initial venue when the festival was



launched. Although it has grown considerably in 30 years, GRCH remains the central venue.

- There is no commercial hire charge for use of GRCH / Glasgow Live facilities: actual costs are recharged as a facility fee the festival.
- Key revenues that derive from booking fees for tickets sold for all events at the festival (12% of face value) are not considered income for the festival cost centre, and
- Further revenue derives from the voluntary charitable donation option in the ticket sales process and a general appeal via the festival channels are received by Glasgow Life are not directly attributed to the festival cost centre P&L; they are restricted funds for the festival however and are apportioned to the overall grant given as cultural funding to the festival; but
- The council takes an overview of all these revenues in appraising the festival's performance and allocating core costs to the festival budget.
- Most of the ticketed programme is promoted directly by the festival, who engage and pay the artists a negotiated guaranteed fee and retain the ticket income. Artist fees are budgeted at c.50% of the forecast revenue for events across the whole programme, with some cross-subsidy of individual events.
- The festival sells tickets for all events included in the festival programme. Some venues' own corporate policies, notably those operated by commercial theatre operators, require them to retain a substantial allocation to sell directly, however, and this is a consideration when programming those venues, including whether those venues are provided with tickets at face value, or value after booking fees.
- In venues not operated by Glasgow Life, the festival generally pays normal hire fees for external promoters.
- In the larger scale venues, there are some exceptions to the general rule of the festival being promoter; this is typically where other regional promoters have a strong established relationship with a particular artist. This is considered on a case-by-case basis, the consideration being more about relationship management than financial arrangements.
- Small venues apply to directly promote programming congruous with the festival (approved by the creative director) themselves or with independent promoters, c. 100 cap. For these events the festival includes the event as programming, sells tickets, and charges a £100 marketing contribution.
- All stages have festival branding displayed

A high-level rounded overview of the overall income budget for 2025's 19-day, 300 event, 24 venue festival ~

- £2M ex-VAT turnover
- 73% ticket sales

- 7% other revenues (sponsorship, non-governmental grants, merchandise)
- 10% Creative Scotland – towards schools / free / emerging talent / commissions
- 10% city council cultural funds – towards schools / emerging talent / commissions

The festival pays VAT on ticket sales and recovers VAT on expenditure.

On that basis, the festival presents a cost-neutral or better outturn, usually a surplus. A view is taken that, with the festival generally generating a surplus on its direct marginal budget, and with further income from booking fees (> £100k) and charitable donations not directly attributed to the festival cost centre but assessed in parallel, and with the clear substantial economic impact for the city, there is not a need to recharge the salaries of the main Glasgow Life permanent staff whose principal roles are managing and producing the festival to the festival cost centre.

Celtic Connections retains a freelance Creative Director, otherwise a highly respected professional musician, composer and arranger who works alongside a permanent Festival Manager, who is assisted by a Producer. These latter two roles are not charged to the festival cost centre P&L, but are considered alongside box office, charitable other economic impacts of the festival that are not charged to the festival P&L. Other roles are part-assigned to the festival from the Glasgow Life team for sales and marketing (the festival is in a position where it can announce its programme in September for the following January, with a very strong on-sales demand to priority bookers. Strategic communications are handled by Glasgow Life; general press and PR is handled by an external PR agency, and a few specialist music PRs are engaged to target specific media. A schools concerts co-ordinator is retained from September onwards, from within the city's education service.

The festival uses Festival Pro software very effectively to manage operations, and the festival is delivered by a mixture permanent Glasgow Life staff assigned to the festival, and role-specific freelancers. All artist contracting and invoicing is processed by two members of the GRCH admin team. For the advancing and delivery phase, a team of two freelance production managers are retained, overseeing everything that happens within GRCH and working across all the external venues to ensure communication between artists and venue in-house teams; specific event technical hires and backline are dealt with on a case-by-case basis: either the festival orders, or the venue hires and recharges at settlement.

An experienced music tour manager is retained as a freelancer for arranging travel into Glasgow and accommodation, with a separate festival internal transport co-

ordinator. Two shift managers staff the back-of-house festival office for general queries, guest lists, rehearsal space, artist packs, accreditation, meal vouchers, supported by volunteers; the main front-of-house information point for audiences is GRCH box office.

There are paid co-ordinators for the late-night club and sessions, who are otherwise local professional folk musicians; these planned events are a key part of the festival offering over the weekends of the festival but are programmed in the few weeks before the festival from availability/ volunteering from visiting artists; no fees are paid for these performances but internal transport is provided; line ups are announced on the day. Staff and artist catering is provided on a meal ticket basis at GRCH artist catering, or through meal vouchers redeemable at a number Glasgow restaurants.

With well-established audiences, the festival now generally attains well over 90% capacity for the evens in its own venues, and artist spend is weighted accordingly. The festival does

Using this methodology, the festival has been stable and has grown in number of events, audiences, and venues over the past decade or more; a deficit in 2018 was more than recouped in 2019 through a focus on strictly commercial programming. The model allows for scalability, control, and mitigation.

## **Financial Strategy**

To begin developing a financial strategy for Cambridge Folk Festival using a comparable model, there are many variables to consider. A Year 1 programme might assume an 11 day festival period, from Thursday to Sunday, with 11 main programme venues being The Corn Exchange, Guildhall, Junction 1 & 2, Kings College Chapel, Trinity College Chapel, West Road Concert Hall, Our Lady of the Assumption Church, Pembroke College Auditorium, and Peter Hall Performing Arts Centre hosting a total of 69 events across the period. Targeting 75% capacity across the main ticketed programme, and allocating a generous 50% of net ticket revenue before PRS to artist fees and costs on that basis, and making estimates for negotiated hire/facility/production costs with external venues that will need fuller exploration, an indicative budget is provided.

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Category	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6	Item 7	Item 8	Item 9	Item 10	Item 11	Item 12
Category 1	Item 1.1	Item 1.2	Item 1.3	Item 1.4	Item 1.5	Item 1.6	Item 1.7	Item 1.8	Item 1.9	Item 1.10	Item 1.11	Item 1.12
Category 2	Item 2.1	Item 2.2	Item 2.3	Item 2.4	Item 2.5	Item 2.6	Item 2.7	Item 2.8	Item 2.9	Item 2.10	Item 2.11	Item 2.12
Category 3	Item 3.1	Item 3.2	Item 3.3	Item 3.4	Item 3.5	Item 3.6	Item 3.7	Item 3.8	Item 3.9	Item 3.10	Item 3.11	Item 3.12
Category 4	Item 4.1	Item 4.2	Item 4.3	Item 4.4	Item 4.5	Item 4.6	Item 4.7	Item 4.8	Item 4.9	Item 4.10	Item 4.11	Item 4.12
Category 5	Item 5.1	Item 5.2	Item 5.3	Item 5.4	Item 5.5	Item 5.6	Item 5.7	Item 5.8	Item 5.9	Item 5.10	Item 5.11	Item 5.12
Category 6	Item 6.1	Item 6.2	Item 6.3	Item 6.4	Item 6.5	Item 6.6	Item 6.7	Item 6.8	Item 6.9	Item 6.10	Item 6.11	Item 6.12
Category 7	Item 7.1	Item 7.2	Item 7.3	Item 7.4	Item 7.5	Item 7.6	Item 7.7	Item 7.8	Item 7.9	Item 7.10	Item 7.11	Item 7.12
Category 8	Item 8.1	Item 8.2	Item 8.3	Item 8.4	Item 8.5	Item 8.6	Item 8.7	Item 8.8	Item 8.9	Item 8.10	Item 8.11	Item 8.12
Category 9	Item 9.1	Item 9.2	Item 9.3	Item 9.4	Item 9.5	Item 9.6	Item 9.7	Item 9.8	Item 9.9	Item 9.10	Item 9.11	Item 9.12
Category 10	Item 10.1	Item 10.2	Item 10.3	Item 10.4	Item 10.5	Item 10.6	Item 10.7	Item 10.8	Item 10.9	Item 10.10	Item 10.11	Item 10.12



With a fixed cost budget, the sensitivities around ticket sales are:



Whereas this model will need a lot of refinement of ticket pricing and other costs, it serves to provide a basis for planning, and these initial estimates and targets bear helpful comparison to the greenfield model. Some notable factors:

The residual contribution to core costs (£150k at 75% capacity, plus c. £80k booking fees) is comparable to the core costs the festival currently has (£178k in Options 1 & 2)); whereas there could be a need and benefit to organisational redesign (and which may lead to a reduction in core costs, alleviating other budget pressures) the potential overall capacity is similar.

The artistic spend (£436k) equates very well with the current greenfield model (£444k in Option 2, with Stage 2 reinstated), but requires around £1M less in ticket income to be sustainable.

This is primarily due to the massive reduction in venue/production costs compared to building greenfield venues and accommodation.

**A Big Tent (if feasible and needed)** - The Corn Exchange is the largest built concert venue in the city. A co-ordinated programme using the existing venue stock, including some creative use of ecclesiastical and educational assets, gives considerable overall capacity and a model that can be made to balance and scale.

A key consideration will be whether the Corn Exchange provides a large enough main venue, and if not, what are the other options: is there the need, demand and viability (*not recommended for Year 1 but subsequently as the festival succeeds and grows*) for a larger venue, in a tented structure, perhaps on Parker's Piece, with a festival village to accommodate traders, a bar, daytime activity, and headline artist ticketed shows in the evening.

It is recommended that this not be the focus in Year 1, making the step away from greenfield production to the venue festival to understanding the venue festival model and benefits, but rather that it is considered as "another venue" and a cost marginal element for future years as a profit/loss centre in its own right, with its business case developed carefully, on the cost/contribution basis used for other venues in the

indicative model above. It's a relatively high cost/risk compared to the built venues, and to maintain the standards of excellence in programming that will characterise the festival it will require subsidy from secondary and tertiary incomes. Perhaps, like Edinburgh Festival, it is included every third or fourth year, having built up the funds to subsidise the infrastructure so that the programme can justify it.

The illustration and location below are for scale only.



The city has experience of doing this and has some initial cost plans for consideration.

Using broadly the same approach to specification as the Festival uses in the greenfield event at Cherry Hinton Hall, an indicative site budget is provided for a 3000 capacity Big Top and associated ancillary spaces.


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Country	Year	Value
Algeria	2006	0.00
Algeria	2007	0.00
Algeria	2008	0.00
Algeria	2009	0.00
Algeria	2010	0.00
Algeria	2011	0.00
Algeria	2012	0.00
Algeria	2013	0.00
Algeria	2014	0.00
Algeria	2015	0.00
Algeria	2016	0.00
Algeria	2017	0.00
Algeria	2018	0.00
Algeria	2019	0.00
Algeria	2020	0.00
Algeria	2021	0.00
Algeria	2022	0.00
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These are high level, indicative costs only. Intentionally, this budget does not reflect

## Income

- ticket income
- secondary income
- event specific sponsorship

## Expenditure

- core costs
- artistic spend
- PRS
- event specific marketing spend

These aspects need development in line with the artistic vision and overall programme curation and audience development and sponsorship strategies. But a high-level



analysis, **based on 100% capacity with a £72 face value ticket, over four nights**, indicates the scale of the challenge:

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SURPLUS/DEFICIT BEFORE CORE	-£34,100.00

Further consideration of apportionment to core costs including salaries and insurance may be required.

It is evident that the Big Tent option is unlikely to recoup its substantial production costs from ticket sales in Year 1, and will require further investment/subsidy, and there is a risk that the Big Tent, rather than the bigger, urban festival vision, becomes the overriding focus in Year 1. Successful reignition of the festival as an urban, venue-based event will allow the considered introduction of the Big Tent venue, when its need, demand and viability have been developed.

Option 3 is our recommended and preferred option, we would be able and delighted to work with Cambridge City Council to further develop this model if required.

### Recommended Marketing Budget – Option 3 (City Centre Reset)

**Current Budget** - £50,000

**Proposed Indicative Budget** - £90,000–£110,000

## Justification

### 1. Strategic Reset Requires Visibility

- The festival is returning after a fallow year and shifting to a more urban, distributed model.
- There is a need to relaunch the brand narrative and counter perceptions of decline. This would be done through paid media but most importantly should be editorially driven nationally
- 

### 2. Audience Development Priorities

- Must **engage younger demographics (18–35)**, “Local First-Timers,” and “Cultural Explorers.”
- Requires digital-first, persona-based campaigns (e.g. Spotify integration, influencer partnerships, geo-targeted ads).

### 3. Digital Modernisation Costs

- Overhaul website UX/UI to align with sector leaders (e.g., Green Man, Latitude).
- Dynamic social content creation (short-form video, mobile-first assets).
- Enhanced CRM and segmentation work with Spektrix/Audience Agency.

### 4. Campaigns Across Platforms

- Budget must cover multi-phase, full-funnel digital marketing: Awareness → Engagement → Conversion.
- Paid media (e.g. Meta, Google, Spotify), PR, OOH in Cambridge, and influencer activations.

### 5. Partnership & Fundraising Support

- A portion of marketing budget should support commercial partnerships and new “Friends of CFF” initiatives (branding, campaigns, donor funnels).

### 6. Benchmarking Insight

- Comparator festivals (e.g. Shrewsbury, Moseley) operating with leaner infrastructure still invest significantly in smart marketing to maintain loyalty and grow reach.

### Suggested Budget Breakdown (Indicative Estimate)

Category	Budget (£)
Database cleaning and deduping (highest estimate)	8000
Digital & Social Campaigns	35,000
Website/CRM Modernisation	15,000
Design & Branding (Repositioning)	10,000
PR & Press Office	10,000
Local/OOH/Influencer Partnerships	10,000
Sponsor-Facing Marketing Collateral	5,000
Contingency/Testing Budget	5,000
<b>Estimated Total</b>	<b>£98,000</b>

**Recommendation** - A staged release of this budget (Q4 2025–Q3 2026), with early investment in branding and web rebuild, and heavy digital spend Jan–July 2026.

## 15. Quick Wins

The development of a cohesive and inclusive strategic plan has been hindered by a lack of clear direction and collective buy-in. While the team has demonstrated commitment and responsiveness to audience feedback, the absence of a unified, forward-thinking strategy has resulted in a reactive rather than proactive approach.

Leadership has shown limited flexibility in adapting to changing circumstances, and there has been a reluctance to make bold decisions or confront key challenges particularly in relation to rising costs and operational pressures. As a result, the festival has largely continued momentum rather than being guided by a clear vision or plan. This has led to missed opportunities for innovation, growth, and honest engagement with our audience about the realities we face.

To move forward, a strategic reset is essential anchored in shared goals, transparent communication, and the courage to make necessary changes to support financial sustainability and enhance the customer experience, we recommend prioritising the release of weekend tickets in the initial sales phase. The release of day tickets should be strategically delayed and limited, to maximise full weekend attendance and optimise overall ticket revenue.

### Marketing and Communications

Following a detailed review of the Cambridge Folk Festival's current marketing, audience engagement, branding, and sponsorship landscape, it is clear that the festival is well-positioned to reassert its leadership role within the UK folk and roots music scene. However, significant and strategic action is required across several areas to modernise approaches, broaden audience reach, and ensure future sustainability.

The Cambridge Folk Festival stands at a critical and exciting inflection point. With its historic brand strength, loyal base, and enduring community spirit, it has a unique opportunity to revitalise itself for a new generation without losing its soul.

By taking immediate steps through the outlined quick wins and systematically building towards a long-term, data-driven marketing and audience development model, CFF can secure its position **as the** leading folk and roots festival in the UK for the next 50 years and beyond.



The following section sets out an actionable roadmap, distinguishing between **immediate quick wins** (cost-neutral or low-resource interventions) and **medium- to long-term strategic recommendations**.

### Quick Wins (Immediate Actions - 2025)

**These actions can be initiated with minimal new cost** and will have an immediate positive impact on audience engagement, brand perception, and operational efficiency.

#### a. CRM and Data

- Duplicate and clean the Spektrix database to improve audience targeting and remove outdated records.
- Introduce initial persona-based tagging in CRM aligned to the newly defined AA Audience Spectrum segments (Heritage Loyalist, Folk Family, etc.).
- Launch a first-time attendee welcome email journey, building loyalty from first engagement.

#### b. Branding and Communications

- Refresh the website homepage to feature a dynamic 2025 brand theme and emotional storytelling, without needing a full rebuild.
- Create and promote a unifying 2025 campaign tagline (e.g., *"Folk That Feels Like Now"*) to frame all communications.
- Commission new photography and short video content capturing diverse audiences, community feel, and atmosphere.

#### c. Ticketing and Campaigns

- Prioritise early bird weekend ticket sales and delay day ticket release to encourage fuller weekend attendance.
- Introduce local community discount codes for Thursday/Friday day tickets, targeting Cambridge postcodes.

#### d. Content and Social Media

- Launch a monthly "Folk Diaries" content series on email and social channels, featuring behind-the-scenes stories, playlists, and artist spotlights.
- Activate user-generated content (UGC) campaigns using hashtags like #MyFirstCFF to drive authentic storytelling.

#### e. Sponsorship and Partnerships

- Develop a simple sponsorship prospectus and proactively approach five local/regional brand partners for low-cost 2025 activations.
- Offer curated partner activations in Stage 3 (e.g., local breweries, media partners hosting sessions) at minimal additional cost.

### **Strategic Recommendations (Medium- to Long-Term - 2025–2026)**

These steps build on the quick wins, establishing a sustainable and data-led marketing and engagement strategy for CFF's future.

#### a. Brand Evolution

- Undertake a full brand refresh while retaining CFF's core heritage values, updating visual identity, colour palette, and logo flexibility.
- Introduce seasonal or annual brand themes to create a sense of newness each year and avoid stagnation.

#### b. Audience Development

- Build deeper audience insight by fully integrating Audience Spectrum segmentation into CRM and marketing processes.
- Design segmented campaign journeys across all communications (e.g., first-time visitor nurture flows, premium loyalty programmes, youth-specific outreach).
- Formalise an annual Audience Development Plan, setting KPIs for audience growth, diversity, and engagement.

#### c. Website and Digital Experience

- Plan for a major website upgrade in 2026, focusing on mobile optimisation, dynamic storytelling, filterable artist line-ups, and integrated ticket journeys.
- Introduce interactive festival planning tools (e.g., build-your-own-schedule, artist recommenders) to enhance the online journey.

#### d. CRM and Ticketing

- Implement advanced CRM capabilities such as abandoned basket recovery, dynamic upselling (e.g., parking, VIP).
- Expand the Friends of CFF loyalty/membership scheme, offering exclusive perks, early access, and digital content.

- Implement a 'Heritage' donation on each ticket. This is an optional donation of approximately £3+ per ticket and is reinvested into CFF sustainability site costs.

#### e. Sponsorship and Commercial Development

- Establish a dedicated commercial development role or partnership to actively build and manage sponsorship, fundraising, and philanthropic opportunities.
- Seek **national profile partnerships** (e.g., BBC Folk Awards hosting, new media collaborations) to restore visibility lost after the Radio 2 relationship ended.

#### f. Year-Round Engagement

- Build CFF into a **year-round cultural brand** through regular email newsletters, pop-up winter/spring events, podcast launches, and artist collaborations.
- Use festival off-season to **deepen audience loyalty** through storytelling, participatory opportunities, and early-bird benefits.

### Summary Roadmap (Simplified Timeline)

Phase	Timing	Priority Actions
Q2 2025	<i>Quick wins - CRM clean-up, homepage refresh, early campaign launch</i>	
Q3 2025	<i>Launch rebranded communications, audience segmentation, early ticket sales</i>	
Q4 2025	<i>Sponsorship activations, Friends scheme launch, deeper audience engagement</i>	
Q1 2026	<i>Pre-festival acceleration - premium campaigns, family bundles, UGC content</i>	
Q2 2026	<i>Festival delivery, onsite activations, live digital engagement, data capture for evaluation</i>	



## Appendices

### Database deduping and cleaning (Indicative options and costs)

Option	Cost Estimate (GBP)	Details
Freelancer / Contractor	£1,200 – £4,000	Project-based, depending on complexity
Specialist Data Agency	£2,500 – £8,000+	Includes deeper cleaning, enrichment, QA
SaaS Tool (e.g. Dedupely, Talend)	£80 – £800/month	Subscription-based, may require setup time and expert help initially
In-house with Data Team	£800 – £2,500 (time cost)	Depends on internal hourly rates and skill level

Cambridge Bedstock

### Hotels – Seasonality Overview

Hotels in Cambridge experience strong seasonal fluctuations in occupancy and pricing:

#### Peak Season

- Late Spring to Early Autumn (May–September)  
This is the busiest period, driven by:
  - University of Cambridge graduation (mid-June to early July)
  - Summer language schools and conferences
  - Domestic and international leisure tourism
  - Punting season and outdoor attractions
- Occupancy: Often exceeds 90% in June–August.
- ADR (Average Daily Rate): Up to 30–50% higher than off-season. For instance, a hotel room that might be £100 in January can rise to £150–£200+ in June/July.
- Shoulder Periods (March–April, October):  
Moderate demand due to conferences, research visits, and early/late tourism.

## Low Season

- November to February (except around Christmas/New Year)
  - Visitor numbers drop off
  - ADR and occupancy fall significantly (many hotels run promotions or close parts of their inventory)
  - Business travel and a trickle of university-related visits sustain minimal demand

## 2. Airbnb – Seasonality and Occupancy

- Occupancy Rate
  - Peak months (June–August): 80–90%+ occupancy
  - Off-season (January, February): Can drop to 45–55%
  - Overall average annual occupancy: ~73%  
(Airbnb in Cambridge is slightly above UK average due to strong demand and limited traditional hotel capacity)
- Pricing Trends:  
Like hotels, average nightly rates increase 30–50% in summer, especially for entire homes near the centre.
- Peak Booking Windows:
  - University term starts (late Sept/early Oct) and graduation weeks (mid-June)
  - May Balls and exam periods (late May–June)
  - Summer tourism peak (July/Aug)
  - Christmas markets and festive events (limited but present Dec)

## 3. Student Halls – Seasonal Availability

- Occupied During Term Time
  - October to mid-June: Halls are largely fully occupied by students.
  - Most college accommodation is not accessible to the public during this period.
- Available to Public During Vacation
  - Summer vacation (mid-June to late September):
    - Some colleges and private halls release hundreds of rooms to tourists, academics, or conference delegates.



- Booking often via third-party platforms like UniversityRooms.com or directly through colleges.
- Peak availability aligns with peak hotel/Airbnb demand.
- 
- Winter break (mid-Dec to early Jan)
  - Limited availability in some halls (especially for conference use).
  - Colleges are often closed or only offer rooms for internal guests.

## Indicative Digital & Social Campaign - Strategy Package

### Suggested Budget Allocation £35,000

**Goal** - Maintain older audience while attracting new, younger festival-goers

### Budget Allocation (indicative Summary)

Category	Budget (£)	Purpose
Paid Social Advertising	£14,000	Drive awareness, engagement, and ticket sales via targeted ads.
Content Creation	£6,000	Produce video and visual assets for social and email.
Social Media Management & Scheduling	£4,000	Community engagement and daily content delivery.
Influencer & Artist-Led Campaigns	£3,500	Tap into artists and micro-influencers for youth engagement.
Email Marketing & CRM	£2,500	Convert previous attendees and nurture leads.
Analytics, Tools & Reporting	£2,000	Optimize performance and campaign visibility.
Trend Boost / Contingency Fund	£3,000	Seize reactive opportunities (boosts, trends, etc.)

### Platform Strategy

Platform	Focus	Audience
Facebook	Ticket sales, heritage feel, community	Ages 45+
Instagram	Visual storytelling, countdowns	25–45

<b>TikTok</b>	Short-form, fun, behind-the-scenes	Under 30
<b>YouTube Shorts</b>	Teasers, artist clips, vlog-style content	Under 35
<b>Email</b>	Loyalty, offers, segmented announcements	Legacy attendees

### Content Calendar (6 Weeks Pre-Festival Example)

Week	Content Example	Platform(s)	Notes
W-6	"This is Cambridge Folk" 30-sec teaser	Instagram, YouTube Shorts	Hook new audiences
W-5	Artist Line-up Carousel + Artist Sound Clips	Instagram, Facebook	Visual + audio variety
W-4	Micro-influencer attends rehearsal or line up launch day	TikTok, Reels	Younger reach
W-3	"5 Things You'll Love" post (food, vibes, artists)	All platforms	Blend of content types
W-2	Email #2: Last chance for VIP's or discounted tickets	Email	Retarget past buyers
W-1	"Pack with me for Cambridge Folk" (influencer)	TikTok, Instagram Reels	UGC-style engagement
Event Week	Real-time updates, Stories, daily recap videos	All platforms	On-the-ground feel
Post	"Top Moments of 2025" highlight reel	Facebook, YouTube	Retention and brand affinity

### Example Posts

#### Facebook (Older audience)

"From legends to new voices - join us at Cambridge Folk Festival this summer for music that stirs the soul 🎵. Tickets are going fast – don't miss your chance to be part of a tradition that keeps evolving. 📍 [Ticket Link] #CamFolkFest2026"

#### Instagram (Mixed audience)

*Image: Vibrant crowd, sunset stage*

"Feel the music. Meet the makers. Move with the rhythm of tradition reimaged."



Final tickets [link in bio]

#CambridgeFolkFestival #FolkFuture #LiveMusicLovers"

### TikTok (Younger audience)

*Video: Artist warming up backstage/ crowd clip/dance moment*

Audio: Folk remix track

Text overlay: "Didn't know folk could sound like this? Welcome to Cambridge.

#FolkTok #CamFolkFest2026"

### Influencer Strategy Example

- **Target** - UK-based lifestyle/music TikTokers (5K–30K followers)
- **Deliverables**
  - 1x "Why I'm going" reel
  - 1x in-event recap video
- **Artist/band asks**
  - 1x pre-festival story
  - 1x behind-the-scenes moment (soundcheck or setup)

### Analytics Plan

- Weekly campaign dashboard (Meta, TikTok Ads Manager, Google UTM tracking)
- Email open rate tracking (returners vs new leads)
- Boost successful content mid-week (using contingency fund)
- Post-event wrap-up metrics

### Special Peak Events (Trigger Spikes in Demand)

Event	Typical Timing	Impact
<b>Graduation Weekends</b>	June–July	Hotels sell out months in advance. Airbnb prices spike.
<b>May Balls</b>	Mid to late June	Many colleges hold all-night formal parties; city is full of visitors.
<b>Open Days</b>	June & September	University/ARU open days lead to spikes in demand from prospective students and families.

Event	Typical Timing	Impact
<b>Cambridge Science Festival</b>	March	Popular among academic and family tourists.
<b>Cambridge Literary &amp; Film Festivals</b>	April & November	More modest but cause price bumps.
<b>Folk Festival</b>	Late July	Major event in Cherry Hinton; spikes local Airbnb demand.
<b>Cambridge Beer Festival</b>	May	10,000+ visitors; central hotels fill quickly.
<b>Summer Language Schools</b>	July–August	Bring thousands of teen visitors; halls and hotels often block-booked.

**Sources:** The above figures and details are drawn from recent data and official sources, including hotel and university publications, and market analytics. Notably, Cambridge's hotel sector has grown in recent years, and the city now boasts **around 37 hotels** (many recent additions in the budget and mid-range segment). The Airbnb market statistics are as of 2024 [airbtics.com](https://airbtics.com), reflecting the continuing high demand for short-term rentals in the area. Student accommodation numbers are based on university housing info and developer data for private halls.

Overall, within a 3-mile radius of Cambridge, one can estimate on the order of **7,000+ beds** available across hotels, Airbnbs, and student residences, illustrating a robust capacity for a city of Cambridge's size to host visitors, tourists, and students at any given time.

## Examples of Festival Brand Experiences

### Three UK at TRNSMT, Latitude, Reading & Leeds, and Isle of Wight Festivals (2023)

Three UK, a mobile network provider, implemented a multifaceted activation strategy across several major UK festivals. They offered charging stations for attendees' devices, with exclusive discounts for their customers. Additionally, they provided pre-sale ticket access through their app and created interactive spaces like the "Three Archway" at TRNSMT, where festival-goers could take and share photos on social media. These initiatives not only enhanced the festival experience but also reinforced Three UK's commitment to connectivity and customer engagement.

### Vodafone's Partnership with Glastonbury Festival (2023)

In 2023, Vodafone became the official connectivity partner for Glastonbury Festival, implementing a range of activations to enhance the attendee experience. They provided comprehensive site-wide connectivity, ensuring festival-goers remained connected throughout the event. Vodafone also launched an official Glastonbury app, offered access to sold-out tickets through their rewards program, and introduced cutting-edge technological activations on-site. This partnership not only improved the logistical aspects of the festival but also positioned Vodafone as an integral part of the Glastonbury experience.

### Fever-Tree's Ultimate Gin & Tonic Bar at Festival No.6

Fever-Tree, renowned for its premium mixers, crafted a sophisticated activation at Festival No.6 that appealed to mature festival-goers. Their "Ultimate Gin & Tonic Bar" not only offered high-quality beverages but also introduced a sustainable initiative: a cup deposit scheme where attendees received £1 back for each returned cup. This approach mirrored the festival's emphasis on sustainability and resonated with an audience appreciative of both quality and environmental consciousness.

### Johnnie Walker's 'Johnnie & Ginger' Sampling at Festival No.6

Targeting a more discerning palate, Johnnie Walker introduced their 'Johnnie & Ginger' cocktail through strategic sampling at Festival No.6. By setting up multiple mini-bars across the venue and distributing vouchers for free samples, they effectively engaged attendees. This activation not only showcased the brand's versatility but also provided a relaxed environment for festival-goers to experience a classic beverage in a contemporary setting.

### Naked Juice's 'Colourtopia' at Latitude and Wilderness Festivals

Aiming to blend health-conscious choices with interactive art, Naked Juice launched 'Colourtopia' at festivals like Latitude and Wilderness. Attendees were invited to decorate a communal art piece using fruit stickers, creating a vibrant mosaic. This activation fostered a sense of community and creativity, appealing to an older demographic that values wellness and artistic expression.









## Cambridge City Council Equality Impact Assessment (EqIA)

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

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther Equality and Anti-Poverty Officer at [equalities@cambridge.gov.uk](mailto:equalities@cambridge.gov.uk) or phone 01223 457046.

Once you have drafted the EqIA please send this to [equalities@cambridge.gov.uk](mailto:equalities@cambridge.gov.uk) for checking.

<b>1. Title of strategy, policy, plan, project, contract or major change to your service</b>
Future format of Cambridge Folk Festival 2026

<b>2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)</b>
Not available yet

<b>3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?</b>
<p>To reduce the financial risk and potential underwriting required by Cambridge City Council to deliver Cambridge Folk Festival.</p> <ul style="list-style-type: none"><li>• Development of Cambridge Folk Festival to align with Council strategies i.e. Cultural strategy and Community Wealth Building strategy. The recommended model supports the Council's Cultural Strategy and Corporate Plan by promoting community engagement, access to the arts, and cultural innovation</li></ul> <p>The multi-venue city-wide model that is recommended helps meet the following objectives:</p> <ul style="list-style-type: none"><li>• A lower-cost, scalable model that supports financial resilience</li><li>• Greater accessibility and engagement with local communities</li><li>• Flexibility to adapt and grow audience reach over time</li></ul>



- Better alignment with public sector values, inclusion goals, and environmental impact reduction

#### 4. Responsible Team and Group

Cultural Services, Communities Group

#### 5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service?

(Please tick all that apply)

- ☒ Residents  
☒ Visitors  
☒ Staff

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

**Tourists/Festival Attendees**

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

- ☐ New  
☒ Major change  
☐ Minor change

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

- ☐ Yes  
☒ No

If 'Yes' please provide details below:

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

It will go to Cabinet on the 15<sup>th</sup> July 25



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

As part of the review process, we gathered feedback from a wide range of sources. This included working closely with Counterculture, the external consultants we appointed to provide the review.

We created surveys that were initially targeted at our core audience, bookers who had attended the festival from 2014 through to 2024, reaching them via email. To ensure we also captured feedback from attendees not on our mailing list, we promoted the survey across social media channels. Across the three surveys we ran, we received over 1,600 responses.

In addition to this, we consulted a pool of industry professionals outside of the formal consultancy process. These included:

- Claire Horton, freelance national press officer for Cambridge Folk Festival
- Richard Wootton, radio media specialist
- Eddie Barcan, former Folk Festival Manager, Glastonbury Avalon Stage, and Underneath the Stars Festival, Kate Rusby agent,
- John Fell, programmer and organiser of Moseley Folk and Jazz Festivals
- Donald Shaw, programmer of Celtic Connections, a venue-based festival in Glasgow
- David Agnew, Director of Sound Routes and Manchester Folk Festival
- John Giddings, former Director of the Isle of Wight Festival and current promoter with Live Nation

**10. Potential impacts**

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

**(a) Age - Please also consider any safeguarding issues for children and adults at risk**

Shorter event may reduce fatigue and be more manageable for young children and older adults.

Indoor elements can provide quieter/safer spaces for children and older people

Risk assessments must ensure **children and adults at risk** are still protected in both indoor/outdoor settings (e.g., supervision, emergency exits, designated safe spaces).

Venues can be chosen where people of different age profiles can be targeted so that we are bringing the festival more directly to them.

Some venues will be pubs. This will be mitigated by a wider choice of family friendly venues and trained stewards.

### **(b) Disability**

Smaller scale may reduce crowding, making it more manageable for people with physical or sensory impairments.

Indoor venues may be easier to adapt for accessibility (e.g., hearing loops, ramps, accessible toilets).

Fewer venues/days may limit options for disabled attendees, particularly if accessible events are reduced.

Outdoor elements may still pose mobility barriers i.e. mud, uneven surfaces etc. but reasonable adjustments must be found and mitigated by employing trained stewards and personnel.

Any changes must be clearly communicated using accessible formats (Large Print, Easy Read, Braille, Audio). Including paper-based methods where disabled people may be more likely to experience digital exclusion.

### **(c) Gender reassignment**

Smaller, more localised events may encourage a more inclusive community feel, potentially reducing possible exposure to harassment. Also, programmers might liaise with The Kite Trust to identify venues that have a reputation already as being very welcoming, inclusive and accessible to trans people. For instance, those where LGBTQ+ people especially are likely to go to social groups.

Facilities we work with would still need to provide gender-neutral toilets and ensure event staff are trained in trans inclusion.

### **(d) Marriage and civil partnership**

No direct programming may be affected, but social participation (e.g., attending with a spouse/partner) should still be accommodated.

Care should be taken to ensure no assumptions about relationship types are made in marketing or ticketing.

#### **(e) Pregnancy and maternity**

Shorter event may be more comfortable for pregnant individuals.

Travelling between venues may be more tiring and less accommodating for pregnant individuals' needs.

Indoor space can offer rest areas, baby changing facilities, and breastfeeding-friendly zones.

If facilities are reduced or changed, it may impact comfort, privacy, and care (e.g., fewer toilets or seating).

Outdoor elements must be assessed for safety for pregnant people and those with infants. For example, breastfeeding-friendly spaces to be available at the outdoor events and 'quiet zones' away from large groups of people.

#### **(f) Race – Note that the protected characteristic 'race' refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.**

Programming would still offer a range of international or diverse cultural acts, affecting representation. Venues to be sourced that attract different groups of residents from different ethnic or national origins. Staff to be trained to support people experiencing hate crime.

Inclusive cultural practices (e.g., halal food, prayer room) must still be included.

#### **(g) Religion or belief**

Indoor spaces could offer rooms for prayer, reflection, or religious observance, depending on scheduling.

#### **(h) Sex**

Event changes are unlikely to impact men or women differently unless facilities (e.g., toilets, security) are reduced or unbalanced and this will be a consideration when choosing venues.

A smaller-scale festival must still ensure that women and girls, particularly at night or in isolated areas, are protected via adequate lighting, security, and safe transport options and that venue staff are trained in how to deal with harassment and abuse aimed at women and girls.

#### **(i) Sexual orientation**

Venue choices might be considered for their reputations as being inclusive to LGBTQ+ people.

Risk of reduced representation of LGBTQIA+ artists or themes in scaled-down programming.

Staff and volunteers must continue to be trained in inclusive language and conduct, with zero-tolerance policies on discrimination.

#### **(j) Other factors that may lead to inequality – in particular, please consider the impact of any changes on:**

- **Low-income groups or those experiencing the impacts of poverty.**
- **People of any age with care experience – this refers to individuals who spent part of their childhood in the care system due to situations beyond their control, primarily arising from abuse and neglect within their families. The term “Care experience” is a description of a definition in law, it includes anyone that had the state as its corporate parent by virtue of a care order in accordance with the Children Act 1989 and amendments.**
- **Groups who have more than one protected characteristic that taken together create overlapping and interdependent systems of discrimination or disadvantage. (Here you are being asked to consider intersectionality, and for more information see: [https://media.ed.ac.uk/media/1\\_159kt25q](https://media.ed.ac.uk/media/1_159kt25q)).**

Ticket Pricing is considerably reduced ensuring the Festival is more accessible to a wider range of audiences and lower income groups. This might also have a positive impact for people with care experience who may be more likely to experience poverty and low income (for instance, see: [Survival-Is-Not-Easy-Full-Report-NLCBF-December-2022-2.pdf](#)).

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**11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqIA accordingly.)**

Some of our key outcomes will be on audience diversity and reach, and accessibility. We will aim to improve our demographic profile data. Once this data is collected, we will update the EqIA on a periodic basis to identify who the festival is reaching and identify means to increase diversity of unrepresented groups in the audience profile.

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

Safeguarding measures (especially for children and vulnerable adults) must remain robust despite the smaller scale. With the festival remaining with a city council team, it ensures that professionally trained officers in safeguarding are available to monitor and oversee delivery.

Accessibility and inclusion cannot be deprioritized with reduced duration - services must be retained, adapted, or even strengthened.

Any change must be accompanied by clear, inclusive communication and engagement with audiences and stakeholders to avoid unintended exclusion.

### 13. Sign off

Name and job title of lead officer for this equality impact assessment: Frances Alderton (Cultural Services Lead)

Names and job titles of other assessment team members and people consulted: Hazel Beale (Events Operations Officer), Lewis Anderson (City Events Manager), Helen Crowther (Equity and Community Power Manager), Mary Ward (Programme Officer).

Date of EqlA sign off: 25/06/2025

Date of next review of the equalities impact assessment: November 2026

Date to be published on Cambridge City Council website: N/A

**All EqlAs need to be sent to the Equality and Anti-Poverty Officer at [equalities@cambridge.gov.uk](mailto:equalities@cambridge.gov.uk)**



# Cambridge City Council

## Annual Customer Feedback Report 2024 - 25

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## Cambridge City Council's Annual Customer Feedback Report - Introduction

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

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

### Why we produce this report

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

### Our Complaints Procedure

#### What is a complaint?

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

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

Customers complain to the Council if they:

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

Cambridge City Council has a two stage complaints process:

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

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

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

## Complaints to Cambridge City Council in 2024-25: summary

### Total number of complaints received

In 2024-25, the total number of complaints received was 855, which is a decrease of 98 cases (10.3%) from the previous year's total of 953. When put into context with the amount of service requests and contacts made to the Council, 225,000, this accounts for less than 0.1% of contact received resulting in a formal complaint.

### Proportion resolved at stage 1 and stage 2

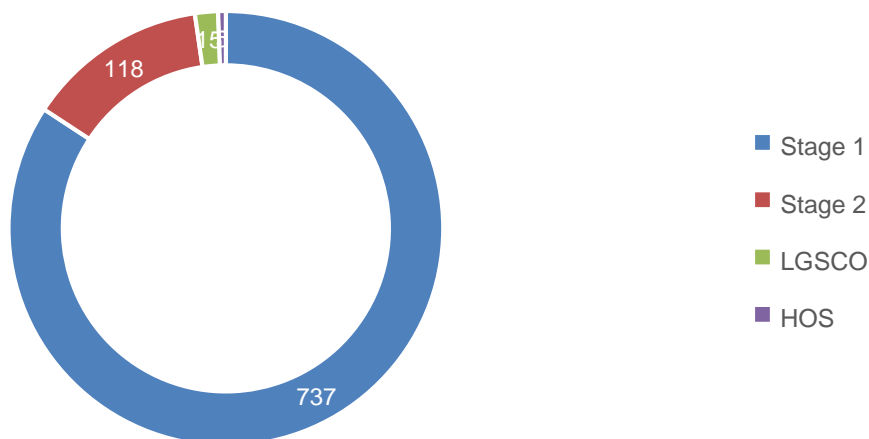
Of those 855 complaints, 86% (737) were resolved successfully at the first stage without need for escalation. This compares with 90% in 2023-24, and 93% in 2022-23.

118 complaints were escalated to stage two, which is 20 more than in the previous year. This was anticipated as the requirements to escalate a complaint to the second stage of the process were removed. A further expression of dissatisfaction following a stage 1 complaint was enough to be considered a request to escalate, so we did expect to see a rise in the number of stage 2 escalations.

### Proportion resolved within the target timescale

Across all complaints submitted at both stages, 80% were resolved within the target time of ten working days. This represents an increase on recent years, where 72% were responded to within time in 2023-24, and 77% in 2022-23. The target is for 85% or over to be answered within the target time, so it is encouraging to see a step closer to that target this year.

Fig 1. Total Complaints received, by resolution stage



Stage 1	Stage 2	LGSCO	HOS
737	118	15	5

## Overview of complaint trends

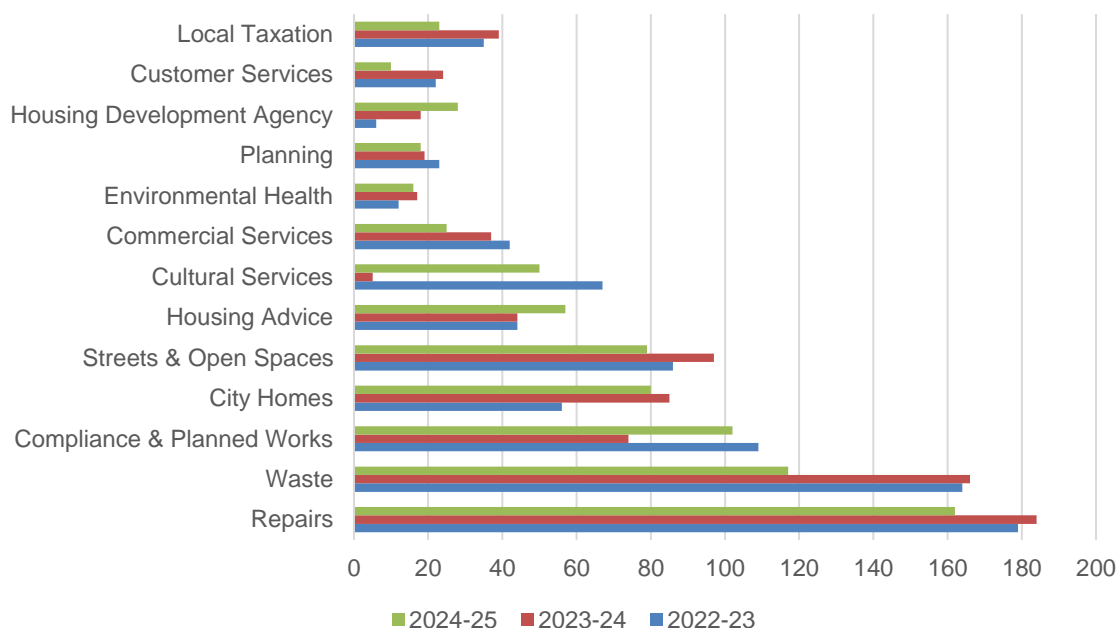
264 (28%) of all complaints received by the Council were for the Housing Assets and Maintenance service, with the majority relating to Responsive Repairs (162). This is a very slight increase from 258 complaints overall in the previous year, the Planned Works & Compliance areas had an increase of 28 compared to 2023-2024..

This trend is in line with previous years where Housing Maintenance and Assets, Waste, and Streets & Open Spaces receive the greatest volumes of complaints.

Whilst the Responsive Repairs service saw the highest volume of complaints overall, they did have 22 less complaints compared to 2023-24. Some changes within the service such as the introduction of a specialist Damp, Condensation and Mould (DCM) Team contributed to this reduction. A large proportion of the services complaints related to DCM, and having a specialist team in place to tackle the issues before they reach the complaints stage has had a positive impact on the service and outcomes for residents. The majority of services across the Council saw a reduction in the volume of complaints received. Shared Waste decreased by 49, Streets & Open Spaces decreased by 18, Local Taxation decreased by 16 and Customer Services decreased by 14. The only Services not already mentioned which saw their number of complaints increase were Housing Advice, who increased by 13, and Housing Development Agency which increased by 10.

The Shared Waste service saw a reduction of 49 complaints compared to 2023-24. More accurate and timely reporting by collection crews has played a key role in reducing complaints within the service, especially relating to repeated missed bins. Crews now use InCab devices to log issues in real time, allowing for quicker identification and resolution of problems. This proactive approach has ensured fewer service disruptions throughout the year and has improved overall reliability of the service.

A comparison of complaints by higher volume services can be seen below.



Service	2022-23	2023-24	2024-25
Environmental Health	12	17	16
Customer Services	22	24	10
Local Taxation	35	39	23
Commercial Services	42	37	25
Streets & Open Spaces	86	97	79
Housing (City Homes)	56	85	80
Housing (Housing Advice)	44	44	57
Housing Development Agency	6	18	28
Cultural Services	67	58	50
Housing Repairs (Responsive)	179	184	162
Housing Repairs (Planned & Compliance)	109	74	102
Planning	23	19	18
Waste	164	166	117

## Local Government & Social Care Ombudsman (LGSCO) and Housing Ombudsman

15 complaints were made to the Local Government Ombudsman. Of these, no cases were progressed to be investigated by the LGSCO. 9 cases were closed following initial enquiries, and 6 were outside of the Ombudsman's jurisdiction.

5 complaints were investigated and determined by the Housing Ombudsman Service. Of these, there were 7 findings of maladministration, 14 remedial orders made, and 2 remedial recommendations made. Further commentary on this can be found on page 43 of this report.

## **Reporting, monitoring and driving service improvement**

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

The Lead Complaints Officer has continued to review data on a regular basis to establish themes and trends. This data is reported on a quarterly basis to Leadership and Corporate Management Team to prompt reflection on what services need to do to improve, change or prevent a reoccurrence. Particular attention is focused on responding appropriately to complaints first time and reducing complaints being escalated to the higher stages. This reporting has led to some constructive discussions with Senior Management, and as a result we have been able to take feedback and apply it across many areas of the complaints process. An example of this was creating a template which guides the investigating Officer through everything that is required to be included in a complaints response. This has increased the quality of responses being sent at both stages, and ensures compliance with Ombudsman codes of practice.

### **Persistent and Unreasonably Persistent Complainants**

Sometimes when pursuing their complaint, complainants can become unreasonably persistent in a way that can hinder the way their complaint is investigated. This can include excessive repeat contact, which is not necessarily abusive or aggressive. In 2024-25 it was necessary to impose restrictions on two customers and limit their contact with the Council. These restrictions were made in line with the persistent and unreasonably persistent complainants policy and both were given a single point of contact within the Council to report any other issues outside of their complaint. The restrictions on both complainants will be reviewed after 12 months.

### **Reporting on complaints about Council Policy**

Where a complainant raises a complaint about a Council Policy, this will still be responded to under the complaints policy. If the complainant wishes to give general feedback or have a policy explained further, the Council will respond to this as an enquiry for service, and provide an explanation or rationale behind the policy.

Should the complainant be dissatisfied with how the Council reached the decision on the policy, or feel that an injustice has been caused by a policy, this would be investigated as a complaint. These complaints will then be considered when reviewing policies in future.

### **LGSCO and Housing Ombudsman Complaint Handling Code**

Our complaints handling guidance is based upon the code laid out by the Local Government and Social Care Ombudsman. In November 2022 the LGSCO announced that they would be publishing a joint handling code alongside the Housing Ombudsman. This code was published in November 2023, and the guidance within it became mandatory in casework from April 1 2024.

Part of this code requires the Council to assess our process and policy annually against the latest guidance from both the Housing Ombudsman and the Local Government and Social Care Ombudsman. In 2023-24, this was done later in the year and reported to committee in November, however this year, the self-assessment is included at the same time as this report. Following the self-assessment in November several minor changes were made to the complaints service.

- Previously we would keep complaints open on our system until any follow-on work had been booked and completed where required. The point of resolution for a complaint is now when this follow-on work has been booked, rather than completed. We will still keep complainants informed of follow-on work timelines and appointments, but now complaints are closed when the work required to resolve the complaint is booked.
- Our template for responding at stage one previously asked complainants why they considered their complaint still unresolved, and what they seek as a preferred resolution from escalating their case to stage two. Complainants are no longer required to answer these questions before we will escalate a case, but we do still ask for the information to help guide stage two investigators. A simple further expression of dissatisfaction is enough to escalate a case.
- Our complaints form now asks complainants if the Council need to make any reasonable adjustments when investigating the complaint or communicating with the complainant. 38 requests for a reasonable adjustment were made since the feature went live in November, and the most common use of this feature so far has been to request a certain communication method or to inform us of any circumstances which may cause communication difficulties.

## **Council Group Design**

Following the Council group structure redesign, it will be necessary to amend our complaints system hierarchy to mirror this new structure. This work will take place early in Q2 2025-26, and will give new Service Managers more visibility of the complaints their services are receiving, giving them opportunities to take improvement actions. Quarterly reports will continue to be taken to Corporate Management Team Meetings, which are also attended by Leadership Team, and training is provided to those who have not had experience of investigating complaints in the past.

## How complaints were received

Year	Email	Web	Telephone	Face to Face	Letter
2024-25	9%	84%	6%	<1%	<1%
2023-24	7%	86%	5%	<1%	1%
2022-23	8%	84%	6%	<1%	1%

The majority of complaints were received via a digital channel, predominantly via customers submitting their complaints themselves. 84% of complaints were logged by members of the public using the web form to report directly into the Council's Complaints Tracker, which is a slight decrease from 86% last year.

The face-to-face customer service staff have continued to assist customers to self-serve using digital options. Five complaints were submitted using this contact method, which is one more than last year.

## Compliments

In 2024-25 the Council received 76 compliments across all services via Complaints Tracker, which is a minor increase of 9 compared to 2023-24.

However, some frontline services found that compliments were received directly to operatives or officers from residents. These have been mentioned in the service-by-service summaries where available.

Temporary Accommodation and Supported Housing received the highest number of compliments, with the majority relating to helpful staff members.

Officers are encouraged during training to formally record compliments as well as complaints, as managers had mentioned more than once that the number of compliments formally recorded was lower than expected. This is evidenced by only four compliments being formally registered on the case monitoring system, however a larger amount are received directly by Customer Services staff anecdotally following calls or appointments, and also via the newly implemented customer satisfaction system.

## Customer Satisfaction Feedback System

In Q3 2023-24 Customer Support (Customer Services) implemented a new system to measure how satisfied customers were following their interactions with the team. Any customer who calls from a mobile number will be sent a text message automatically at the conclusion of their call, which contains a link to a form where they can leave feedback on the experience they had with the advisor who served them. Customers can opt-out of receiving this survey, but we do still receive a good number of responses.

Since launching the feedback form, we have analysed the responses and have removed the option to leave neutral feedback, ensuring customers give a positive or negative response facilitates targeted improvements. Neutral responses may not have been considered as important enough to investigate.

The Business Improvement team analyse the feedback gathered within these forms to identify potential improvements to the Customer Service offering within the centre.

Telephone	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Apr	Total	Percentage
Positive	174	45	226	320	253	284	304	264	208	271	268	351	<b>2968</b>	<b>85%</b>
Negative	34	10	34	65	42	44	58	44	44	41	43	61	<b>520</b>	<b>15%</b>

A link to the survey is included within the signature for all emails that leave the Council's contact system, however the response rate for email is much lower. Similarly, there is a console within the front of house area of the Customer Service Centre, but with the low number of appointments each month, the response rate has also been low for this.

Email	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Apr	Total	Percentage
Positive	2	2	2	3	3	1	1	2	0	2	4	4	26	63%
Negative	0	0	2	0	4	2	0	2	2	0	3	0	15	37%

F2F	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Apr	Total	Percentage
Positive	1	0	0	3	3	0	1	1	1	0	0	0	10	100%
Negative	0	0	0	0	0	0	0	0	0	0	0	0	0	0%



*Clarissa Norman, Customer Services Operations Manager:*

In 2024-2025 we received 3004 customer satisfaction surveys, all but 36 of the responses related to the contact centre.

85% of customers were satisfied with the service they had received from the advisor.

Managers in Customer Services look into every dissatisfied report customers submit - 15% or 451 responses across the year.

Of the 15% of customers who submitted negative feedback, 61% (275) of these customers used this outcome to represent their feelings with the outcome of the call, or their feedback was found to be unwarranted. Our investigations have found this outcome is also selected where we have not been able to give the customer an update to their original service request, or where customers have been transferred to back office teams and we do not know the content of the conversation.

The feedback we are receiving is allowing us to better identify knowledge gaps/training needs for the team, improve our processes and update websites/information sources to give customers a better experience. In the past year as a result of feedback we have:

- Improved our call routing for customers reporting traveller encampments and Pinder enquiries so they avoid unnecessary messaging
- Ensured the waste web pages are updated to reflect the correct process for bulky collections
- Reviewed and rationalised our contact centre messaging for Council Tax callers, with updated Waste messaging going live in June 2025
- Prioritised customers calling about Benefits as well as Elections calls (on polling day only) to ensure customers who are vulnerable or who's call is time sensitive have their calls answered as quickly as possible.
- Updated a number of incorrect web pages and telephone numbers

### Digital Options:

The customer satisfaction survey asks customers about their awareness of our digital options and why they chose to call/email/visit Customer Services.

In 2023 – 2024, 52% of customers stated they were aware of our digital options, in 2024-2025 the percentage was 51%.

Customers reasons for calling:						
Year	Easier to Call	Prefer to speak to a person	Online not working/not available	Following up previous contact	Emergency	Other
2023 – 2024	21.4%	26%	20.7%	10.7	10.5%	10.7%
2024 - 2025	16.8%	47.4%	19%	9.1%	7.7%	0

In 2023 -2024, 52% of customers said that they are aware of the digital options available to them but still call the Council to speak to an advisor. This trend has continued into 2024 – 2025 with 51% of customers confirming they were aware of digital options.

The reasons why customers decided to call customer services have changed in 2024 – 2025, potentially as a result of specific options being offered rather than free form text boxes. These themes were created from the feedback customers submitted in 2023 - 2024 and were introduced last year to make analysis easier.

This feedback makes it clear that customers prefer to/ comment that it is easier to call and speak to an advisor - 64.2% of customers told us this was why they telephoned despite having knowledge of our Digital options.

Online options not working or not available continued to account for approximately 20% of calls where customers knew about digital options.

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

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

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

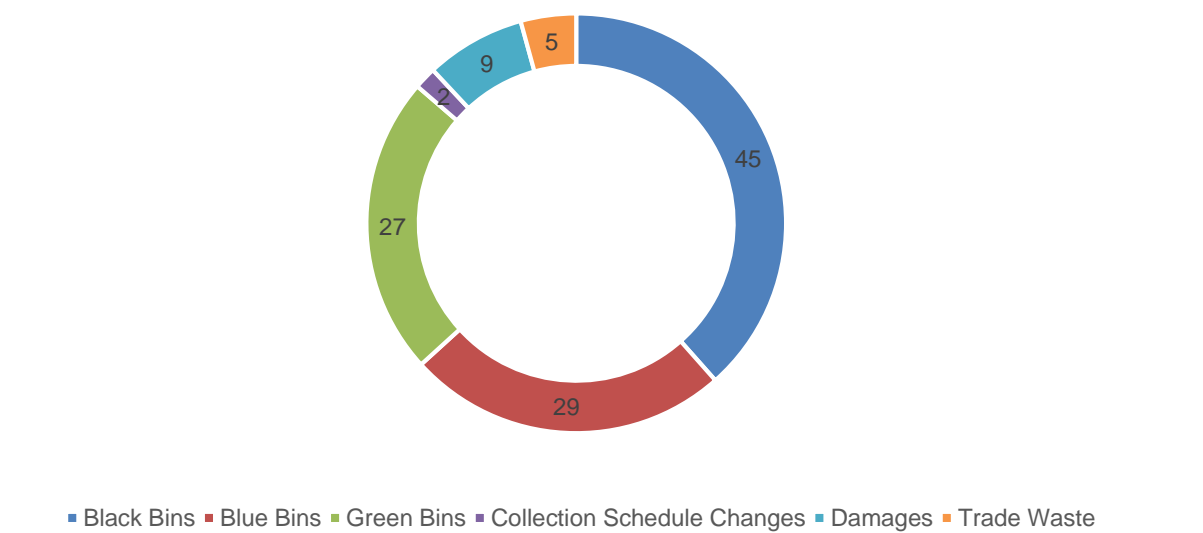
Complaints by sub-service are identified in the pie chart, this is how a service is broken down into the individual service request areas within. The bar graph displays resolution themes, or where these themes are too diffused and a trend cannot be identified, the bars will display root causes.

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

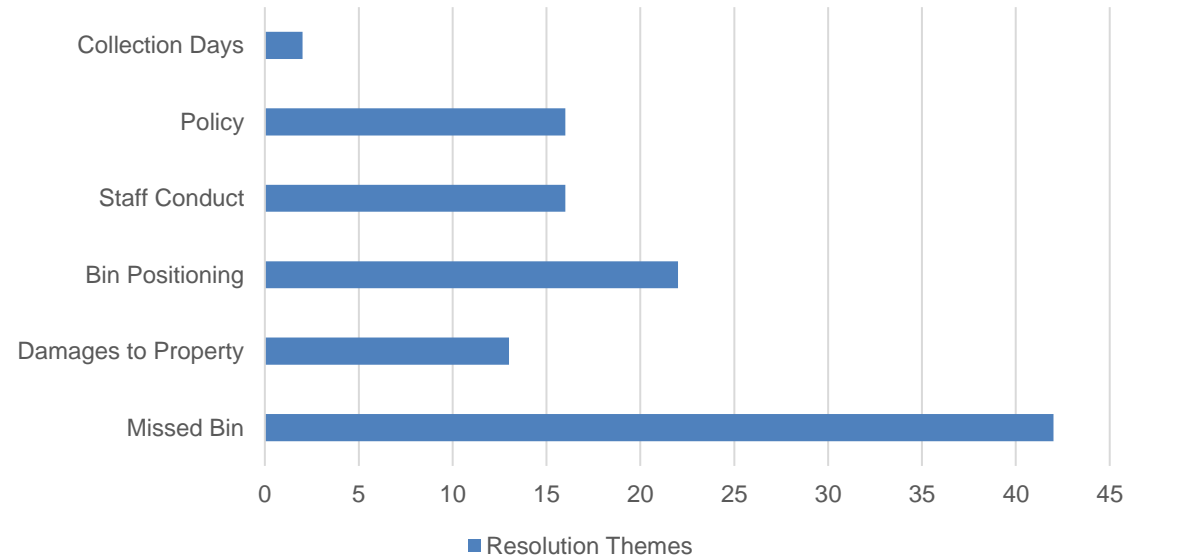
# Greater Cambridge Shared Waste Service

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	117	111	6	92%	7
2023-24	166	159	7	93%	5
2022-23	164	153	11	60%	4

Cases by Sub-Service



Resolution Themes



## Greater Cambridge Shared Waste: Service Comments

### *Bode Esan, Head of Greater Cambridge Shared Waste Service:*

The Shared Waste Service undertakes in the region of 798,500 collections per month, collecting an average of 3 bins per household per fortnight, of which approximately 40% of total bin collections per month are within City. The service has maintained the number of successful collections at 99.89%

During 2024-2025, Shared Waste Services saw the addition of 2,400 properties, each with an average of 3 bins per household, resulting in approximately 7,200 extra collections compared to the previous year.

This year saw a reduction in complaints from 139 to 115 with the same 97% response rate of the corporate timeframe of 10 days for stage 1 and 20 days for stage 2

A total of 42% of complaints during this period were related to missed bin collections and of those 39% of were marked as unjustified. The issues reported included residents disputing crew notifications, bins being only partially emptied, repeated missed collections, and missed underground bins

There was a 15% increase in complaints that related to disputed crew notifications – including contaminated bins and bins marked as ‘not out’ for collection. This trend suggests that crews are demonstrating increased vigilance in monitoring and reporting bin issues via the InCab devices

This year, we have seen a noticeable reduction in complaints about repeated missed bin collections. This improvement is largely due to more accurate and timely reporting from our crews, which has helped us address issues related to bin collection points more effectively. Additionally, increased feedback from operatives, who regularly work across the district and have a clearer understanding of the status of new developments, has played a key role in ensuring the timely delivery of bins to new properties. This has further contributed to maintaining consistent and reliable service delivery.

We have seen a rise in complaints from residents regarding the positioning of bins after collection. Reports indicate that bins are sometimes not returned to their designated collection points, or are left obstructing pavements, roads, or driveways. To address this, part of the crew training delivered in the first quarter of this year focused on the importance of safe and correct bin placement. In addition, reminder notifications are issued to crews to reinforce this message

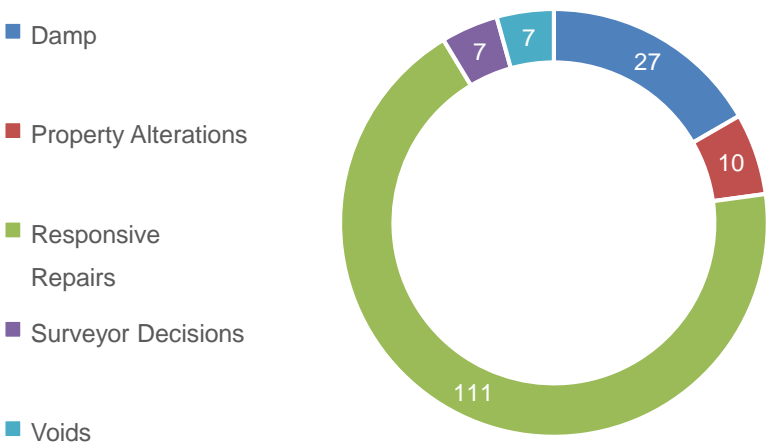
We have seen an increase in compliments from residents, particularly praising the friendly and helpful attitude of our crews. Many have gone out of their way to assist residents and have been described as impressive, fast, and efficient.

The Shared Waste Service routinely gathers data on collections and carries out monthly reviews of missed collection reports. This proactive approach allows us to identify patterns and recurring issues, enabling timely interventions and helping us maintain consistently high collection performance.

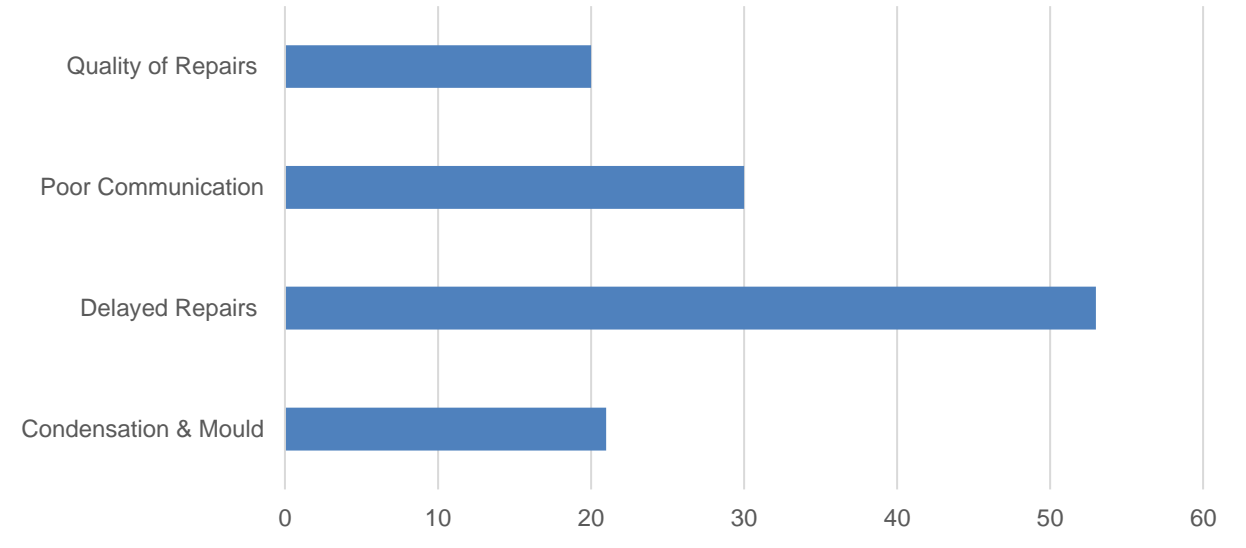
# Housing Maintenance: Responsive Repairs

Repairs	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	162	142	20	86%	9
2023-24	184	164	20	46%	12
2022-23	179	155	24	78%	18

Cases by Sub-Service



Resolution Themes



## Housing Assets & Maintenance - Service Comments

### ***Laura Herrera-Martin, Service Improvement Project Officer:***

In 2024–25, the Housing Repairs and Maintenance team made strong progress in improving the quality and responsiveness of its services. Over the course of the year, 16,373 in-house repair jobs were completed, along with 6,939 jobs from other work streams. In total, 192 complaints were received—representing just 0.82% of all jobs. This low complaint rate highlights the overall effectiveness and reliability of the service delivered to our tenants.

Of the total complaints received, 142 were resolved at Stage 1 and 20 escalated to Stage 2, consistent with previous years. Significantly, 86% of complaints were resolved within target timescales, a major improvement from 46% in 2023–24. This improvement reflects the success of operational changes, particularly the decision to pass complaints directly to key service staff, enabling faster and more efficient resolutions at the first point of contact.

Another positive development was the positive feedback from residents, with 9 compliments received this year—up from zero in 2023–24—indicating a growing level of tenant satisfaction.

A key development since November 2024 has been the introduction of a specialist surveying service focused on damp, mould and condensation cases, and disrepair claims, along with a dedicated contractor to complete all remedial works identified in the reports. This has enabled targeted use of resources and reduced the number of appointments to fix reported issues.

In parallel, the team has placed a renewed emphasis on enhancing communication channels, including ongoing updates to the Housing Repairs section of our website. These improvements are aimed at increasing transparency, managing expectations, and making it easier for tenants to access information and report damp and mould issues.

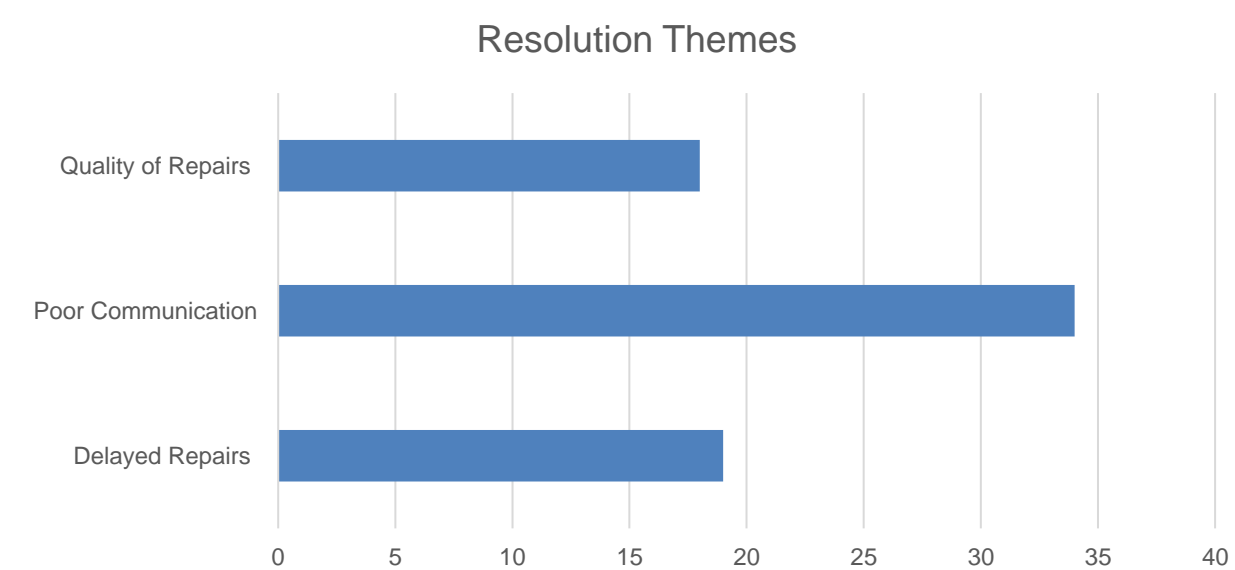
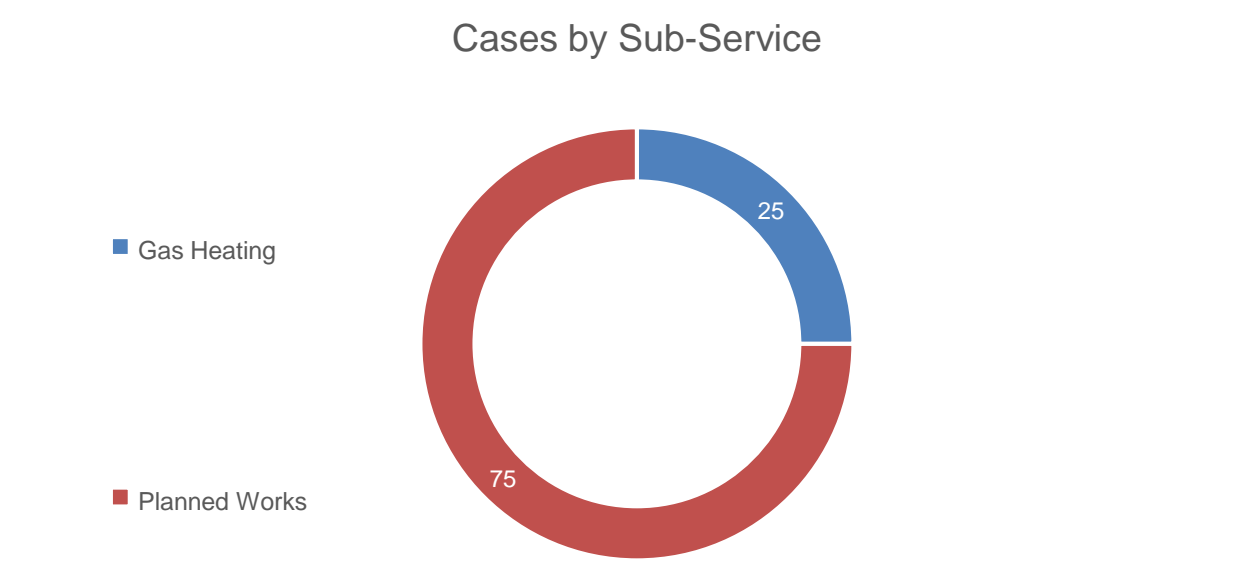
The majority of complaints—111 out of 162 categorised cases—were related to Responsive Repairs, accounting for nearly 69% of all complaints by sub-service. This is consistent with the high volume and day-to-day nature of responsive repair jobs.

Damp-related issues accounted for 27 complaints (17%), reflecting ongoing concern from residents about property conditions. This highlights the importance of our investment in specialist damp and mould surveyor services and dedicated contractors, brought on board in late 2024. Our focus for the year ahead will remain on improving repair timeframes, enhancing the quality and consistency of communication with tenants. Building on the progress made in 2024–25, we are committed to delivering a responsive, high-quality repairs and maintenance service that tenants can rely on, alongside ensuring tenants feel heard, respected, and fully supported to reside in good quality homes.



## Housing Maintenance & Assets: Planned Works & Compliance

Compliance	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	100	84	16	56%	1
2023-24	74	66	8	64%	2
2022-23	109	99	10	82%	2



## Planned Works & Compliance - Service Comments

### ***Will Barfield, Asset Manager:***

The Asset Management Team in City Services Group are responsible for planned building maintenance and investment in the Council's housing stock, operational, and commercial buildings.

We carry out an annual programme of planned maintenance work across the Council's 7,600 homes, 1,200 leases, operational buildings, car parks and commercial properties. During the year 2024/2025 we completed over 3000 planned maintenance jobs, 1700 planned maintenance service inspections and over 1000 surveys and inspections to help us plan works and record the condition of property.

In 2024/2025 the total number of complaints we received increased to 100, although this represents a small percentage of all services provided. The Council invested over £22m in the delivery of planned maintenance services in 24/25.

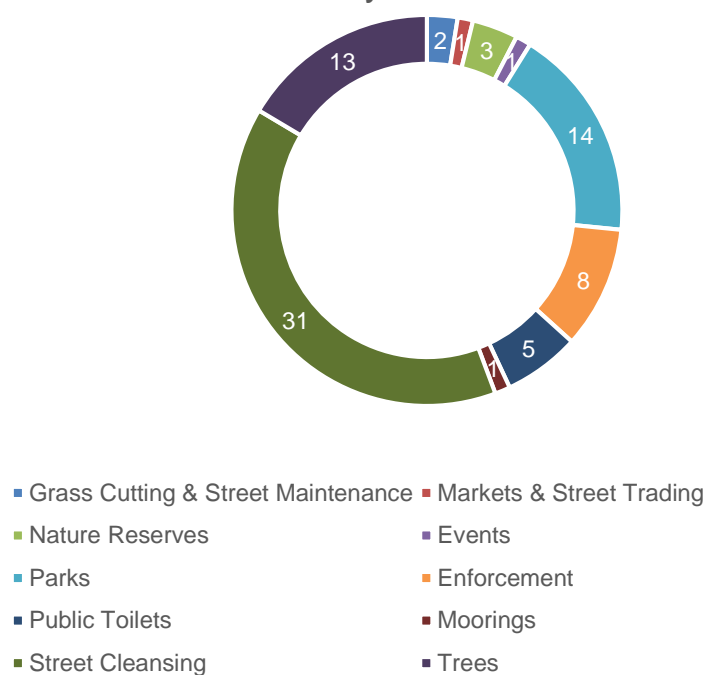
Many of our complaints are about things done by external contractors who are carrying out work for the Council – for example failing to keep people informed, or not completing work to the quality expected. We collect customer satisfaction feedback from tenants who have received planned maintenance work, and this shows a consistent high level of customer satisfaction with planned maintenance. We also proactively inspect completed planned work using our surveying teams and work is generally completed to a very high standard.

Where there are complaints about planned works carried out by contractors, we follow this up at contract meetings and expect the contractor to help resolve the situation, to ensure we minimise repeat complaints in future.

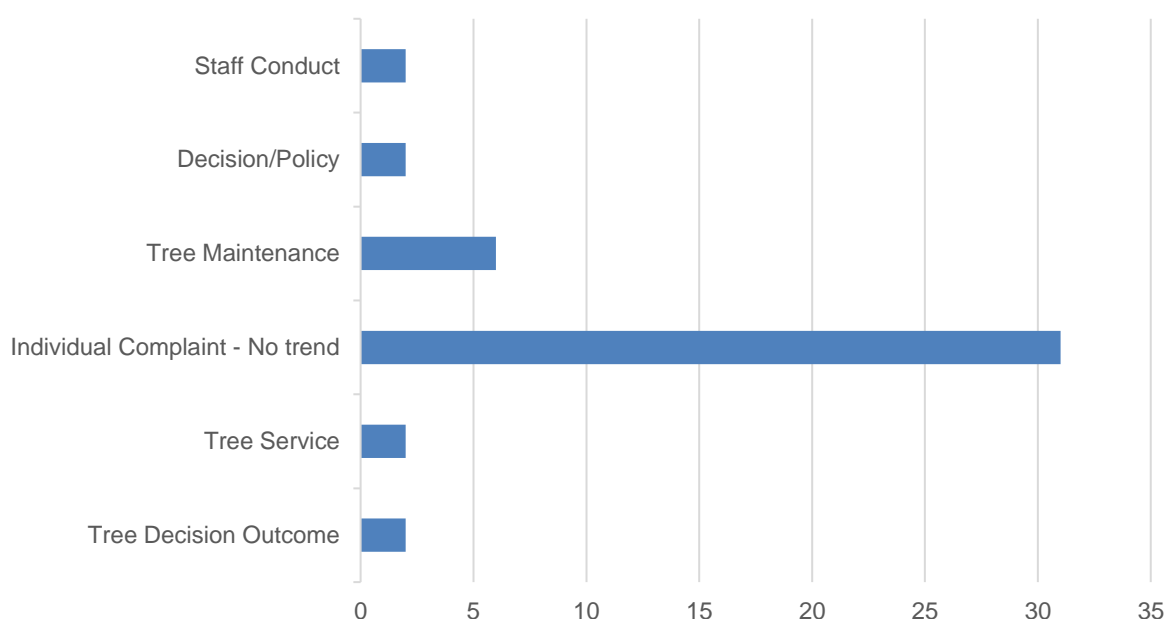
## Environmental Services – Streets & Open Spaces

Streets & Open Spaces	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	79	71	8	82%	13
2023-24	97	88	9	78%	21
2022-23	86	80	6	85%	16

Cases by Sub-Service



Resolution Themes



# Streets & Open Spaces - Service Comments

## ***Alistair Wilson, Strategic Delivery Manager:***

Our Streets and Open Spaces (S&OS) service, comprising around 130 staff, is responsible for maintaining the city's streets, parks, and open spaces (approximately 300 hectares), including public trees (c.33,000), play areas (c.107), public toilets (13), allotment sites (26), and a seven-day-a-week market and street trading service. We also provide daily street cleansing, grounds maintenance, and enforcement services.

Over the past year, we have continued to see strong community use of our parks and green spaces for informal leisure and recreation. However, this high level of usage—particularly during summer evenings and weekends—has also led to seasonal challenges, particularly littering and wear on key infrastructure.

In the reporting period from 1 April 2024 to 31 March 2025, the S&OS service received **79 formal complaints**, a modest reduction from the **95 received in 2023–24**. Considering the scale of our operations and customer interactions, this represents a relatively low level of complaint activity.

### **Complaint breakdown by service area:**

- **Street Cleansing – 31 complaints (39.2%)**  
The largest proportion of complaints, many of which were received during the summer months when public use of parks and city spaces peaks. There is no notable pattern beyond seasonality.
- **Parks and Open Space Management – 14 complaints (17.7%)**  
Includes concerns about event-related activity and noise. In 2024, updated licence conditions for events on Midsummer Common introduced a requirement to supply a Noise Management Plan to help mitigate such issues.
- **Trees – 13 complaints (16.5%)**  
These primarily relate to concerns about tree maintenance, planting positions, and storm-related damage. Where necessary, complaints were reviewed on site and responses provided.
- **Public Realm Enforcement – 8 complaints (10.1%)**  
These typically reflect dissatisfaction with the outcome or focus of enforcement activity rather than process errors.
- **Public Toilets – 5 complaints (6.3%)**  
Complaints were mostly related to cleaning standards and maintenance. Where issues were raised, additional inspections and remedial actions were carried out.
- **Nature Reserves – 3 complaints (3.8%)**  
Limited complaints relating to maintenance or access concerns.

- **Grass Cutting and Grounds Maintenance** – 2 complaints (2.5%)  
Both complaints related to early mowing during the ‘No Mow May’ period. These cuts were carried out for health and safety or operational access reasons.
- **River Moorings, Open Space Events, and Markets and Street Trading** – 1 complaint each (1.3% each)  
Each of these represents isolated issues with no broader pattern.

#### **Other Key Updates:**

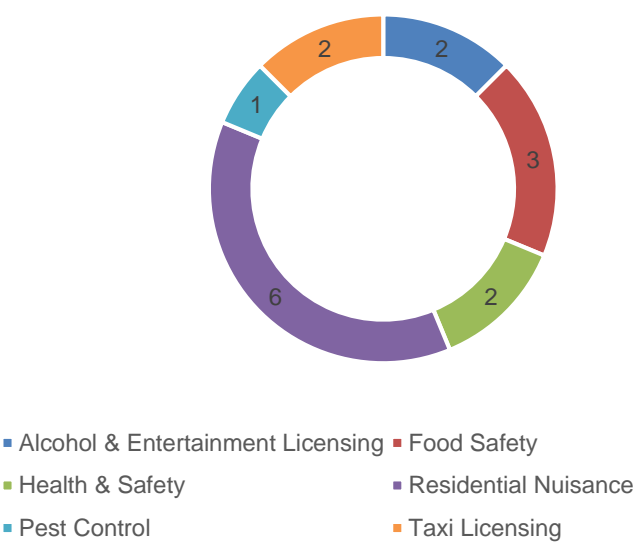
- A new review of litter bin placement and collection schedules will be undertaken in 2025–26 to better align with footfall and usage patterns.
- Driving-related complaints (logged separately in previous years) were not a distinct category in 2024–25; no clusters were identified.

While challenges remain, especially during peak seasons, the year-on-year decrease in complaint volumes suggests that improvements in service coordination, event management planning, and customer communication are having a positive impact.

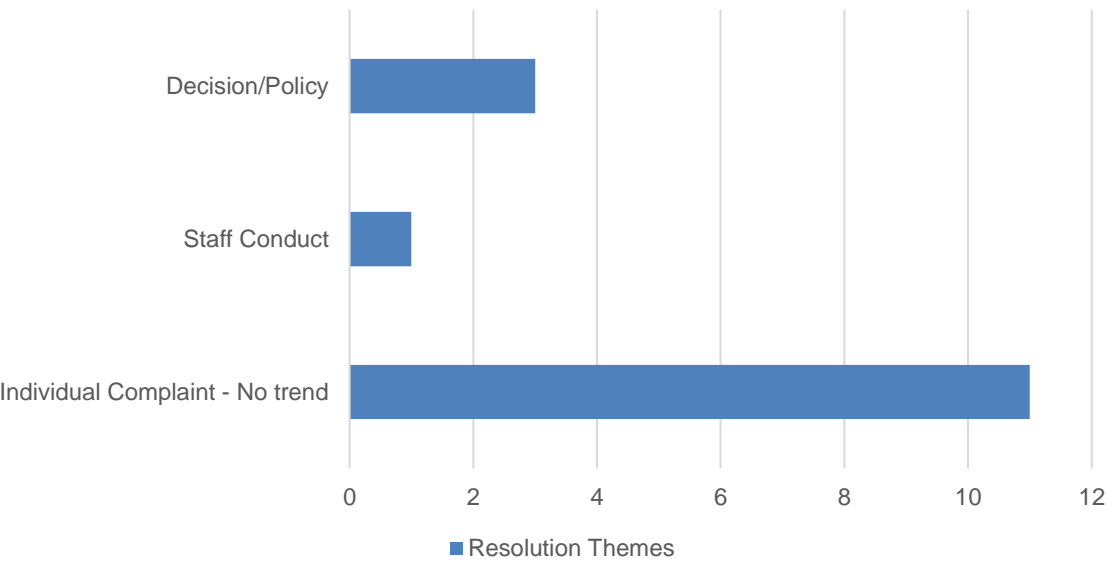
# Environmental Services – Environmental Health

Environmental Health	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	16	14	2	88%	2
2023-24	17	16	1	82%	-
2022-23	12	12	0	92%	5

Cases by Sub-Service



Resolution Themes



## Environmental Health - Service Comments

### *Yvonne O'Donnell, Environmental Health Manager:*

Environmental Health (EH) service employs c44 staff and is responsible for taxi and premises licensing, food safety, health and safety and infectious disease control. The service also provides technical input to Planning on all aspects of EH, including air quality, noise and contamination. It also provides services to improve the private rented sector through education, enforcement, licensing of houses in multiple occupation and bringing empty homes back into use and energy efficiency. It also provides a pest control service.

Over the course of 2024/25, the EH has delivered the following services:

428 Private Sector Homes brought up to a safe and suitable standard for occupation

15 Empty Homes brought back into use

687 Food Safety Inspections

26 Licensing Inspections including 3 night time operations

980 Pest Control cases

1654 Planning consultations

1881 Licensing Applications processed

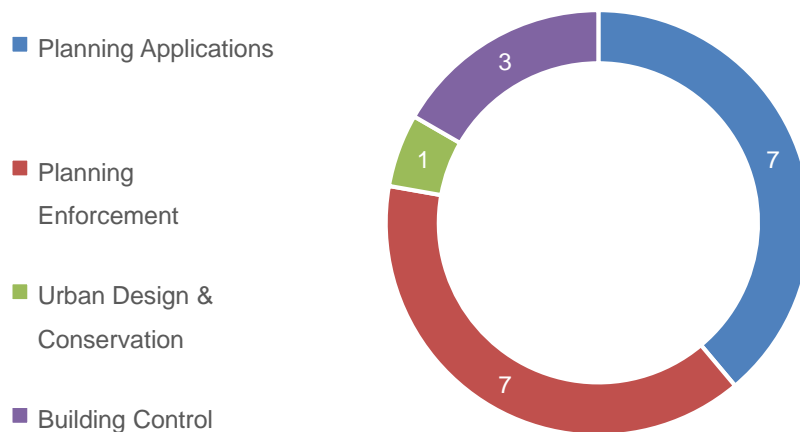
2588 Service Requests, including housing, food safety, health and safety, licensing, taxis, noise nuisance

Despite the scale of operation and associated customer contact, as outlined above, the EH service received a total of just 16 complaints in 2024/25, which is a slight decrease from the previous year's figure of 17. Of the 16 cases received, the service areas with the included in the numbers of cases were respectively: Domestic Noise (6); Food Safety ( 3) , Licensing ( 2) Taxi( 2) Health and Safety (2) and Pest Control (1). These figures are not considered significant and an analysis of each of the associated cases shows there was no particular complaint type or underlying causal theme.

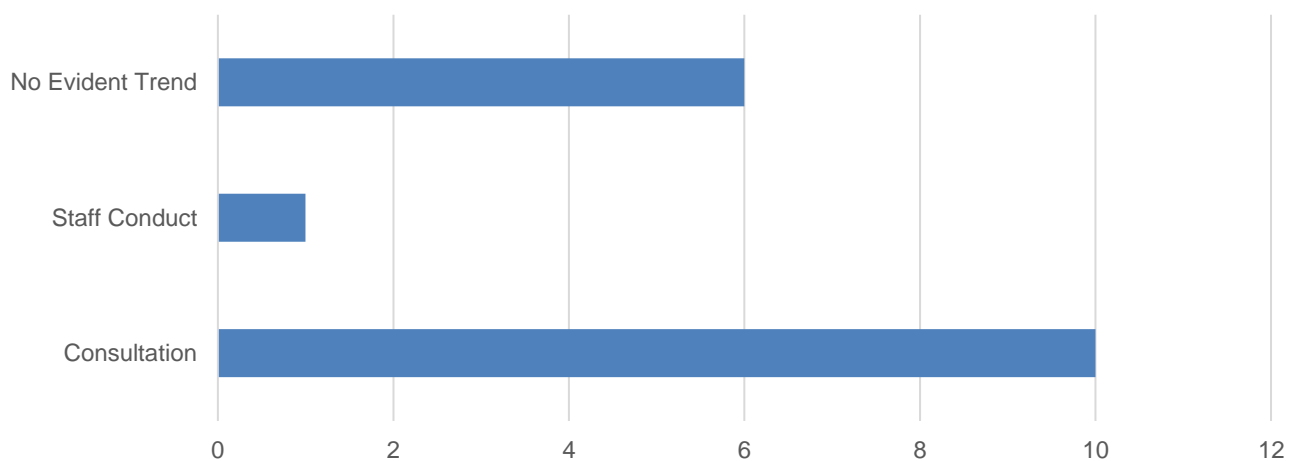
## Greater Cambridge Shared Planning Service

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	18	14	4	83%	-
2023-24	22	17	5	68%	1
2022-23	23	21	2	76%	-

### Cases by Sub-Service



### Resolution Themes





## Greater Cambridge Shared Planning Service - Service Comments

### ***Heather Jones, Deputy Director of GCSP and Building Control:***

The team are continuously improving the handling of complaints, and there is a continuing trend of real time reduction again from 17 total stage 1 complaints in 2023/2024 to 14 total stage 1 complaints in 2024/2025 which is a year on year reduction. Stage 2 complaints have reduced in that time although this is a modest 5 to 4. Complaints responded to in target timescales has increased significantly from 68% to 83% and is an area the team will continue to target to improve to meet the internal response performance indicator of 90%.

Review of complaints performance form part of the Quality Management System the team adopted in July 2023 for DM and Compliance, which was expanded to the whole service in 2024, achieving ISO9001:2015. The external auditors are complimentary on the handling of complaints by the service.

In 2024/2025 the team focused on improving householder decisions reaching an average of circa 7.8 weeks to determine applications, this has been very much appreciated by applicants. The team have also achieved their goal to reach second quartile in the overall performance rating for the Country, which is excellent news.

Again, the majority of the complaint cases have remained consistent with previous years, with most related to planning applications and planning enforcement. The resolution themes also remains consistent, where the majority are related to “consultations” replicating last year. This is an external factor outside of the control of the planning service. Otherwise, the next highest theme is “no evidence of any trend” and again illustrates an improvement across the service in responsiveness.

The achievement of the service of the ISO9001:2025 Quality Management System for the whole service illustrates the commitment to continuous improvement. The live dashboard of performance statistics has been expanded across the functions and is accessible by every team member encourages accountability and reinforces empowerment for every individual in the service.

## Customer Services

Customer Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	10	9	1	100%	3
2023-24	24	22	2	100%	2
2022-23	22	22	-	100%	11

## Customer Services - Service comments

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

In 2024-2025 Customer services handled in excess of 225,000 contacts via telephone, email and face to face and received 10 complaints down from 24 in 2023-2024, which equates to a nearly 60% reduction. Complaints continue to be very low in relation to the amount of contacts the team receive, 0.005%.

The low numbers of complaints can be attributed to acting responsively on customer feedback. Customer Service Managers review every negative feedback submitted by customers to determine the cause and whether process changes, customer communications or staff training is required. Where the feedback relates to back-office processes this is also passed onto the appropriate service manager for them to act on.

In October 2023 the team launched a customer satisfaction survey to replace govmetric. The survey is attached to email footers, is available on a tablet in reception and is also texted to all customers who speak to an advisor. In 2024-2025 customer satisfaction continued to be positive, on average 250 responses are received each month, and 85% of customers said that they are satisfied with the service they received.

For the fourth year running 100% of complaints received in Customer Services were responded to within target and only one complaint was escalated to stage 2.

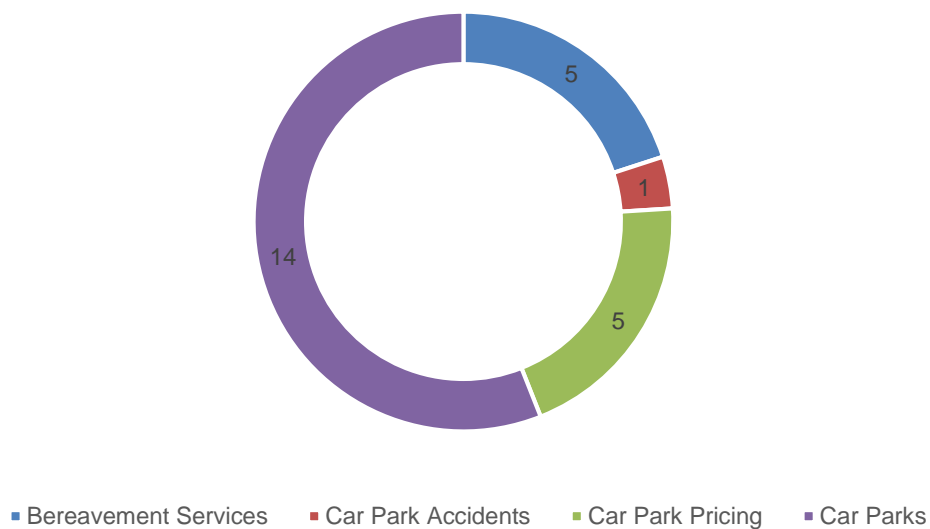
In 2024-2025, 40% of the complaints submitted were not upheld, 30% were upheld and 10% were partially upheld, with only one complaint being escalated to stage 2 this indicates that customer service managers are listening and acting on complaints/feedback even when

With the number of complaints received, trends could not be identified.

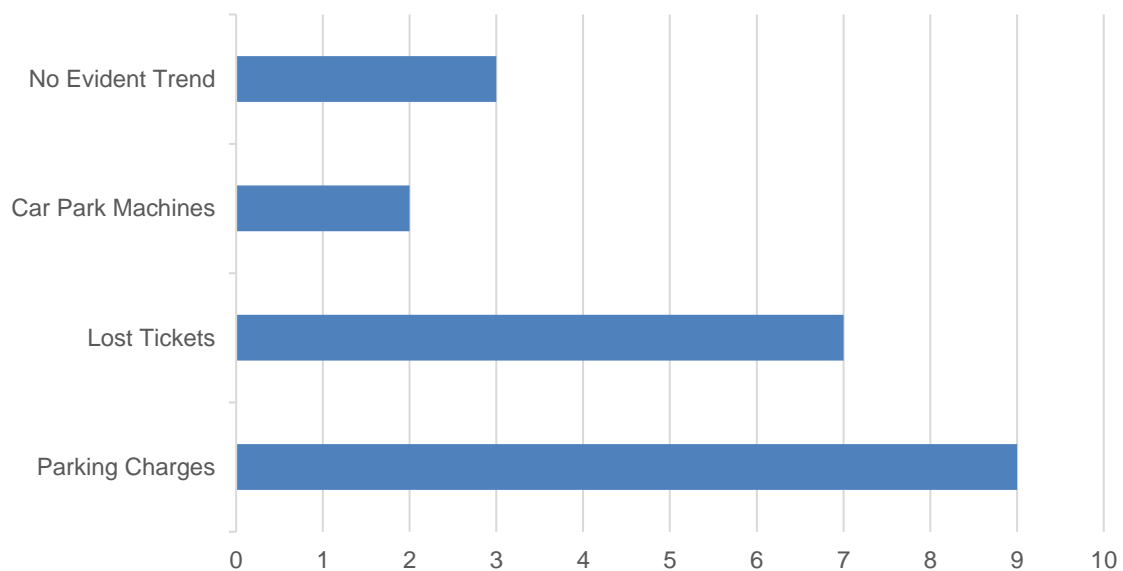
## City Services (formerly Commercial Services)

City Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	25	19	6	48%	-
2023-24	37	26	11	78%	5
2022-23	42	37	5	95%	3

Cases by Sub-Service



Resolution Themes



## Commercial Services - Service Comments

***Daniel Morgan, City Services Operations Manager:***

Overall Parking & Bereavement Services received few complaints than 23-24 (25 compared to 37) 20 related to Parking Services & 5 for Bereavement Services.

The most common subjects of complaint linked to parking services were:

- *Car parking charges* (11 complaints, of which 6 were specifically around the lost ticket charge)
- *General comments* (5) mostly linked to faulty lifts (both Shopping Centre & Car Park related)
- Other single-instance themes included car park machine faults and issues related to antisocial behaviour

In terms of root causes, the most frequently identified were:

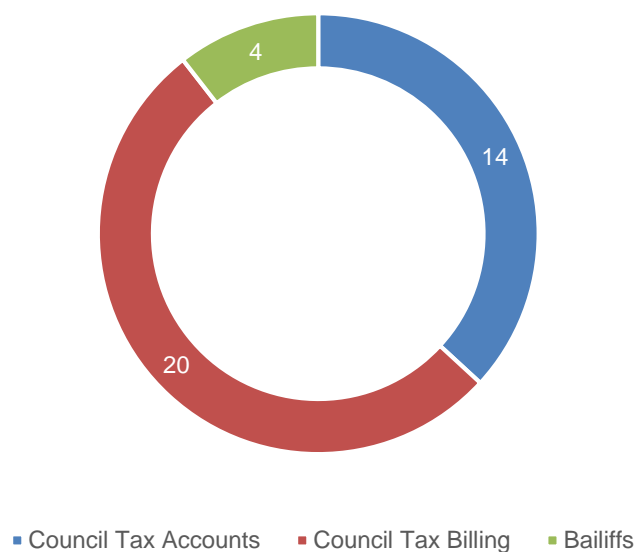
- *Decisions or policies* (11 complaints)
- *Procedures or planned & unplanned works* (4)

This data will continue to inform service reviews, with a focus on ensuring proportionate responses, clear communications, and early resolution to prevent escalation.

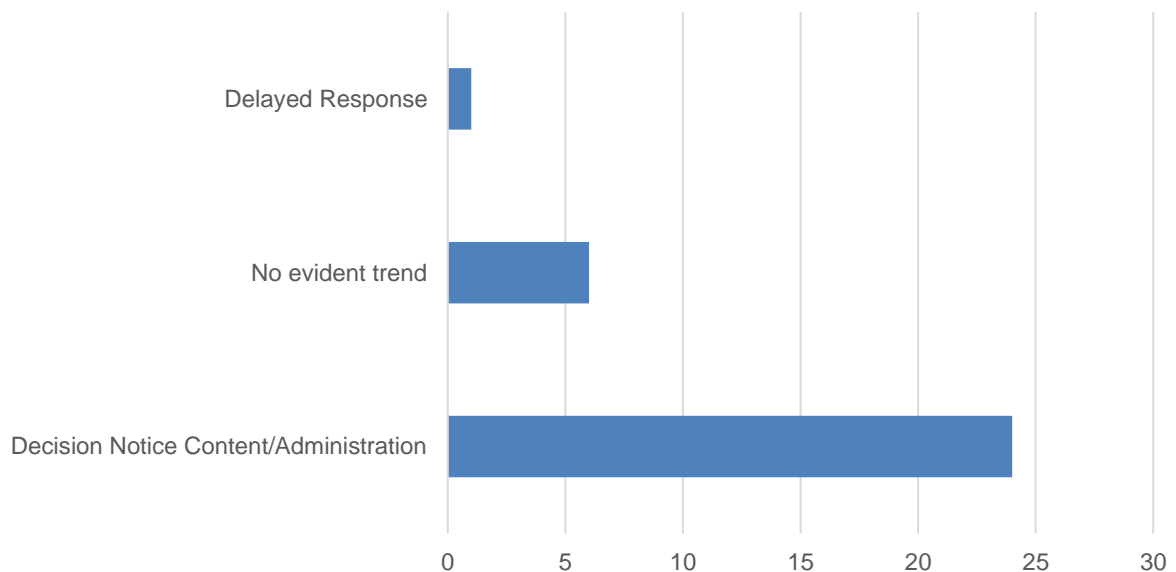
## Local Taxation

Council Tax	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	23	20	3	96%	5
2023-24	39	39	-	100%	2
2022-23	35	34	1	100%	4

Cases by Sub-Service



Resolution Themes



## Local Taxation – Service Comments

### ***Kevin Jay, Local Taxation Manager:***

During 2024/25, the Revenues team sent over 220,000 documents, including council tax, business rates and Bid bills, reminders, final notices and summons and correspondence relating to customers moving in and out of properties and the administration of various discounts and exemptions.

Overall, the numbers of complaints received remains extremely low compared to the number of changes made to accounts and the direct interactions with residents.

The team bills and collects Council Tax , Business Rates and the Bid Levy and issues in excess of 100,000 bills annually which in turn generate a similar number of interactions including awards and decisions related to various discounts and exemptions.

The number of complaints remains consistently low and have reduced by over 40% compared to the previous years. The team focus on the quality and accuracy of the work being carried out with any emerging issues being dealt with quickly which helps to avoid customers having to resort to making formal complaints. Those that are raised through the formal complaint channel rarely escalate to stage 2.

The process of recovering and enforcing unpaid charges can generate complaints, however, processes are in place to be responsive to the needs of customers particularly the most vulnerable numbers. Complaints that do arise are handled sensitively to secure amicable outcomes with decisions balanced against the requirement to collect charges that fall due.

Complaint trends are not immediately apparent, some are linked to enforcement procedures where activities are primarily driven by a statutory process or relate to decisions connected to Council policy or Council Tax regulations. Previously there had been some complaints relating to processing delays, these have been virtually eliminated following the introduction of various internal processes which include prioritisation of work and suppressing recovery action on cases where work is outstanding.

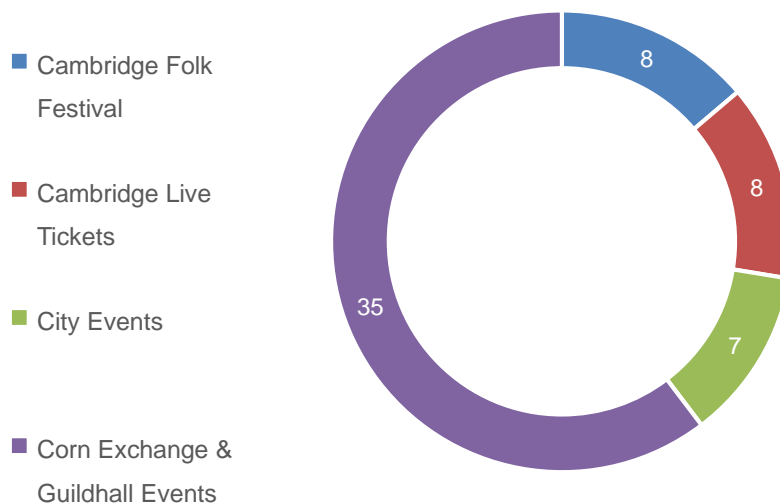
Some complaints arise from residents being unhappy with the wording of some enforcement documents, where possible we have addressed this by reworded some documents although we are limited in part to wording requirements of legislation. We work with those customers to find amicable solutions and to help reduce the impact further we have embedded text messaging into our recovery process to provide soft payment prompts prior to the issue of formal reminder notices.

Supporting vulnerable residents and those facing financial difficulties remains a priority for the team, balancing the need to ensure that bills are paid promptly whilst providing support, help and advice and understanding the needs of the most vulnerable.

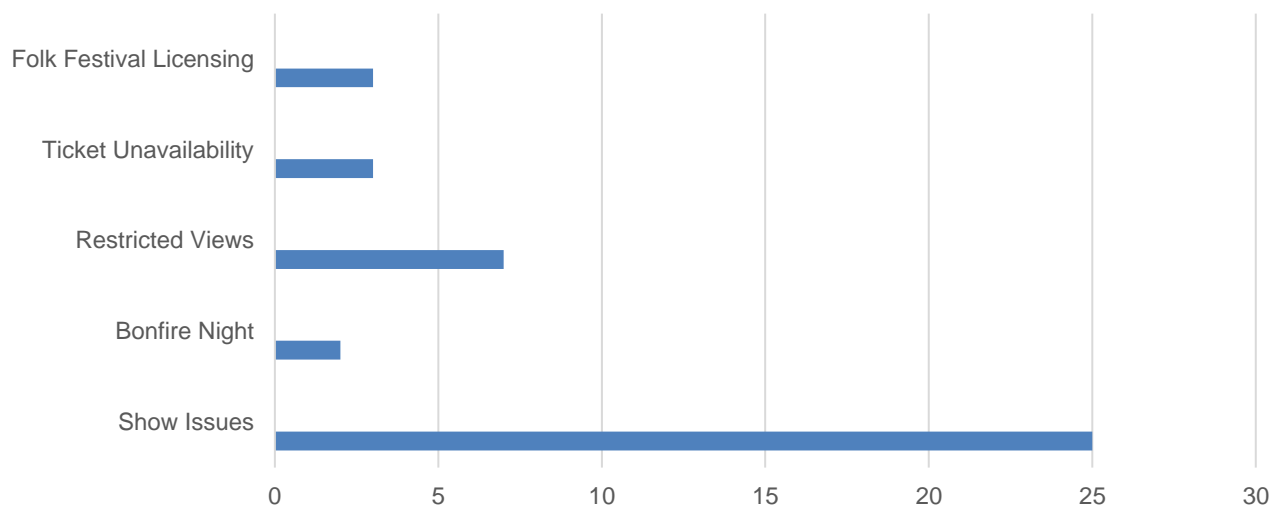
## Cultural Services

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	50	45	5	58%	3
2023-24	58	51	7	36%	3
2022-23	67	62	5	49%	3

### Cases by Sub-Service



### Resolution Themes



## Cultural Services - Service comments

### ***Service information by Thomas Thurbon, Venues Manager:***

As in previous years, the majority of complaints within Cultural Services have continued to relate to events held at the Corn Exchange. This year, a significant number of complaints were specifically about the behaviour of other audience members particularly customers dancing in front of seated patrons, obstructing their view and concerns about the overall quality of certain shows.

To address these issues, we now have a dedicated programming team in place who are focused on improving the quality and consistency of our event schedule. This team will work more closely with promoters and artists to ensure audience expectations are better managed and show content is more clearly communicated in advance.

In response to complaints about disruptive behaviour during performances, we have introduced restricted dancing zones within the venue. These are clearly marked areas which are made clear at booking stage, designed to minimise impact on other customers' enjoyment, while still allowing for lively audience engagement where appropriate.

As with previous years, where issues are raised during an event, our front-of-house staff aim to resolve them at the time. When problems are reported after the fact, we have in some cases offered credit notes or refunds as a goodwill gesture.

Other improvements remain in progress. New seating addressing previous feedback about comfort—is scheduled to be completed in August 2025. Further work on the BMS, Air Handling and Boilers have also begun.

### ***City Events information by Lewis Anderson, City Events Manager:***

As with previous years, a lot of the complaints are members of the public criticizing or commenting on events, changes to events and issues beyond our control e.g. removing the bonfire (councillor decision), rain affecting the fireworks display, and general concerns. All comments/complaints of this nature are for information, with no action needed.

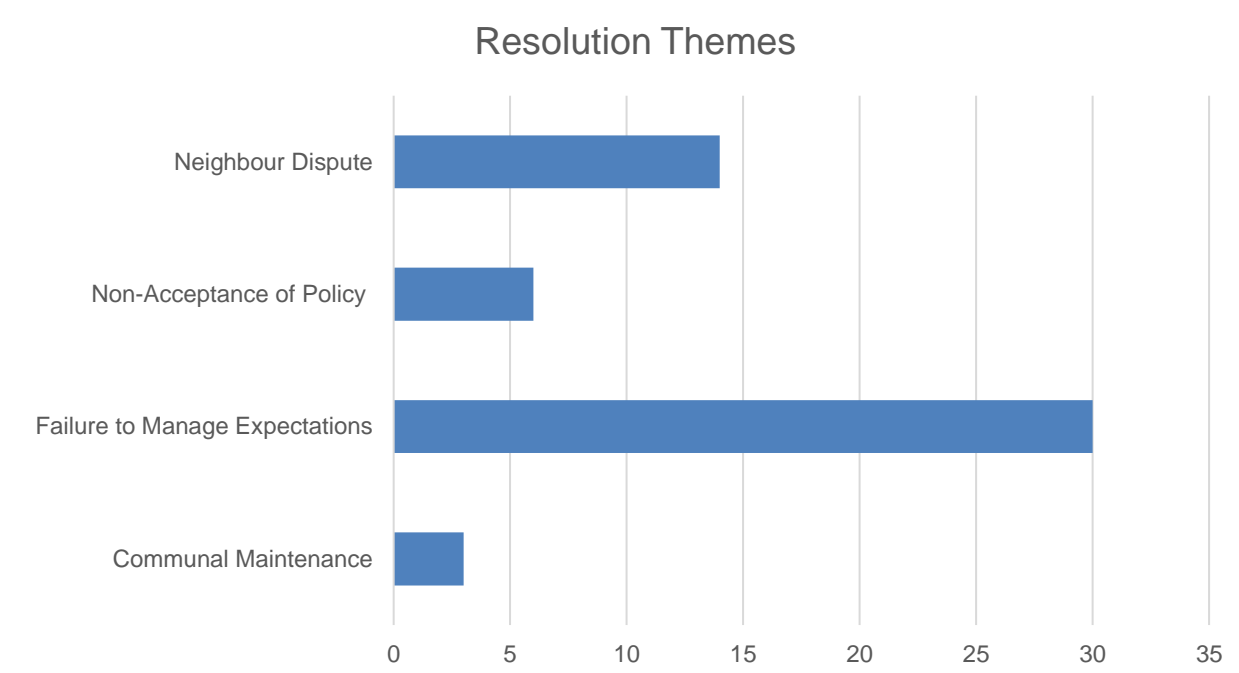
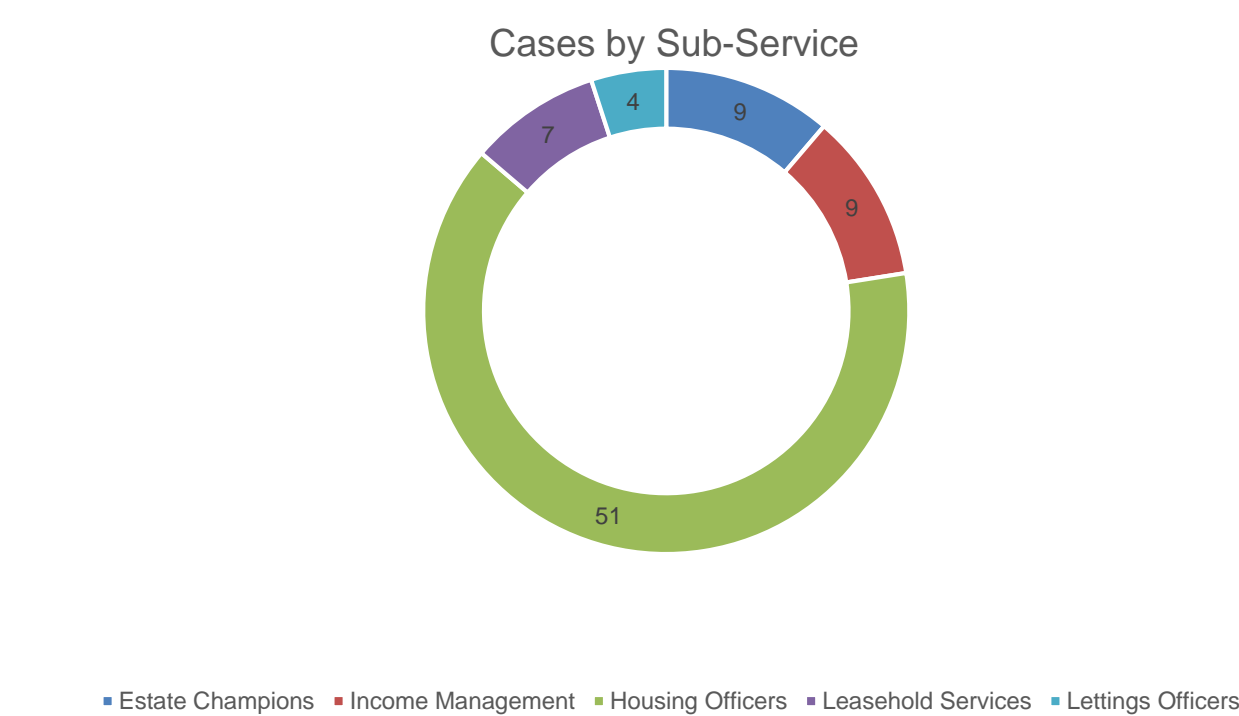
Each year we receive a small number of complaints regarding safety concerns which are taken very seriously and investigated, with the member of the public receiving a thorough response and reassurances. Often these are issues beyond our control, for example member of the public climbing over a fence and falling or a member of the public not requesting accessible transport at point of booking for Mayors Day Out.

This year complaints were received about Stagecoach Bus Company, who are an external partner in the event, therefore we treat these types of complaints as information, whilst giving a response and reassurance. Following a review, changes have been made going forward in partnership with Stagecoach Bus Company to try to reduce traffic congestion on the event date in the city.



# Housing Services (City Homes)

Housing Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	80	67	13	96%	2
2023-24	85	74	11	89%	3
2022-23	56	49	7	93%	13



# Housing Services (City Homes) – Service Comments

***Anna Hill, Housing Services Manager:***

We observed a slight reduction in the number of complaints received by City Homes during 2024–2025 compared to 2023–2024. However, the top two complaint themes remain unchanged:

- Neighbour Disputes – 17.5%
- Failure to Manage Expectations – 37.5%

It's important to note that the overall number of complaints remains low relative to the size of our customer base. With a combined housing stock of 8,807 tenants and leaseholders, only 0.9% of customers submitted a complaint.

Of the complaints received:

- 7 were upheld
- 9 were partially upheld
- 18 were not upheld
- 46 were resolved through other options that currently lack clear reporting value
- Financial redress was provided in 7 complaints.

To improve future reporting accuracy, we are refining the resolution categories. Additionally, the team has received further training on the complaint closure process to ensure consistency and clarity.

Where complaints involved a failure to manage customer expectations, the individuals concerned were addressed directly following the investigations.

Only three cases were not responded to within the target timescales. These delays were addressed with the relevant staff, and clear expectations around response times have been reinforced.

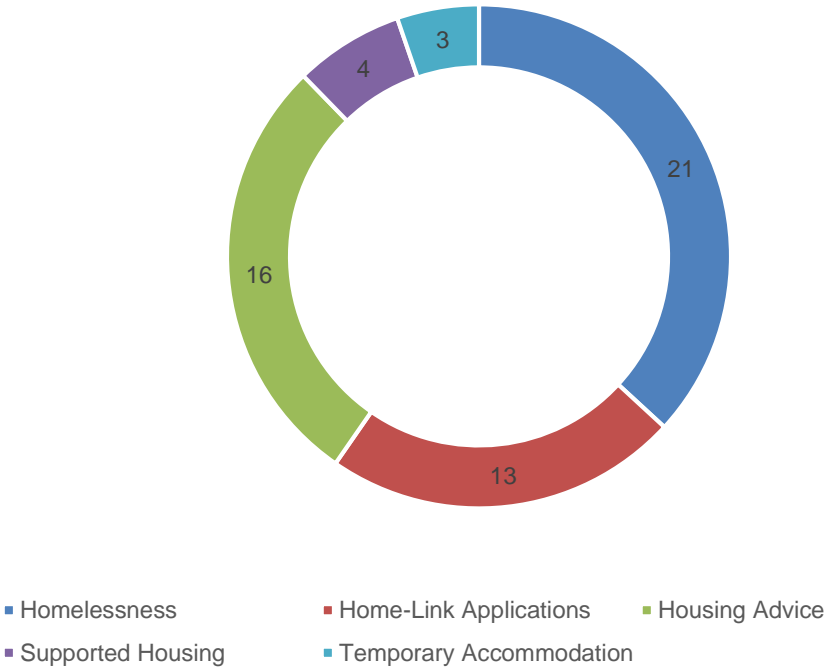
Some of the key recommendations for improvement are:

- Refine the complaint resolution categories in the system to ensure all outcomes are trackable and meaningful.
- Conduct regular audits of complaint closures to ensure accuracy and consistency.
- Continue targeted feedback and coaching for staff involved in upheld complaints

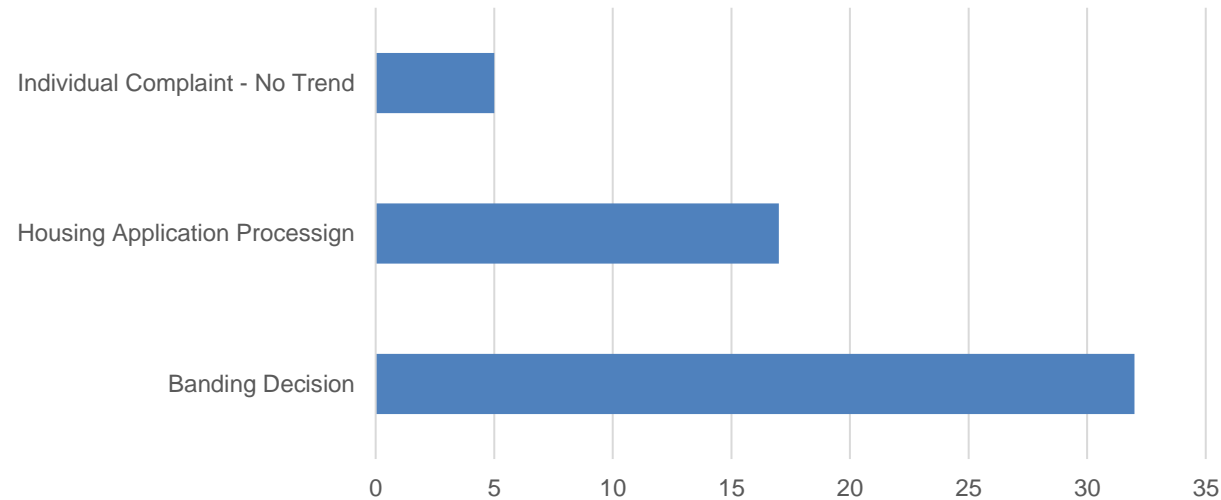
# Housing Needs & Options Services

Housing Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	57	45	12	83%	23
2023-24	44	40	4	87%	8
2022-23	44	40	4	84%	1

Cases by Sub-Service



Resolution Themes



## Housing Needs & Options Services – Service Comments

***Simon Hunt, Housing Services Manager:***

The number of complaints received increased by 20% from 44 to 53. The proportion of complaints escalated from stage 1 to stage 2 increased from 9% to 21%.

However, the increase in complaints should be considered in the context of overall demand on the service. 9 % increase in total approaches to Housing Advice Service. It should also be noted that we received 23 compliments about the service in 2024/25, compared to 8 the previous year.

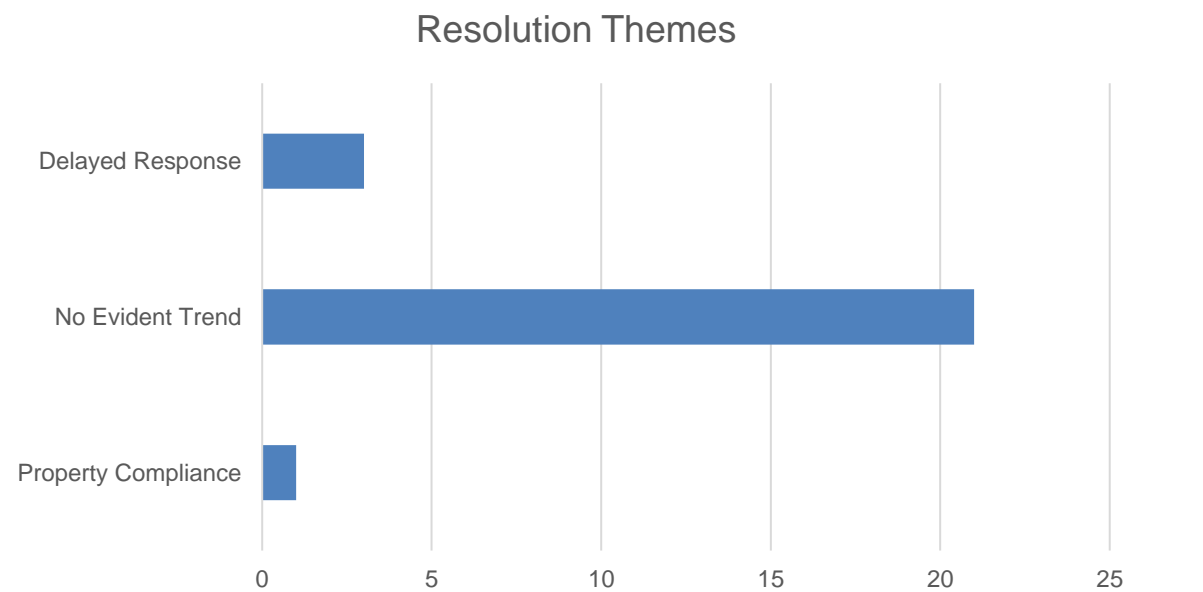
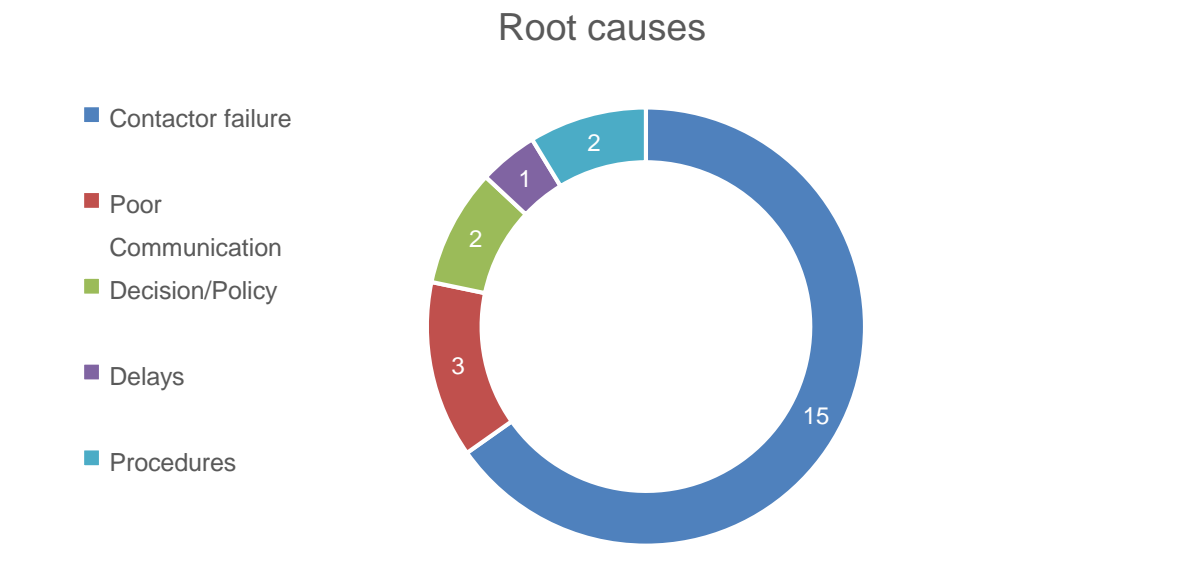
87% of complaints were responded to within target, identical to performance for last year.

In terms of service specific areas, approximately 70% of complaints related to housing advice and homelessness cases, an increase from 52% in 2023/24, with Home-Link complaints accounting for around 25% (down from 36%) and temporary housing accounting for the remaining 5% (down from 11%). That said, some of the housing advice/homelessness complaints are multi-faceted and cross into the other areas of the service. This is evidenced by the fact that a Home-Link banding decision accounts for 32 cases under 'Resolution themes' whereas only 13 complaints under the 'sub-service' category are recorded as being about Home-Link.

The outcomes show that 43.9% of cases were not upheld, 5.3% were marked as upheld (2 cases), and 31.6% were marked as partially upheld. 10.5% were marked as resolved, and the remainder marked as "N/A" Where cases were recorded as being partially upheld or upheld, whilst it is difficult to identify trends, themes here tended to be around communication errors and processing delays and minor processing errors leading to uncertainty for the applicant. In 42.1% of cases, whilst complaints were not upheld, customers were provided with advice and information for the purpose of clarifying process, policy and legislation.

# Housing Development Agency

HDA	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	28	20	8	79%	-
2023-24	18	15	3	50%	-
2022-23	6	5	1	56%	-



# Housing Development Agency - Service Comments

## ***Jaques van der Vyver, Programme Manager:***

Complaints over the period categorise into three main groups; heating issues, general defects and rehousing activities pre-development.

The quantum of completed homes in 2023-2024 and 2024-2025 has been significant, totalling nearly 500 homes (c300 23/24 and c170 24/25). A two year period warrants consideration as a one year defect period applies during which complaints are directed to the development team. In addition, our pipeline schemes have involved current rehousing negotiations with 223 families.

In light of the volume of new homes being completed and considerable rehousing activities being undertaken the overall volume of complaints is very low.

The key theme emanating from complaints this year includes heating systems across a number of new build schemes, as noted in the Update Report to Housing Scrutiny committee in March 2025. Tenants have been subject to ongoing intermittent faults linked to a sub-contractor going into administration in late 2024. The sub-contract Installer, AJM Mechanical, had also been appointed to maintain the systems by the Council. Given the technical complex nature of these systems, delays have been encountered in verifying design, installation, and maintenance details, and in receiving new specialist input into remediation works. Remediation is now well underway and complaints are being addressed as a matter of urgency as received.

Other sources of complaint link to parking issues resultant from changes in policy, providing greater control and/or managing resident behaviours, and a couple of defects taking longer to satisfactorily address. We are inherently reliant on our third party partners and contractors given the nature of development work.

Moving forward we are adopting alternative heating technologies that also serve individual homes, as opposed to energy centres which impact multiple homes/blocks when issues arise.

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

### **Commercial Property Services**

Property Services received one stage one complaint. This case was not resolved within its target date.

### **Elections**

Four stage one complaints were received relating to Elections this year. All of which were resolved within target.

### **Legal**

Finance received two stage one complaints. One of which was resolved within target, and the other was not.

### **Active Lifestyles**

Three stage one complaints were received relating to the Active Lifestyles team. All three were responded to within the target time.

### **Building Control**

Building Control received three complaints at stage one this year. One of the three complaints was resolved within the target time.

### **Housing Benefit**

Housing Benefit services received two complaints at stage one this year. Both were resolved within the target time.

### **Information Governance**

Four cases were received relating to Information Governance this year. Two at stage one, and two at stage two. 3 of the cases were resolved within the target time. The case that missed the target was a stage one case.

## Multi-Service Complaints

Multi-Service Complaints	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target
2024-25	47	41	6	70%
2023-24	41	36	5	83%
2022-23	42	32	10	83%

Multi-Service complaints tend to be more complex and involve more officer time to investigate, which in previous years has contributed to a low number of complaints responded to within target. This year the number of cases resolved within target has remained consistent with the previous two years which shows Officers are still handling these cases efficiently.

There were 6 more multi-service complaints in 2024-25 than in 2023-24.

This year the area with the highest number of multi-service complaints was City Homes with 17. Other high-volume areas involved in multi-service complaints are Housing Maintenance & Assets (8), and Streets & Open Spaces (8). This is the same as previous years, as Housing Maintenance & Assets complaints, and other community issues can often involve officers from the Housing service if the complaints concern decisions made by that service. The majority of the multi-service complaints involved a Housing Service as complaints had often been raised to a Housing Officer initially, but they have had to involve other services to find a resolution for the complainant.

There remains a correlation between multi-service complaints and Customer Services, as the Customer Service Centre is often the first point of contact for the majority of services offered by the Council. We are still careful to differentiate where the complainant actually complains about the service they received from the CSC, or if they are just mentioning the fact they were in contact with them as part of the background to their complaint. There were only two Multi-Service complaints which were also unhappy with the service they had received from the CSC this year.

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



## Local Government and Social Care Ombudsman (LGSCO)

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

In 2024-25, 15 complaints about our services were raised with the ombudsman. Of these 15 complaints, six were outside of the ombudsman's jurisdiction, and nine were assessed and closed – no cases were investigated.

This is an improvement on previous years. In 2023/24 there were 17 complaints raised with one investigated and upheld in favour of the complainant. The remaining 16 complaints were not investigated, with four being outside of jurisdiction. In 2022/23, 25 cases were raised, six were investigated and five were upheld.

Comparing to similarly sized councils by population for 2024/25, Norwich City Council had 38 complaints raised, 17 assessed and two investigated, which were both upheld. Oxford had 25 cases raised, nine assessed, two investigated and one upheld.

Department	No of Complaints Received	Decision
Environmental Services & Public Protection & Regulation	5	3 Closed after initial enquiries 1 Advice given 1 Referred back for local resolution
Housing	6	3 Closed after initial enquiries 2 Advice given 1 Referred back for local resolution
Planning & Development	4	3 Closed after initial enquiries 1 Referred back for local resolution
<b>Total</b>	<b>15</b>	9 Closed after initial enquiries 3 Advice Given 3 Referred back for local resolution

## LGSCO Upheld Case summaries

Due to no cases being investigated by the LGSCO in 2024-25, there are no summaries to report.

## Number of LGSCO cases, yearly comparisons 2022 – 25

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

Year	Total Enquiries Received	Cases Investigated	Cases Upheld
2024-25	16	0	0
2023-24	17	1	1
2022-23	25	6	5

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

## Housing Ombudsman Service (HOS)

Alongside the LGSCO, customers can escalate their complaints regarding the Councils responsibilities as a landlord with the Housing Ombudsman Service (HOS). The HOS investigate and determine cases in a similar way to the LGSCO, making recommendations or orders to remedy the complaint when fault is found. An order made by the HOS is an action that the Council must take and evidence demonstrating that the order has been completed must be submitted to the HOS. The HOS may also suggest recommendations in response to a complaint investigation, these are not mandatory for the Council to carry out.

When the HOS investigates a complaint, they can find fault in more than one issue and issue more than one order or recommendation as a remedy to the complaint. This is why in the report, the number of findings and orders is larger than the number of cases investigated.

Year	Number of Complaints	Number of Faults	Number of Orders	Number of Recommendations
2024-25	5	9	14	2
2023-24	4	7	11	0

In 2024-25, 5 complaints about our Housing related services were investigated by the Ombudsman. Of these 5 complaints, the Ombudsman found 9 faults. To remedy these complaints, 14 orders and 2 recommendations were made. The Council were not served with any Complaint Handling Failure Orders.

78% (7) findings related to maladministration by the Council. This is slightly higher than the national rate of maladministration which is 71%. However, it is in line with the maladministration rate for similar sized landlords (between 1,000-10,000 units) of 77%.

56% (5) findings specifically related to Service Failure. This is higher than both the national average of 21% and the average for similar sized landlords, 22%. All other categories of findings were equal to, or below the national and similar sized landlords average.

In 2024 – 25 The Council paid £2,550 in compensation as a result of remedial orders and recommendations. In 2023 – 2024 the compensation amount The Council paid was £1,575.

Compensation reason	Property Condition	Complaint handling	Anti-Social Behaviour	Estate management
2024 -25	£1700	£850*	£0	£0
2023-24	£800	£200	£375	£200

\*A payment of £50 was made as a result of a recommendation. The Council paid £2,550 in compensation as a result of remedial orders and recommendations.

In both years, the Housing Ombudsman Service were satisfied that 100% of remedial orders were complied with by the Council.

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

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

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

### **Councillor Conduct Complaints, 2024-25**

During 2024-25 there were 7 complaints about Councillors.

None of these complaints were passed for formal investigation with apologies provided in 2 instances, insufficient information to proceed in 1 instance and 3 complaints dismissed.

During 2023 -24 six complaints were received about Councillors.

One of these complaints was upheld with an apology provided and further training being undertaken by the Councillor. One complaint was settled by means of mediation. Three complaints were dismissed and the final complaint was concluded with no further action but a commitment to be cautious in future actions.

There were four complaints in both 2022-23 and 2021-2022. To find out more about the Council's Code of Conduct visit our website or contact the Council's Monitoring Officer Tom Lewis: [tom.lewis@3csharedservices.org](mailto:tom.lewis@3csharedservices.org)



# Cambridge City Council

## Annual Customer Feedback Report 2024 - 25

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## Cambridge City Council's Annual Customer Feedback Report - Introduction

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

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

### Why we produce this report

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

### Our Complaints Procedure

#### What is a complaint?

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

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

Customers complain to the Council if they:

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

Cambridge City Council has a two stage complaints process:

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

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

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

## Complaints to Cambridge City Council in 2024-25: summary

### Total number of complaints received

In 2024-25, the total number of complaints received was 855, which is a decrease of 98 cases (%) from the previous year’s total of 953. When put into context with the amount of service requests and contacts made to the Council outlined later in this report, this accounts for less than 0.1% of contact received resulting in a formal complaint.

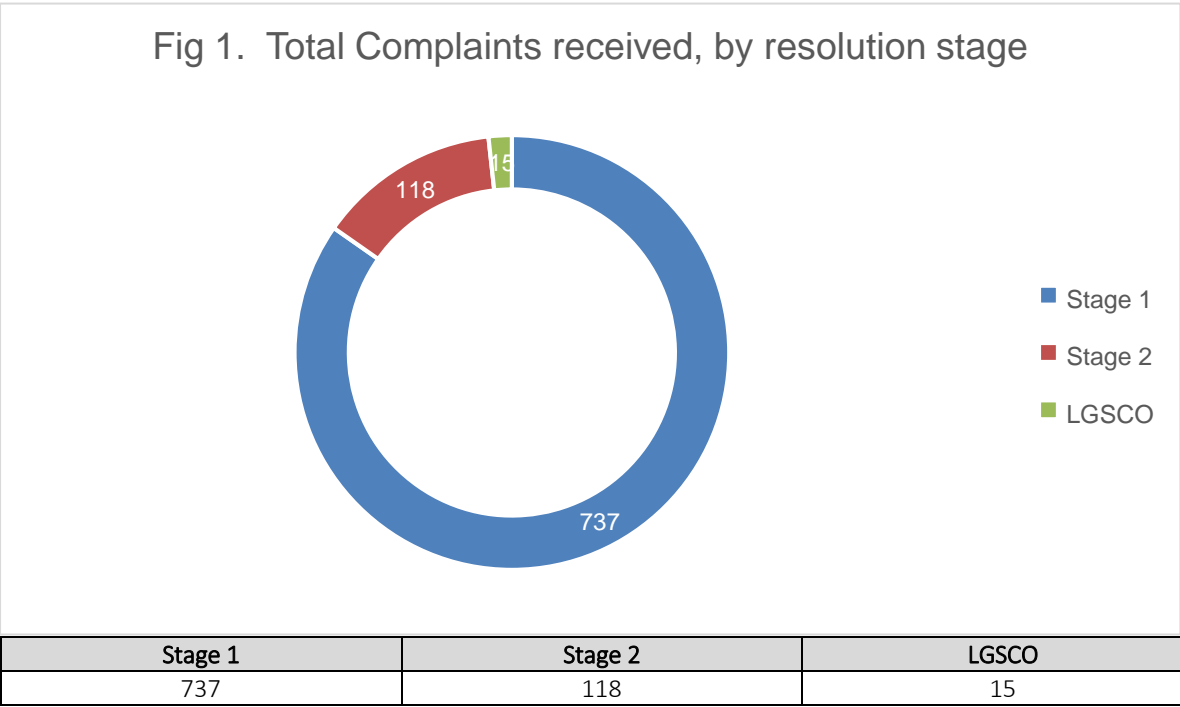
### Proportion resolved at stage 1 and stage 2

Of those 855 complaints, 86% (737) were resolved successfully at the first stage without need for escalation. This compares with 90% in 2023-24, and 93% in 2022-23.

118 complaints were escalated to stage two, which is 20 more than the 98 in the previous year. This was anticipated as the requirements to escalate a complaint to the second stage of the process were removed. A further expression of dissatisfaction following a stage 1 complaint was enough to be considered a request to escalate, so we did expect to see a rise in the number of stage 2 escalations.

### Proportion resolved within the target timescale

Across all complaints submitted at both stages, 80% were resolved within the target time of ten working days. This represents an increase on recent years, where 72% were responded to within time in 2023-24, and 77% in 2022-23.





## Overview of complaint trends

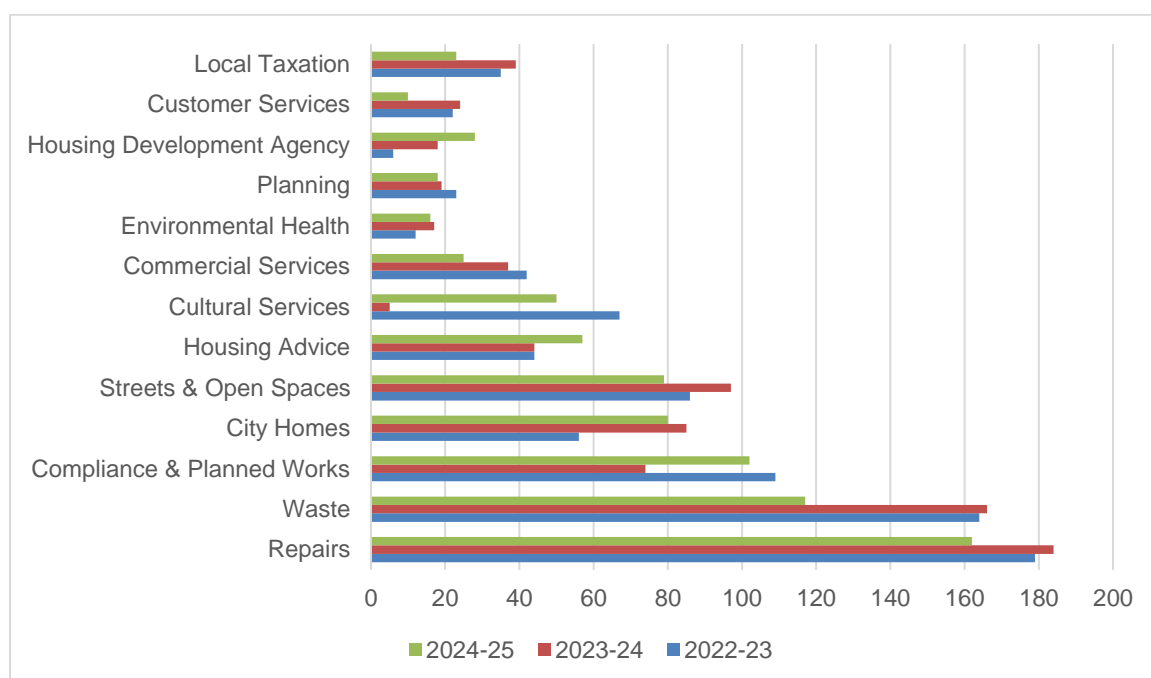
264 (28%) of all complaints received by the Council were for the Housing Assets and Maintenance service, with the majority relating to Responsive Repairs (162). This is a very slight increase from 258 complaints overall in the previous year, but an increase of 28 for Planned Works & Compliance areas. Awaiting commentary from the service to explain the reason for increase.

The trend is in line with previous years where Housing Maintenance and Assets, Waste, and Streets & Open Spaces receive the greatest volumes of complaints.

Whilst Responsive Repairs complaints saw the highest volume of complaints overall, there was a reduction of 22 complaints when compared to 2023-24. Some changes within the service such as the introduction of a specialist Damp, Condensation and Mould (DCM) Team contributed to this reduction. A large proportion of the services complaints related to DCM, and having a specialist team in place to tackle the issues before they reach the complaints stage has had a positive impact on the service and outcomes for residents. The majority of services across the Council saw a reduction in the volume of complaints received. Shared Waste decreased by 49, Streets & Open Spaces decreased by 18, Local Taxation decreased by 16 and Customer Services decreased by 14. The only Services not already mentioned which saw their number of complaints increase were Housing Advice, who increased by 13, and Housing Development Agency which increased by 10.

The Shared Waste service saw a reduction of 49 complaints compared to 2023-24. More accurate and timely reporting by collection crews has played a key role in reducing complaints within the service, especially relating to repeated missed bins. Crews now use InCab devices to log issues in real time, allowing for quicker identification and resolution of problems. This proactive approach has ensured fewer service disruptions throughout the year and has improved overall reliability of the service.

A comparison of complaints by higher volume services can be seen below.



Service	2022-23	2023-24	2024-25
Environmental Health	12	17	16
Customer Services	22	24	10
Local Taxation	35	39	23
Commercial Services	42	37	25
Streets & Open Spaces	86	97	79
Housing (City Homes)	56	85	80
Housing (Housing Advice)	44	44	57
Housing Development Agency	6	18	28
Cultural Services	67	58	50
Housing Repairs (Responsive)	179	184	162
Housing Repairs (Planned & Compliance)	109	74	102
Planning	23	19	18
Waste	164	166	117

## Local Government & Social Care Ombudsman (LGSCO) and Housing Ombudsman

15 complaints were made to the Local Government Ombudsman. Of these, no cases were progressed to be investigated by the LGSCO. 9 cases were closed following initial enquiries, and 6 were outside of the Ombudsman's jurisdiction.

At the time of writing, 21 cases had been raised during the year to the Housing Ombudsman. This information has been compiled from the Housing Ombudsman online portal and added to this report prior to receipt of the annual letter from the Ombudsman. Once the annual letter has been received in mid-July, this section is subject to change. (See pages 41-44 of this report

for more detail). At time of writing there are no decision summaries listed on the Housing Ombudsman website.

## **Reporting, monitoring and driving service improvement**

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

The Lead Complaints Officer has continued to review data on a monthly and quarterly basis to establish themes and trends. This data is reported on a quarterly basis to Corporate Management Team to prompt reflection on what services need to do to improve, change or prevent a reoccurrence. Particular attention is focused on responding appropriately to complaints first time and reducing complaints being escalated to the higher stages. This reporting has led to some constructive discussions with Senior Management, and as a result we have been able to take feedback and apply it across many areas of the complaints process.

## **Persistent and Unreasonably Persistent Complainants**

Sometimes when pursuing their complaint, complainants can become unreasonably persistent in a way that can hinder the way their complaint is investigated. This can include excessive repeat contact, and is not always abusive or aggressive. In 2024-25 it was necessary to impose restrictions on two customers and limit their contact with the Council. These restrictions were made in line with the persistent and unreasonably persistent complainants policy and both were given a single point of contact within the Council to report any other issues outside of their complaint. The restrictions on both complainants will be reviewed after 12 months.

## **Reporting on complaints about Council Policy**

Where a complainant raises a complaint about a Council Policy, this will still be responded to under the complaints policy. If the complainant wishes to give general feedback or have a policy explained further, the Council would respond to this as an enquiry for service, and provide an explanation or rationale behind the policy.

Should the complainant be dissatisfied with how the Council reached the decision on the policy, or feel that an injustice has been caused by a policy, this would be investigated as a complaint. These complaints will then be considered when reviewing policies in future.

## **LGSCO and Housing Ombudsman Complaint Handling Code**

Our complaints handling guidance is based upon the code laid out by the Local Government and Social Care Ombudsman. In November 2022 the LGSCO announced that they would be publishing a joint handling code alongside the Housing Ombudsman. This code was published in November 2023, and the guidance within it became mandatory in casework from April 1 2024.

Part of this code requires the Council to assess our process and policy annually against the latest guidance from both the Housing Ombudsman and the Local Government and Social Care Ombudsman. In 2023-24, this was done later in the year and reported to committee in November, however this year, the self-assessment is included at the same time as this report. Following the self-assessment in November several minor changes were made to the complaints service.

- Previously we would keep complaints open on our system until any follow-on work had been booked and completed where required. The point of resolution for a complaint is now when this follow-on work has been booked, rather than completed. We will still keep complainants informed of follow-on work timelines and appointments, but it is now not part of the complaints process to keep a complaint open until the work is complete.
- Our template for responding at stage one previously asked complainants why they considered their complaint still unresolved, and what they seek as a preferred resolution from escalating their case to stage two. Complainants are no longer required to answer these questions before we will escalate a case, but we do still ask for the information to help guide stage two investigators. A simple further expression of dissatisfaction is enough to escalate a case.
- Our complaints form now asks complainants if the Council need to make any reasonable adjustments when investigating the complaint or communicating with the complainant. 38 requests for a reasonable adjustment were made since the feature went live in November, and the most common use of this feature so far has been to request a certain communication method or to inform us of any circumstances which may cause communication difficulties.

## **Council Group Design**

Following the Council group structure redesign, it will be necessary to amend our complaints system hierarchy to mirror this new structure. This work will take place early in Q2 2025-26, and should give new Service Managers more visibility of their services complaints and opportunities to improve as a result of this. Quarterly reports are being taken to Corporate Management Team Meetings, and training is being provided to those who have not had experience of investigating complaints in the past.

## How complaints were received

Year	Email	Web	Telephone	Face to Face	Letter
2024-25	9%	84%	6%	<1%	<1%
2023-24	7%	86%	5%	<1%	1%
2022-23	8%	84%	6%	<1%	1%

The majority of complaints were received via a digital channel, predominantly via customers submitting their complaints themselves. 84% of complaints were logged by members of the public using the web form to report directly into the Council's Complaints Tracker, which is a slight decrease from 86% last year.

The face-to-face customer service staff have continued to assist customers to self-serve using digital options. Five complaints were submitted using this contact method, which is one more than last year.

## Compliments

In 2024-25 the Council received 76 compliments across all services via Complaints Tracker, which is a minor increase of nine (X%) compared to 2023-24.

However some frontline services found that compliments were received directly to operatives or officers from residents. These have been mentioned in the service-by-service summaries where available.

Temporary Accommodation and Supported Housing received the highest number of compliments, with the majority relating to helpful staff members.

Officers are encouraged during training to formally record compliments as well as complaints, as managers had mentioned more than once that the number of compliments formally recorded was lower than expected. This is evidenced by only four compliments being formally registered on the case monitoring system, however a larger amount are being received directly by Customer Services staff anecdotally following calls or appointments, and also via the newly implemented customer satisfaction system.

## Customer Satisfaction Feedback System

In Q3 2023-24 Customer Support (Customer Services) implemented a new system to measure how satisfied customers were following their interactions with the Customer Service Centre. Any customer who calls from a mobile number will be sent a text message automatically at the conclusion of their call, which contains a link to a form where they can leave feedback on the experience they had with the advisor who served them. Customers can opt-out of receiving this survey, but we do still receive a good number of responses.

Whereas our old system had the option to leave neutral feedback, we did not see the value in gathering this information because....

The Business Improvement team analyse the feedback gathered within these forms to identify potential improvements to the Customer Service offering within the centre.

Telephone	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Apr	Total	Percentage
Positive	174	45	226	320	253	284	304	264	208	271	268	351	<b>2968</b>	<b>85%</b>
Negative	34	10	34	65	42	44	58	44	44	41	43	61	<b>520</b>	<b>15%</b>

A link to the survey is included within the signature for all emails that leave the Council's contact system, however the response rate for email is much lower. Similarly, there is a console within the front of house area of the Customer Service Centre, but with the low number of appointments each month, the response rate has also been low for this.

Email	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Apr	Total	Percentage
Positive	2	2	2	3	3	1	1	2	0	2	4	4	26	63%
Negative	0	0	2	0	4	2	0	2	2	0	3	0	15	37%

F2F	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Apr	Total	Percentage
Positive	1	0	0	3	3	0	1	1	1	0	0	0	10	100%
Negative	0	0	0	0	0	0	0	0	0	0	0	0	0	0%

*Clarissa Norman, Customer Services Operations Manager:*

In 2024-2025 we received 3004 customer satisfaction surveys, all but 36 of the responses related to the contact centre.

85% of customers were satisfied with the service they had received from the advisor.

Managers in Customer Services look into every dissatisfied report customers submit - 15% or 451 responses across the year.

Of the 15% of customers who submitted negative feedback, 61% (275) of these customers used this outcome to represent their feelings with the outcome of the call, or their feedback was found to be unwarranted. Our investigations have found this outcome is also selected where we have not been able to give the customer an update to their original service request, or where customers have been transferred to back office teams and we do not know the content of the conversation.

The feedback we are receiving is allowing us to better identify knowledge gaps/training needs for the team, improve our processes and update websites/information sources to give customers a better experience. In the past year as a result of feedback we have:

- Improved our call routing for customers reporting traveller encampments and Pinder enquiries so they avoid unnecessary messaging
- Ensured the waste web pages are updated to reflect the correct process for bulky collections
- Reviewed and rationalised our contact centre messaging for Council Tax callers, with updated Waste messaging going live in June 2025
- Prioritised customers calling about Benefits as well as Elections calls (on polling day only) to ensure customers who are vulnerable or who's call is time sensitive have their calls answered as quickly as possible.
- Updated a number of incorrect web pages and telephone numbers

### Digital Options:

The customer satisfaction survey asks customers about their awareness of our digital options and why they chose to call/email/visit Customer Services.

In 2023 – 2024, 52% of customers stated they were aware of our digital options, in 2024-2025 the percentage was 51%.

Customers reasons for calling:						
Year	Easier to Call	Prefer to speak to a person	Online not working/not available	Following up previous contact	Emergency	Other
2023 – 2024	21.4%	26%	20.7%	10.7	10.5%	10.7%
2024 - 2025	16.8%	47.4%	19%	9.1%	7.7%	0

In 2023 -2024, 52% of customers said that they are aware of the digital options available to them but still call the Council to speak to an advisor. This trend has continued into 2024 – 2025 with 51% of customers confirming they were aware of digital options.

The reasons why customers decided to call customer services have changed in 2024 – 2025, potentially as a result of specific options being offered rather than free form text boxes. These themes were created from the feedback customers submitted last year and introduced last year to make analysis easier.

This feedback makes it clear that customers prefer/it is easier to call and speak to an advisor - 64.2% of customers told us this was why they telephoned despite having knowledge of our Digital options.

Online options not working or not available continued to account for approximately 20% of calls where customers knew about digital options.



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

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

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

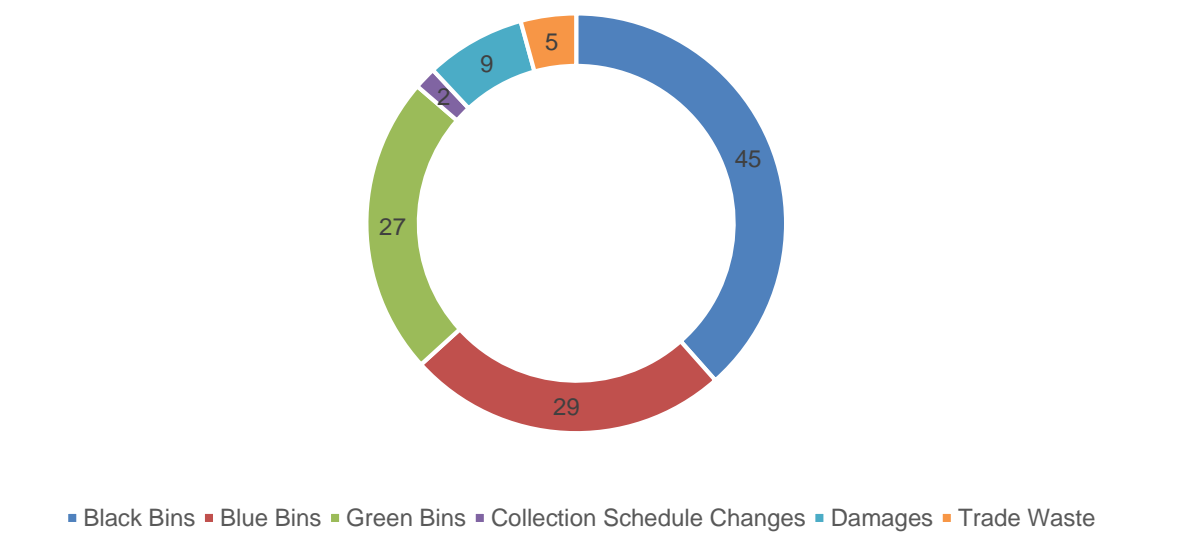
Complaints by sub-service are identified in the pie chart, this is how a service is broken down into the individual service request areas within. The bar graph displays resolution themes, or where these themes are too diffused and a trend cannot be identified, the bars will display root causes.

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

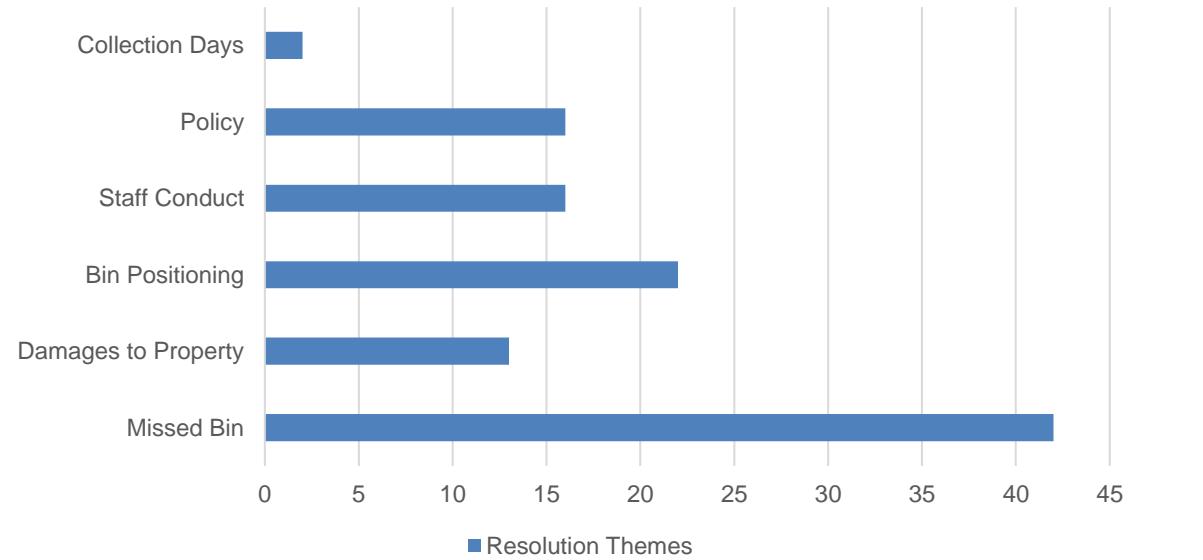
# Greater Cambridge Shared Waste Service

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	117	111	6	92%	
2023-24	166	159	7	93%	5
2022-23	164	153	11	60%	4

Cases by Sub-Service



Resolution Themes



## Greater Cambridge Shared Waste: Service Comments

### *Bode Esan, Head of Greater Cambridge Shared Waste Service:*

The Shared Waste Service undertakes in the region of 798,500 collections per month, collecting an average of 3 bins per household per fortnight, of which approximately 40% of total bin collections per month are within City. The service has maintained the number of successful collections at 99.89%

During 2024-2025, Shared Waste Services saw the addition of 2,400 properties, each with an average of 3 bins per household, resulting in approximately 7,200 extra collections compared to the previous year.

This year saw a reduction in complaints from 139 to 115 with the same 97% response rate of the corporate timeframe of 10 days for stage 1 and 20 days for stage 2

A total of 42% of complaints during this period were related to missed bin collections and of those 39% of were marked as unjustified. The issues reported included residents disputing crew notifications, bins being only partially emptied, repeated missed collections, and missed underground bins

There was a 15% increase in complaints that related to disputed crew notifications – including contaminated bins and bins marked as ‘not out’ for collection. This trend suggests that crews are demonstrating increased vigilance in monitoring and reporting bin issues via the InCab devices

This year, we have seen a noticeable reduction in complaints about repeated missed bin collections. This improvement is largely due to more accurate and timely reporting from our crews, which has helped us address issues related to bin collection points more effectively. Additionally, increased feedback from operatives, who regularly work across the district and have a clearer understanding of the status of new developments, has played a key role in ensuring the timely delivery of bins to new properties. This has further contributed to maintaining consistent and reliable service delivery.

We have seen a rise in complaints from residents regarding the positioning of bins after collection. Reports indicate that bins are sometimes not returned to their designated collection points, or are left obstructing pavements, roads, or driveways. To address this, part of the crew training delivered in the first quarter of this year focused on the importance of safe and correct bin placement. In addition, reminder notifications are issued to crews to reinforce this message

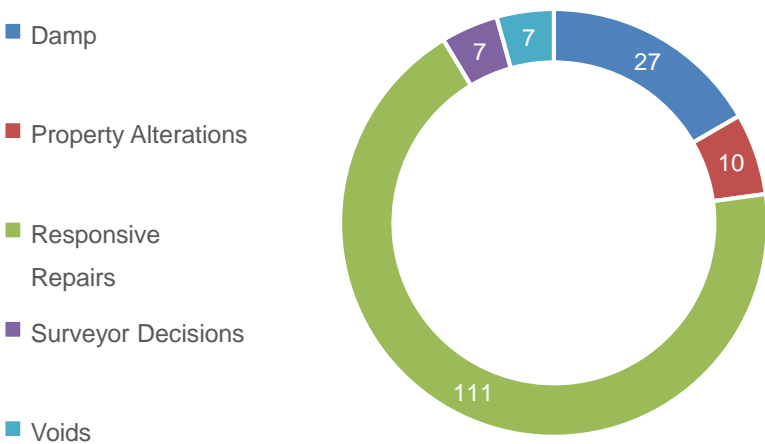
We have seen an increase in compliments from residents, particularly praising the friendly and helpful attitude of our crews. Many have gone out of their way to assist residents and have been described as impressive, fast, and efficient.

The Shared Waste Service routinely gathers data on collections and carries out monthly reviews of missed collection reports. This proactive approach allows us to identify patterns and recurring issues, enabling timely interventions and helping us maintain consistently high collection performance.

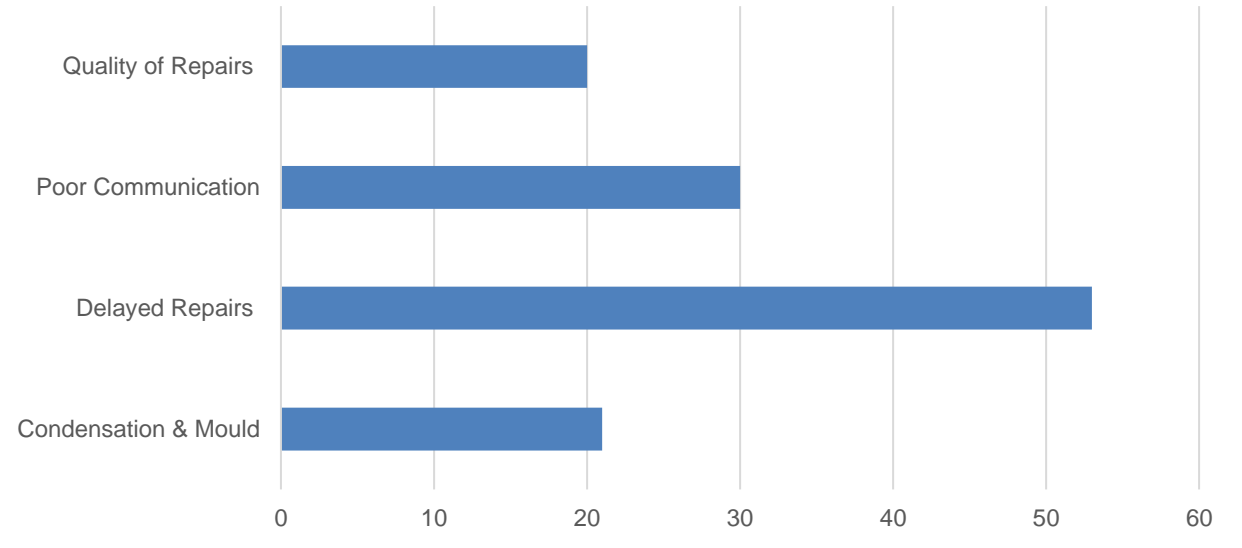
# Housing Maintenance: Responsive Repairs

Repairs	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	162	142	20	86%	9
2023-24	184	164	20	46%	
2022-23	179	155	24	78%	

Cases by Sub-Service



Resolution Themes



## Housing Assets & Maintenance - Service Comments

### ***Laura Herrera-Martin, Service Improvement Project Officer:***

In 2024–25, the Housing Repairs and Maintenance team made strong progress in improving the quality and responsiveness of its services. Over the course of the year, 16,373 in-house repair jobs were completed, along with 6,939 jobs from other work streams. In total, 192 complaints were received—representing just 0.82% of all jobs. This low complaint rate highlights the overall effectiveness and reliability of the service delivered to our tenants.

Of the total complaints received, 142 were resolved at Stage 1 and 20 escalated to Stage 2, consistent with previous years. Significantly, 86% of complaints were resolved within target timescales, a major improvement from 46% in 2023–24. This improvement reflects the success of operational changes, particularly the decision to pass complaints directly to key service staff, enabling faster and more efficient resolutions at the first point of contact.

Another positive development was the positive feedback from residents, with 9 compliments received this year—up from zero in 2023–24—indicating a growing level of tenant satisfaction.

A key development since November 2024 has been the introduction of a specialist surveying service focused on damp, mould and condensation cases, and disrepair claims, along with a dedicated contractor to complete all remedial works identified in the reports. This has enabled targeted use of resources and reduced the number of appointments to fix reported issues.

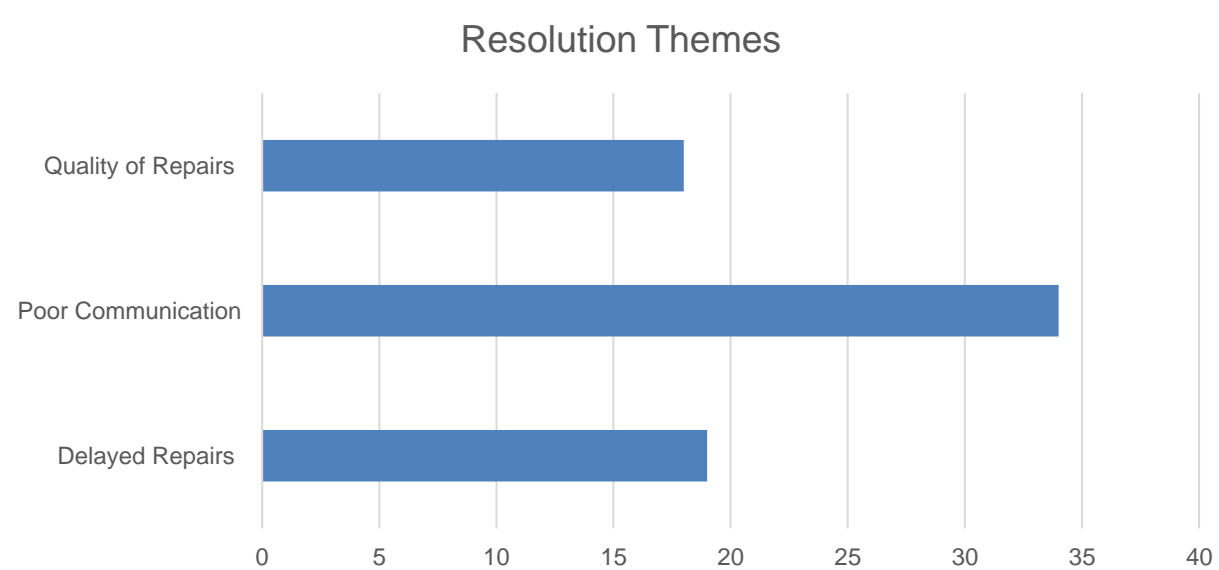
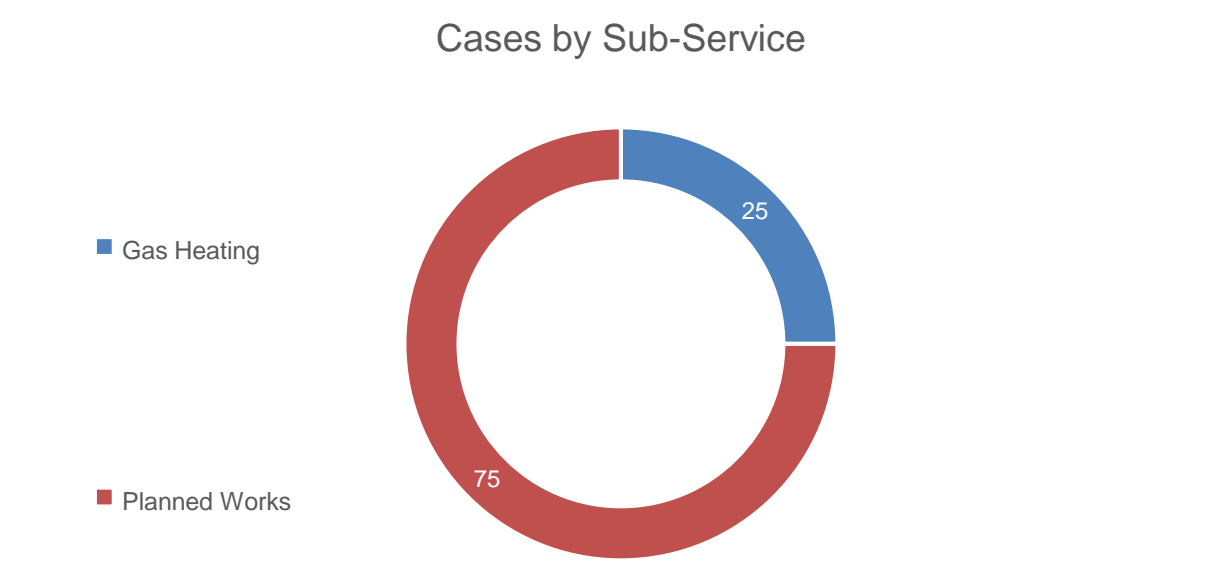
In parallel, the team has placed a renewed emphasis on enhancing communication channels, including ongoing updates to the Housing Repairs section of our website. These improvements are aimed at increasing transparency, managing expectations, and making it easier for tenants to access information and report damp and mould issues.

The majority of complaints—111 out of 162 categorised cases—were related to Responsive Repairs, accounting for nearly 69% of all complaints by sub-service. This is consistent with the high volume and day-to-day nature of responsive repair jobs.

Damp-related issues accounted for 27 complaints (17%), reflecting ongoing concern from residents about property conditions. This highlights the importance of our investment in specialist damp and mould surveyor services and dedicated contractors, brought on board in late 2024. Our focus for the year ahead will remain on improving repair timeframes, enhancing the quality and consistency of communication with tenants. Building on the progress made in 2024–25, we are committed to delivering a responsive, high-quality repairs and maintenance service that tenants can rely on, alongside ensuring tenants feel heard, respected, and fully supported to reside in good quality homes.

Housing Maintenance & Assets: Planned Works & Compliance

Compliance	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	100	84	16	56%	1
2023-24	74	66	8	64%	2
2022-23	109	99	10	82%	2



## Planned Works & Compliance - Service Comments

***Will Barfield, Asset Manager:***

Commentary Outstanding – 16/06/25



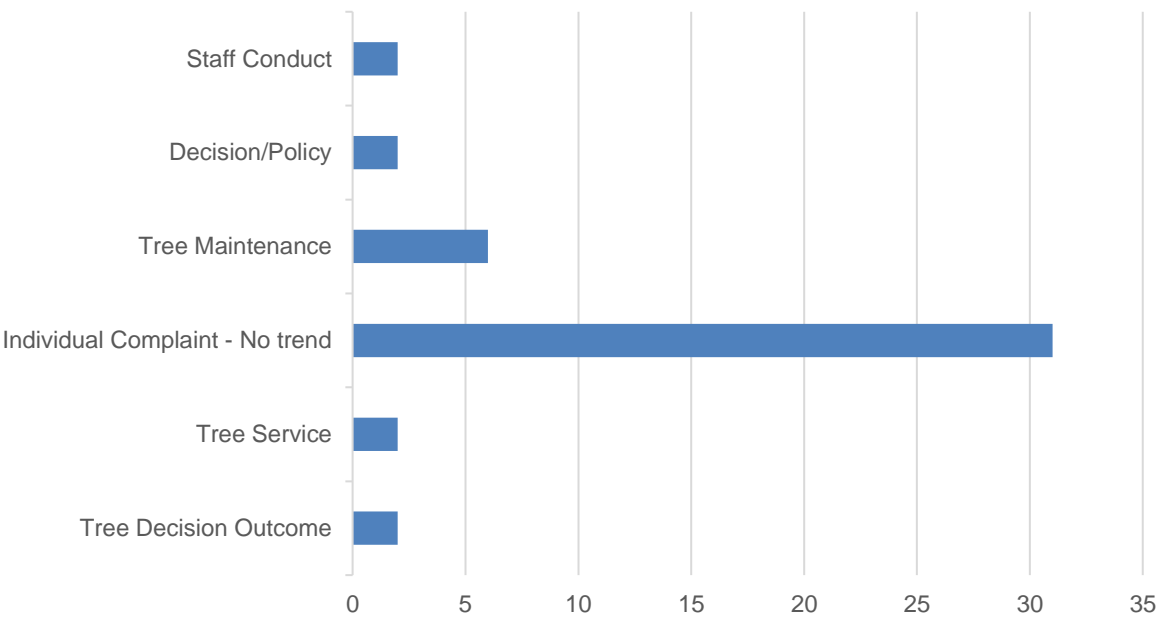
# Environmental Services – Streets & Open Spaces

Streets & Open Spaces	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	79	71	8	82%	13
2023-24	97	88	9	78%	21
2022-23	86	80	6	85%	16

Cases by Sub-Service



Resolution Themes



## Streets & Open Spaces - Service Comments

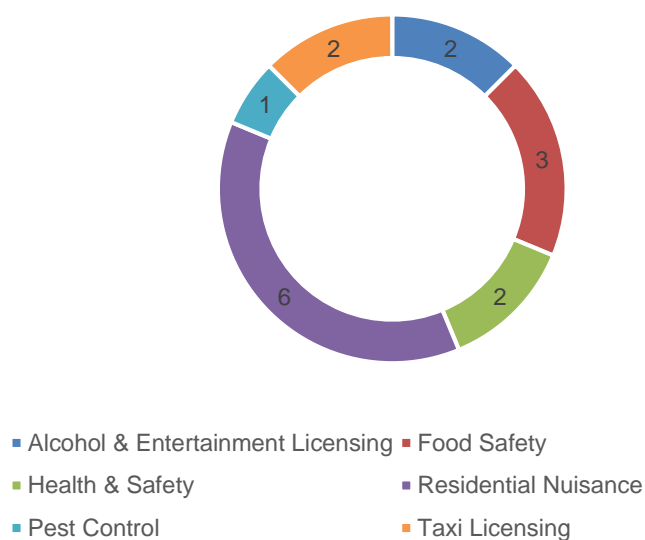
***Alistair Wilson, Strategic Delivery Manager:***

Commentary Outstanding – 16/06/25

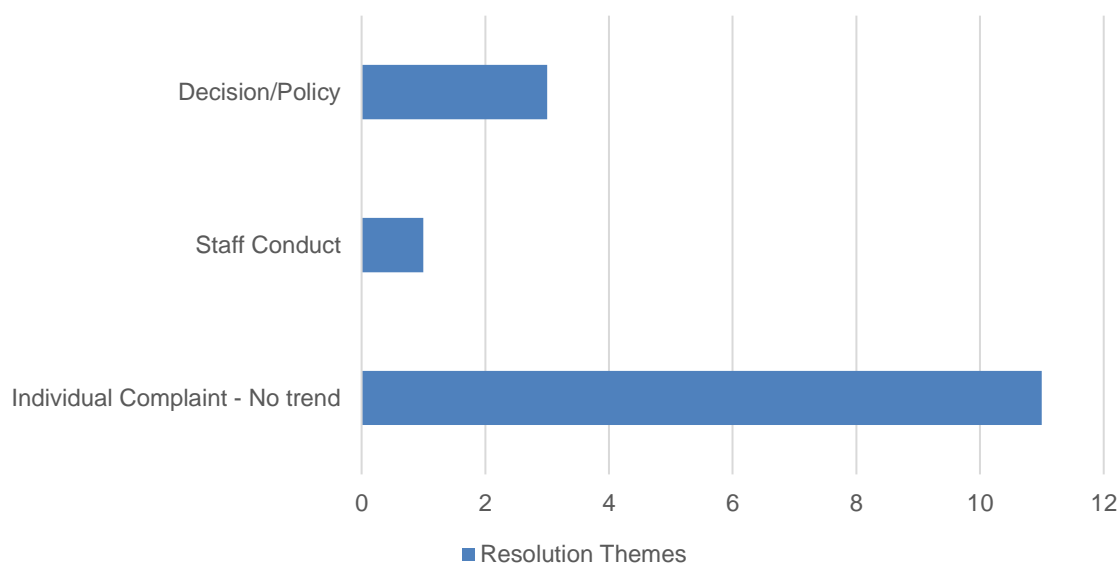
## Environmental Services – Environmental Health

Environmental Health	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	16	14	2	88%	2
2023-24	17	16	1	82%	
2022-23	12	12	0	92%	5

### Cases by Sub-Service



### Resolution Themes



## Environmental Health - Service Comments

### *Yvonne O'Donnell, Environmental Health Manager:*

Environmental Health (EH) service employs c44 staff and is responsible for taxi and premises licensing, food safety, health and safety and infectious disease control. The service also provides technical input to Planning on all aspects of EH, including air quality, noise and contamination. It also provides services to improve the private rented sector through education, enforcement, licensing of houses in multiple occupation and bringing empty homes back into use and energy efficiency. It also provides a pest control service.

Over the course of 2024/25, the EH has delivered the following services:

428 Private Sector Homes brought up to a safe and suitable standard for occupation

15 Empty Homes brought back into use

687 Food Safety Inspections

26 Licensing Inspections including 3 night time operations

980 Pest Control cases

1654 Planning consultations

1881 Licensing Applications processed

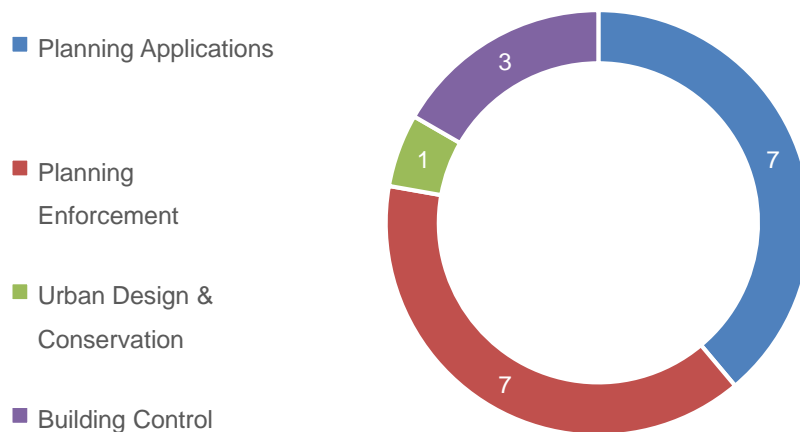
2588 Service Requests, including housing, food safety, health and safety, licensing, taxis, noise nuisance

Despite the scale of operation and associated customer contact, as outlined above, the EH service received a total of just 16 complaints in 2024/25, which is a slight decrease from the previous year's figure of 17. Of the 16 cases received, the service areas with the included in the numbers of cases were respectively: Domestic Noise (6); Food Safety (3), Licensing (2) Taxi (2) Health and Safety (2) and Pest Control (1). These figures are not considered significant and an analysis of each of the associated cases shows there was no particular complaint type or underlying causal theme.

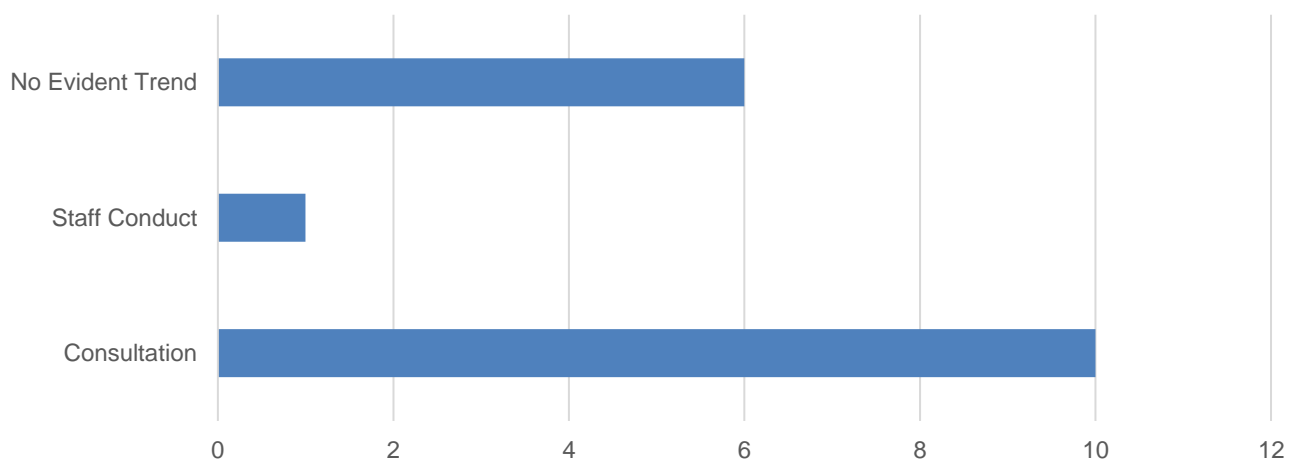
## Greater Cambridge Shared Planning Service

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	18	14	4	83%	-
2023-24	22	17	5	68%	1
2022-23	23	21	2	76%	-

### Cases by Sub-Service



### Resolution Themes



## Greater Cambridge Shared Planning Service - Service Comments

***Heather Jones, Deputy Director of GCSP and Building Control:***

Commentary Outstanding – 16/06/25

## Customer Services

Customer Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	10	9	1	100%	3
2023-24	24	22	2	100%	2
2022-23	22	22	-	100%	11

## Customer Services - Service comments

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

In 2024-2025 Customer services handled in excess of 225,000 contacts via telephone, email and face to face and received 10 complaints down from 24 in 2023-2024, which equates to a nearly 60% reduction. Complaints continue to be very low in relation to the amount of contacts the team receive, 0.005%.

The low numbers of complaints can be attributed to acting responsively on customer feedback. Customer Service Managers review every negative feedback submitted by customers to determine the cause and whether process changes, customer communications or staff training is required. Where the feedback relates to back-office processes this is also passed onto the appropriate service manager for them to act on.

In October 2023 the team launched a customer satisfaction survey to replace govmetric. The survey is attached to email footers, is available on a tablet in reception and is also texted to all customers who speak to an advisor. In 2024-2025 customer satisfaction continued to be positive, on average 250 responses are received each month, and 85% of customers said that they are satisfied with the service they received.

For the fourth year running 100% of complaints received in Customer Services were responded to within target and only one complaint was escalated to stage 2.

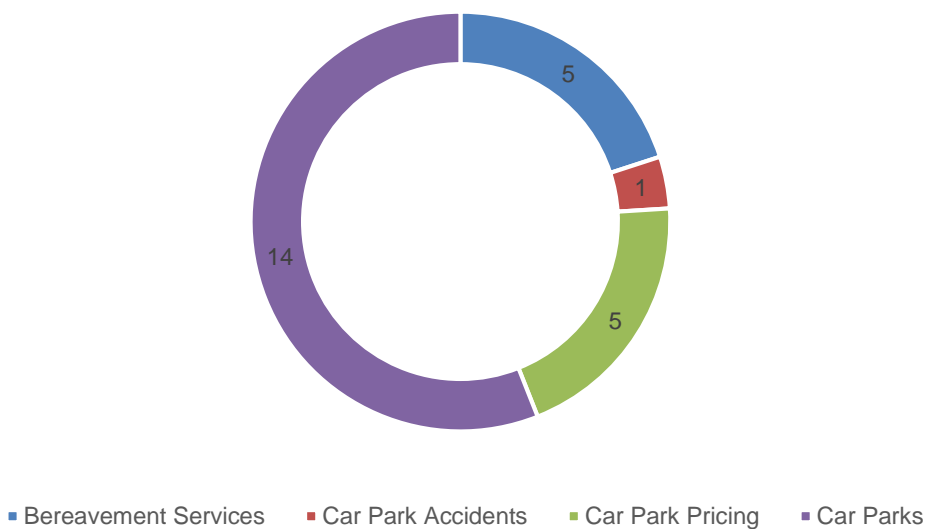
In 2024-2025, 40% of the complaints submitted were not upheld, 30% were upheld and 10% were partially upheld, with only one complaint being escalated to stage 2 this indicates that customer service managers are listening and acting on complaints/feedback even when

With the number of complaints received, trends could not be identified.

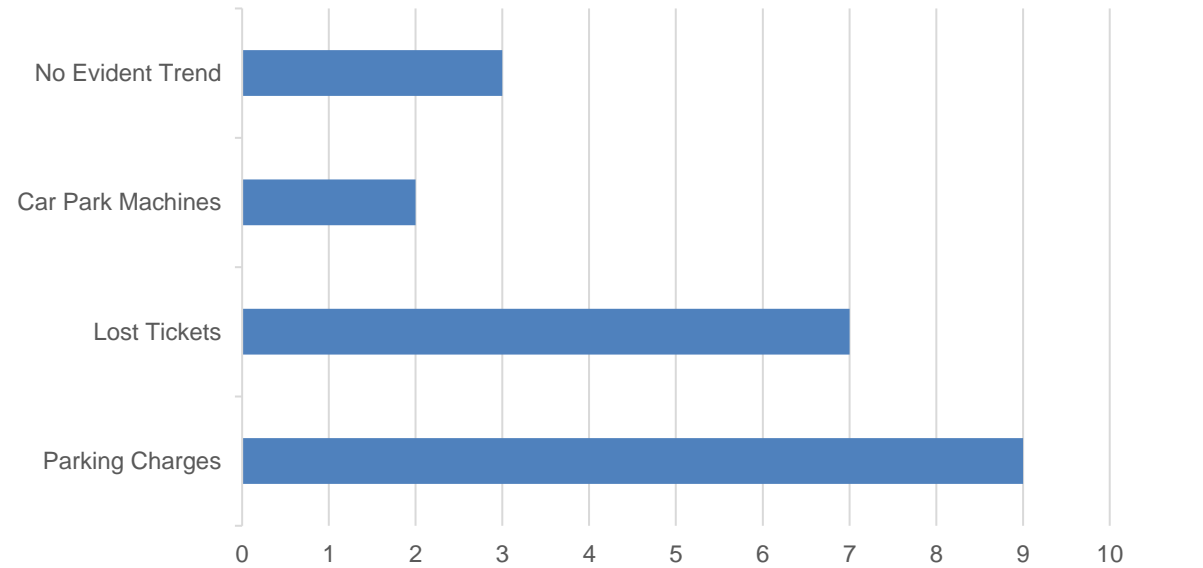
# Commercial Services

Commercial Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	25	19	6	48%	
2023-24	37	26	11	78%	5
2022-23	42	37	5	95%	3

Cases by Sub-Service



Resolution Themes





## Commercial Services - Service Comments

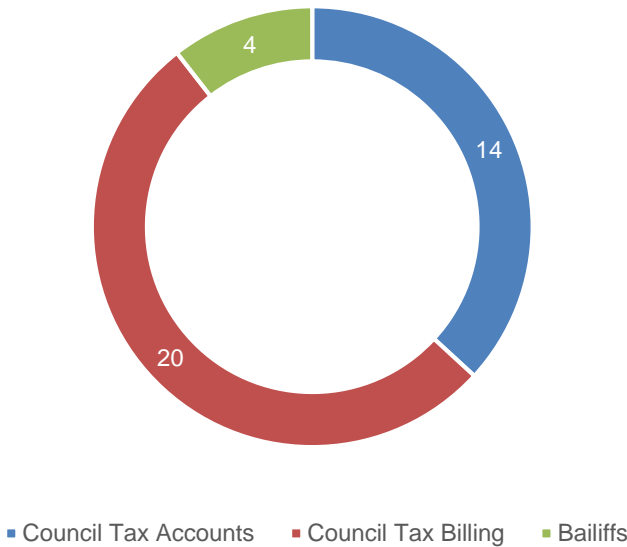
***Sean Cleary, Strategic Delivery Manager:***

Commentary Outstanding – 16/06/25

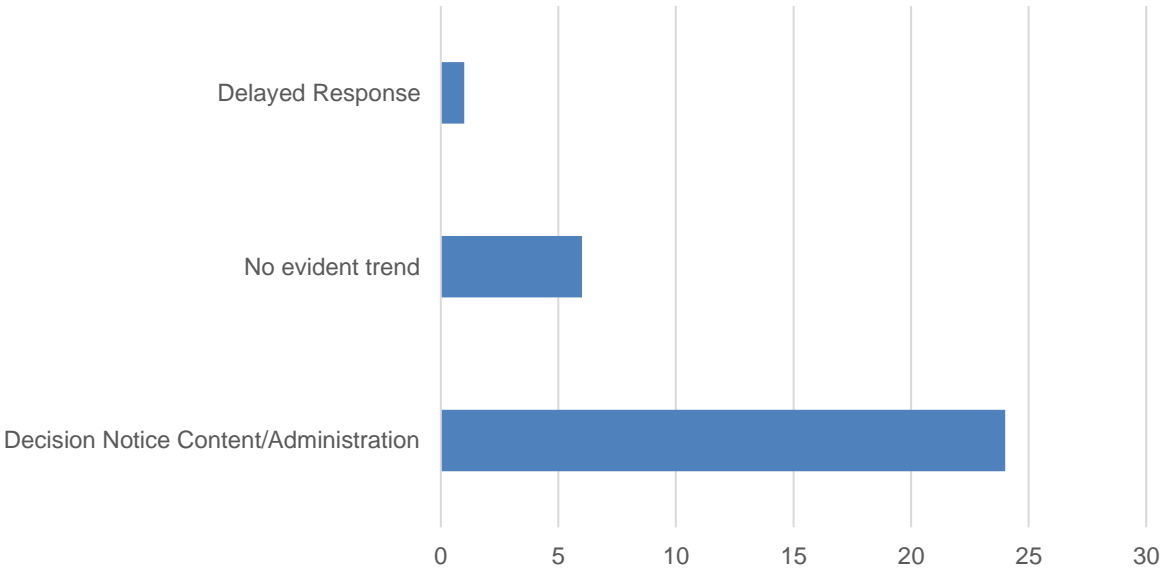
# Local Taxation

Council Tax	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	23	20	3	96%	5
2023-24	39	39	-	100%	2
2022-23	35	34	1	100%	4

Cases by Sub-Service



Resolution Themes



## Local Taxation – Service Comments

### ***Kevin Jay, Local Taxation Manager:***

During 2024/25, the Revenues team sent over 220,000 documents, including council tax, business rates and Bid bills, reminders, final notices and summons and correspondence relating to customers moving in and out of properties and the administration of various discounts and exemptions.

Overall, the numbers of complaints received remains extremely low compared to the number of changes made to accounts and the direct interactions with residents.

The team bills and collects Council Tax , Business Rates and the Bid Levy and issues in excess of 100,000 bills annually which in turn generate a similar number of interactions including awards and decisions related to various discounts and exemptions.

The number of complaints remains consistently low and have reduced by over 40% compared to the previous years. The team focus on the quality and accuracy of the work being carried out with any emerging issues being dealt with quickly which helps to avoid customers having to resort to making formal complaints. Those that are raised through the formal complaint channel rarely escalate to stage 2.

The process of recovering and enforcing unpaid charges can generate complaints, however, processes are in place to be responsive to the needs of customers particularly the most vulnerable numbers. Complaints that do arise are handled sensitively to secure amicable outcomes with decisions balanced against the requirement to collect charges that fall due.

Complaint trends are not immediately apparent, some are linked to enforcement procedures where activities are primarily driven by a statutory process or relate to decisions connected to Council policy or Council Tax regulations. Previously there had been some complaints relating to processing delays, these have been virtually eliminated following the introduction of various internal processes which include prioritisation of work and suppressing recovery action on cases where work is outstanding.

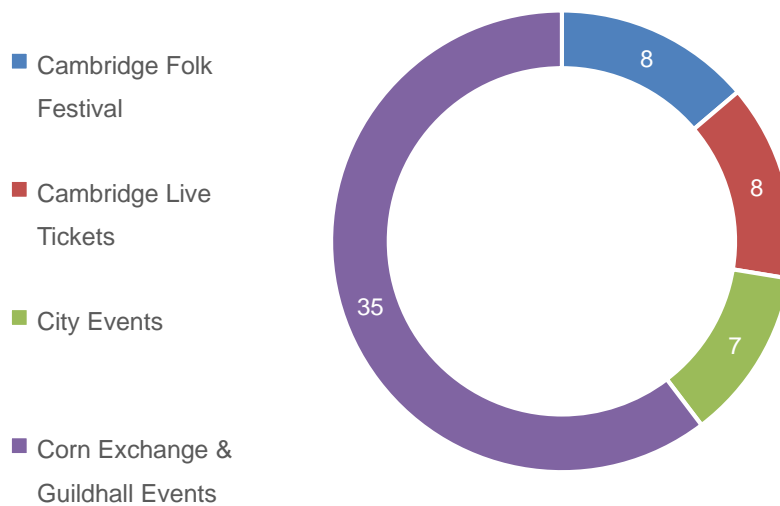
Some complaints arise from residents being unhappy with the wording of some enforcement documents, where possible we have addressed this by reworded some documents although we are limited in part to wording requirements of legislation. We work with those customers to find amicable solutions and to help reduce the impact further we have embedded text messaging into our recovery process to provide soft payment prompts prior to the issue of formal reminder notices.

Supporting vulnerable residents and those facing financial difficulties remains a priority for the team, balancing the need to ensure that bills are paid promptly whilst providing support, help and advice and understanding the needs of the most vulnerable.

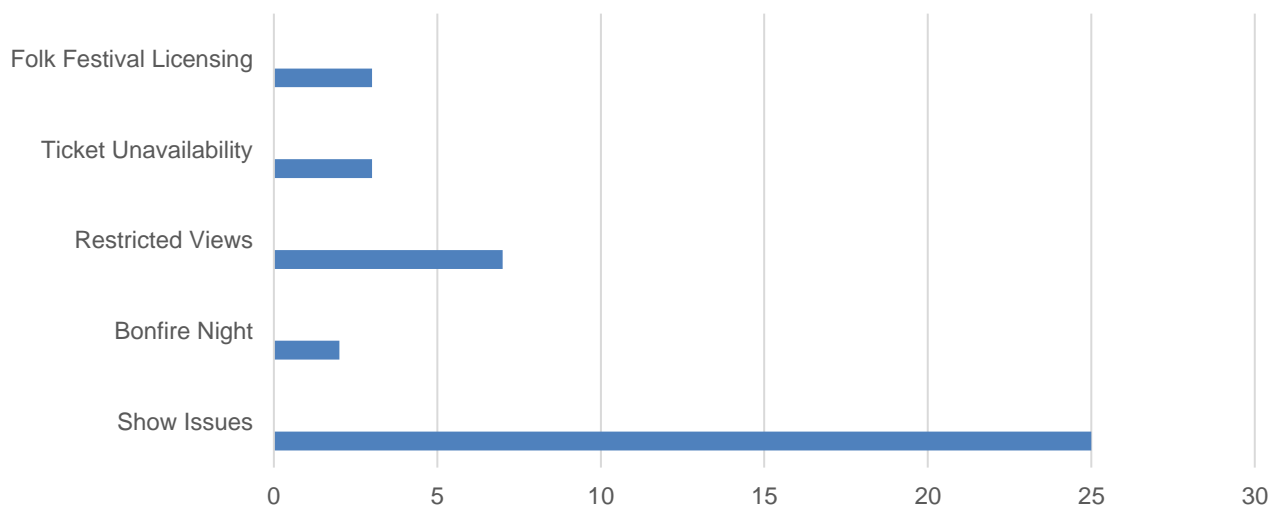
## Cultural Services

Waste	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	50	45	5	58%	3
2023-24	58	51	7	36%	
2022-23	67	62	5	49%	

### Cases by Sub-Service



### Resolution Themes



## Cultural Services - Service comments

### ***Service information by Thomas Thurbon, Venues Manager:***

As in previous years, the majority of complaints within Cultural Services have continued to relate to events held at the Corn Exchange. This year, a significant number of complaints were specifically about the behaviour of other audience members particularly customers dancing in front of seated patrons, obstructing their view and concerns about the overall quality of certain shows.

To address these issues, we now have a dedicated programming team in place who are focused on improving the quality and consistency of our event schedule. This team will work more closely with promoters and artists to ensure audience expectations are better managed and show content is more clearly communicated in advance.

In response to complaints about disruptive behaviour during performances, we have introduced restricted dancing zones within the venue. These are clearly marked areas which are made clear at booking stage, designed to minimise impact on other customers' enjoyment, while still allowing for lively audience engagement where appropriate.

As with previous years, where issues are raised during an event, our front-of-house staff aim to resolve them at the time. When problems are reported after the fact, we have in some cases offered credit notes or refunds as a goodwill gesture.

Other improvements remain in progress. New seating addressing previous feedback about comfort—is scheduled to be completed in August 2025. Further work on the BMS, Air Handling and Boilers have also began.

### ***City Events information by Lewis Anderson, City Events Manager:***

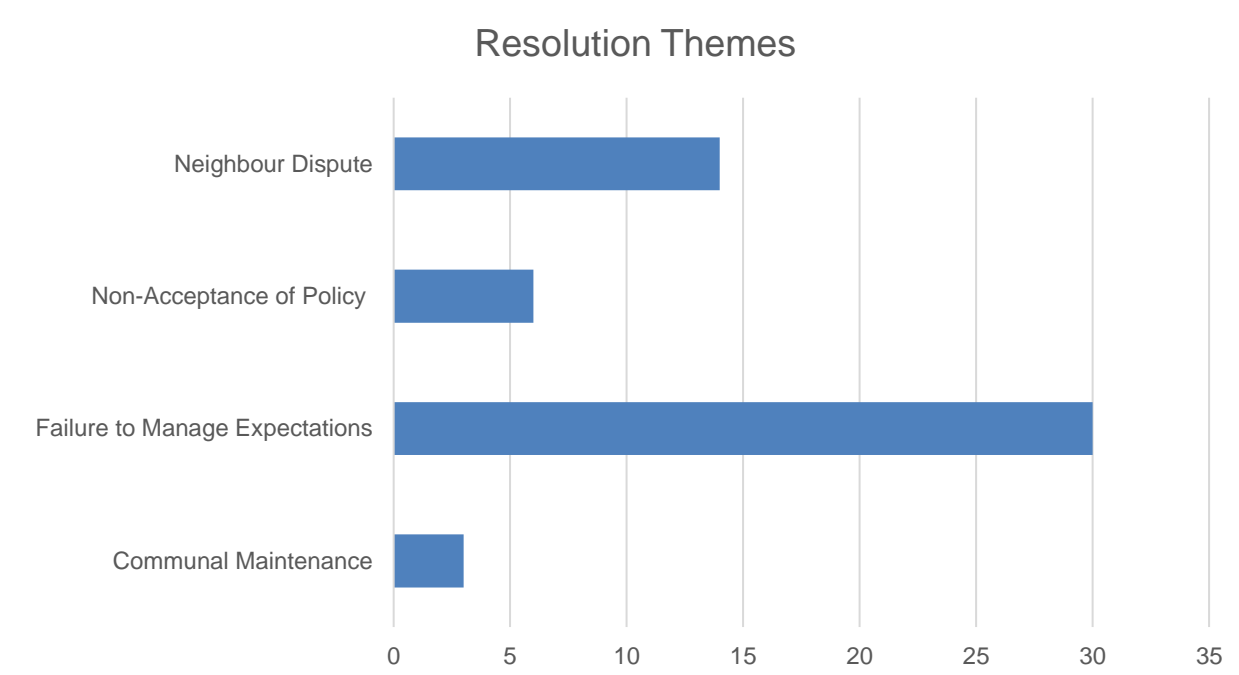
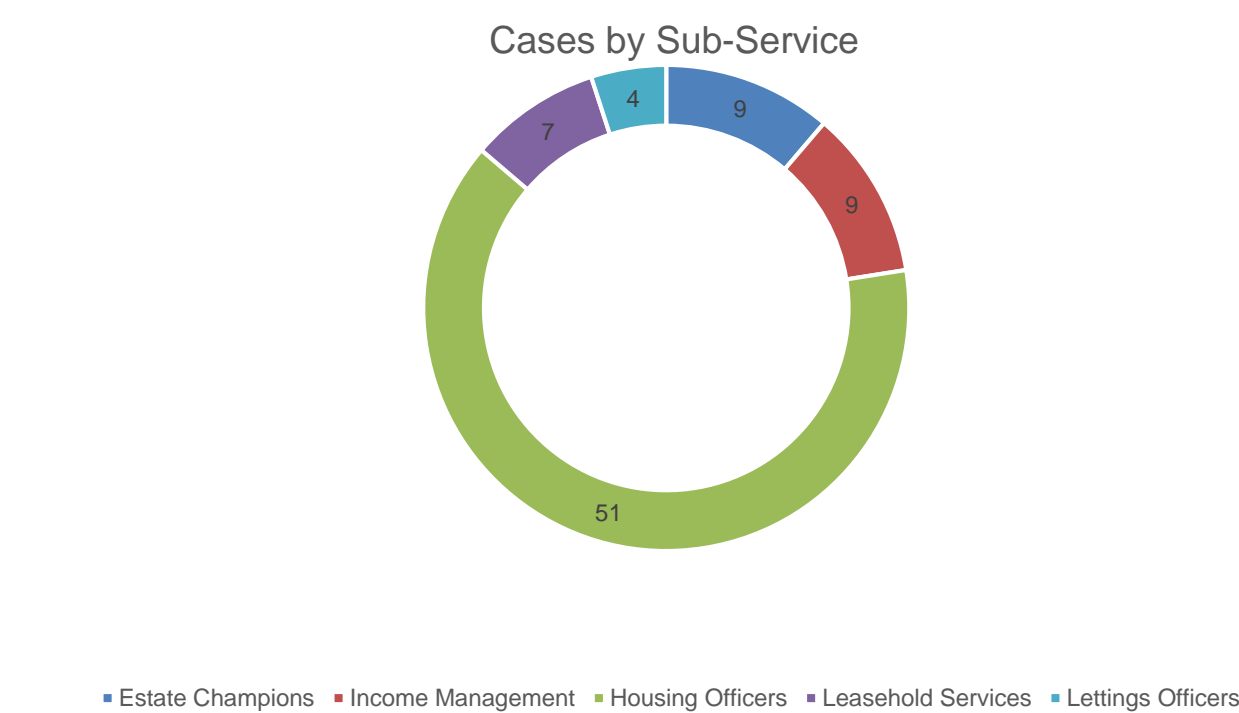
As with previous years, a lot of the complaints are members of the public criticizing or commenting on events, changes to events and issues beyond our control e.g. removing the bonfire (councillor decision), rain affecting the fireworks display, and general concerns. All comments/complaints of this nature are for information, with no action needed.

Each year we receive a small number of complaints regarding safety concerns which are taken very seriously and investigated, with the member of the public receiving a thorough response and reassurances. Often these are issues beyond our control, for example member of the public climbing over a fence and falling or a member of the public not requesting accessible transport at point of booking for Mayors Day Out.

This year complaints were received about Stagecoach Bus Company, who are an external partner in the event, therefore we treat these types of complaints as information, whilst giving a response and reassurance. Following a review, changes have been made going forward in partnership with Stagecoach Bus Company to try to reduce traffic congestion on the event date in the city.

# Housing Services (City Homes)

Housing Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	80	67	13	96%	
2023-24	85	74	11	89%	3
2022-23	56	49	7	93%	13



# Housing Services (City Homes) – Service Comments

***Anna Hill, Housing Services Manager:***

We observed a slight reduction in the number of complaints received by City Homes during 2024–2025 compared to 2023–2024. However, the top two complaint themes remain unchanged:

- Neighbour Disputes – 17.5%
- Failure to Manage Expectations – 37.5%

It's important to note that the overall number of complaints remains low relative to the size of our customer base. With a combined housing stock of 8,807 tenants and leaseholders, only 0.9% of customers submitted a complaint.

Of the complaints received:

- 7 were upheld
- 9 were partially upheld
- 18 were not upheld
- 46 were resolved through other options that currently lack clear reporting value
- Financial redress was provided in 7 complaints.

To improve future reporting accuracy, we are refining the resolution categories. Additionally, the team has received further training on the complaint closure process to ensure consistency and clarity.

Where complaints involved a failure to manage customer expectations, the individuals concerned were addressed directly following the investigations.

Only three cases were not responded to within the target timescales. These delays were addressed with the relevant staff, and clear expectations around response times have been reinforced.

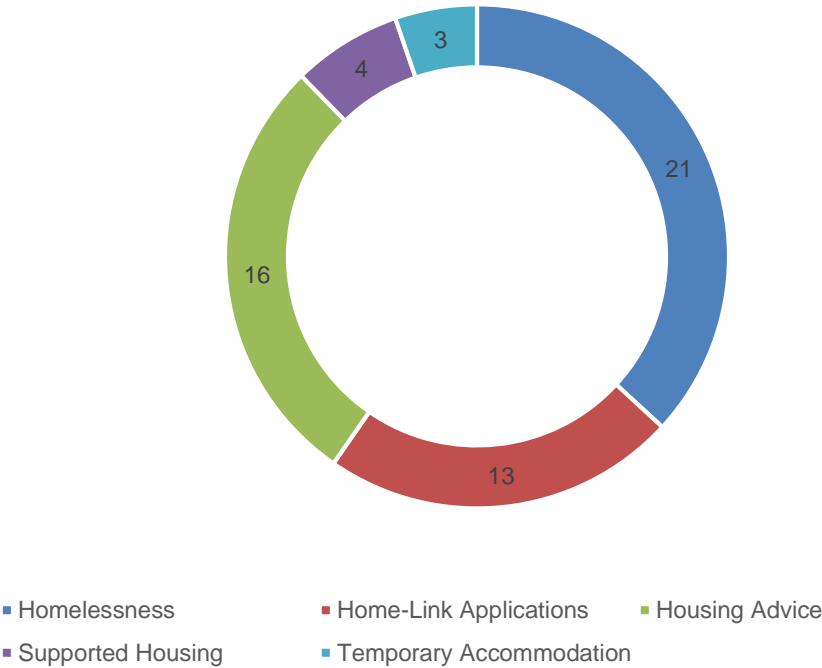
Some of the key recommendations for improvement are:

- Refine the complaint resolution categories in the system to ensure all outcomes are trackable and meaningful.
- Conduct regular audits of complaint closures to ensure accuracy and consistency.
- Continue targeted feedback and coaching for staff involved in upheld complaints

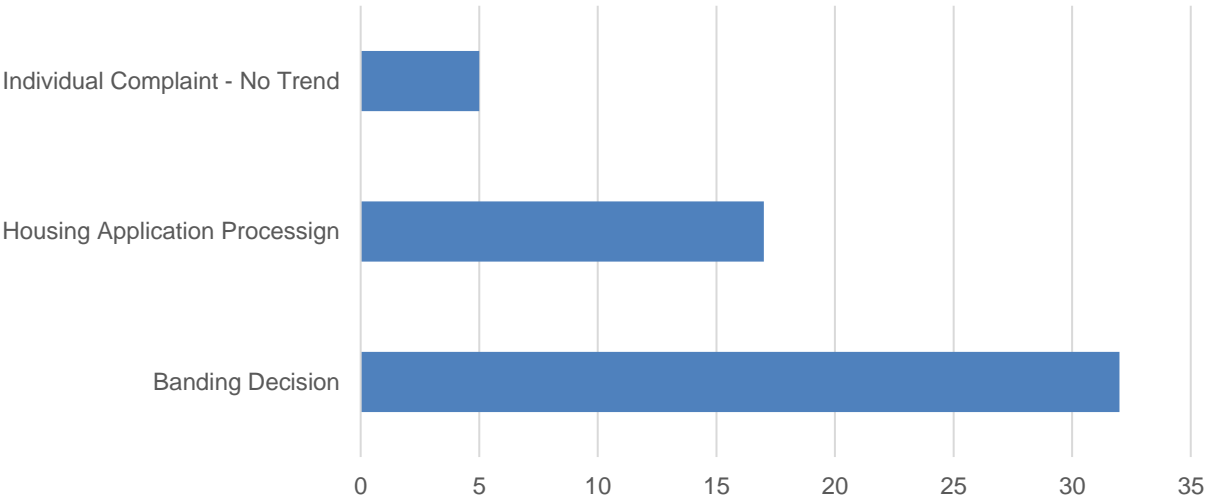
# Housing Needs & Options Services

Housing Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	57	45	12	83%	23
2023-24	44	40	4	87%	8
2022-23	44	40	4	84%	1

Cases by Sub-Service



Resolution Themes





## Housing Needs & Options Services – Service Comments

***Simon Hunt, Housing Services Manager:***

The number of complaints received increased by 20% from 44 to 53. The proportion of complaints escalated from stage 1 to stage 2 increased from 9% to 21%.

However, the increase in complaints should be considered in the context of overall demand on the service. 9 % increase in total approaches to Housing Advice Service. It should also be noted that we received 23 compliments about the service in 2024/25, compared to 8 the previous year.

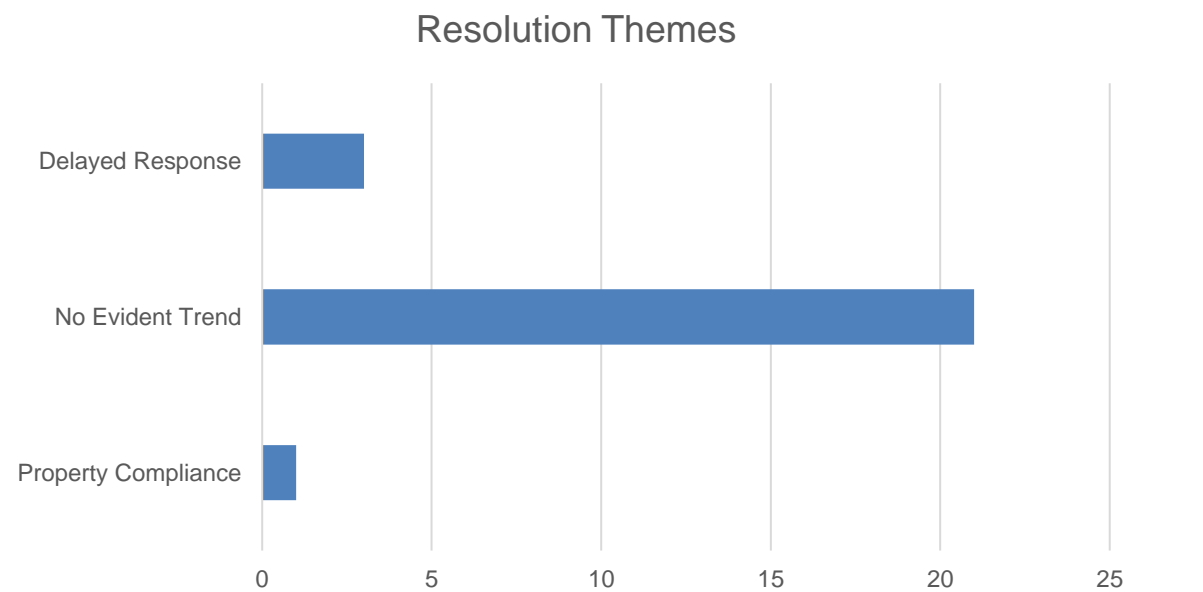
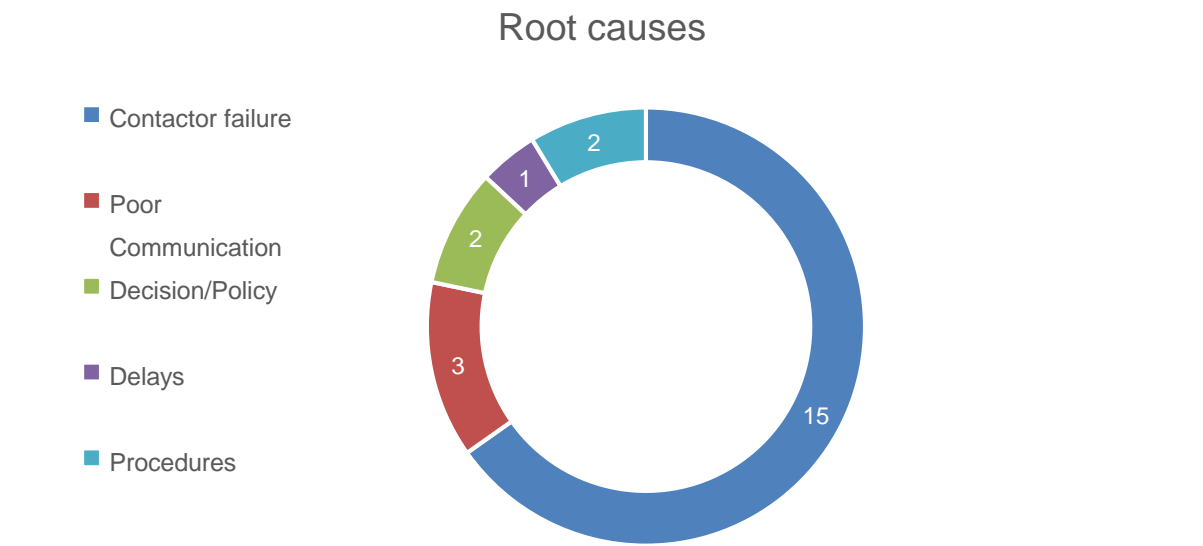
87% of complaints were responded to within target, identical to performance for last year.

In terms of service specific areas, approximately 70% of complaints related to housing advice and homelessness cases, an increase from 52% in 2023/24, with Home-Link complaints accounting for around 25% (down from 36%) and temporary housing accounting for the remaining 5% (down from 11%). That said, some of the housing advice/homelessness complaints are multi-faceted and cross into the other areas of the service. This is evidenced by the fact that a Home-Link banding decision accounts for 32 cases under 'Resolution themes' whereas only 13 complaints under the 'sub-service' category are recorded as being about Home-Link.

The outcomes show that 43.9% of cases were not upheld, 5.3% were marked as upheld (2 cases), and 31.6% were marked as partially upheld. 10.5% were marked as resolved, and the remainder marked as "N/A" Where cases were recorded as being partially upheld or upheld, whilst it is difficult to identify trends, themes here tended to be around communication errors and processing delays and minor processing errors leading to uncertainty for the applicant. In 42.1% of cases, whilst complaints were not upheld, customers were provided with advice and information for the purpose of clarifying process, policy and legislation.

# Housing Development Agency

HDA	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	28	20	8	79%	-
2023-24	18	15	3	50%	-
2022-23	6	5	1	56%	-



# Housing Development Agency - Service Comments

## ***Jaques van der Vyver, Programme Manager:***

Complaints over the period categorise into three main groups; heating issues, general defects and rehousing activities pre-development.

The quantum of completed homes in 2023-2024 and 2024-2025 has been significant, totalling nearly 500 homes (c300 23/24 and c170 24/25). A two year period warrants consideration as a one year defect period applies during which complaints are directed to the development team. In addition, our pipeline schemes have involved current rehousing negotiations with 223 families.

In light of the volume of new homes being completed and considerable rehousing activities being undertaken the overall volume of complaints is very low.

The key theme emanating from complaints this year includes heating systems across a number of new build schemes, as noted in the Update Report to Housing Scrutiny committee in March 2025. Tenants have been subject to ongoing intermittent faults linked to a sub-contractor going into administration in late 2024. The sub-contract Installer, AJM Mechanical, had also been appointed to maintain the systems by the Council. Given the technical complex nature of these systems, delays have been encountered in verifying design, installation, and maintenance details, and in receiving new specialist input into remediation works. Remediation is now well underway and complaints are being addressed as a matter of urgency as received.

Other sources of complaint link to parking issues resultant from changes in policy, providing greater control and/or managing resident behaviours, and a couple of defects taking longer to satisfactorily address. We are inherently reliant on our third party partners and contractors given the nature of development work.

Moving forward we are adopting alternative heating technologies that also serve individual homes, as opposed to energy centres which impact multiple homes/blocks when issues arise.

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

### **Commercial Property Services**

Property Services received one stage one complaint. This case was not resolved within its target date.

### **Elections**

Four stage one complaints were received relating to Elections this year. All of which were resolved within target.

### **Legal**

Finance received two stage one complaints. One of which was resolved within target, and the other was not.

### **Active Lifestyles**

Three stage one complaints were received relating to the Active Lifestyles team. All three were responded to within the target time.

### **Building Control**

Building Control received three complaints at stage one this year. One of the three complaints was resolved within the target time.

### **Housing Benefit**

Housing Benefit services received two complaints at stage one this year. Both were resolved within the target time.

### **Information Governance**

Four cases were received relating to Information Governance this year. Two at stage one, and two at stage two. 3 of the cases were resolved within the target time. The case that missed the target was a stage one case.

## Multi-Service Complaints

Multi-Service Complaints	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target
2024-25	48	42	6	80
2023-24	41	36	5	83%
2022-23	42	32	10	83%

Multi-Service complaints tend to be more complex and involve more officer time to investigate, which in previous years has contributed to a low number of complaints responded to within target. This year the number of cases resolved within target has remained consistent with the previous two years which shows Officers are still handling these cases efficiently.

There was one more multi-service complaint in 2023-24 than there was in 2022-23.

This year the area with the highest number of multi-service complaints was City Homes with 11. As with previous years, other high-volume areas involved in multi-service complaints are Housing Maintenance & Assets (8), and Streets & Open Spaces (9). This is not unexpected as Housing Maintenance & Assets complaints, and other community issues can often involve officers from the Housing service if the complaints concern decisions made by that service. The majority of the multi-service complaints involved a Housing Service as complaints had often been raised to a Housing Officer initially, but they have had to involve other services to find a resolution for the complainant.

There remains a correlation between multi-service complaints and Customer Services, as the Customer Service Centre is often the first point of contact for the majority of services offered by the Council. We are still careful to differentiate where the complainant actually complains about the service they received from the CSC, or if they are just mentioning the fact they were in contact with them as part of the background to their complaint. There were only two Multi-Service complaints which were also unhappy with the service they had received from the CSC this year.

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

## Local Government and Social Care Ombudsman (LGSCO)

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

In 2024/25, 15 complaints about our services were raised with the ombudsman. Of these 15 complaints, six were outside of the ombudsman's jurisdiction, and nine were assessed and closed – no cases were investigated.

This is an improvement on previous years. In 2023/24 there were 17 complaints raised with one investigated and upheld in favour of the complainant. The remaining 16 complaints were not investigated, with four being outside of jurisdiction. In 2022/23, 25 cases were raised, six were investigated and five were upheld.

Comparing to similarly sized councils by population for 2024/25, Norwich City Council had 38 complaints raised, 17 assessed and two investigated, which were both upheld. Oxford had 25 cases raised, nine assessed, two investigated and one upheld.

Department	No of Complaints Received	Decision
Environmental Services & Public Protection & Regulation	5	3 Closed after initial enquiries 1 Advice given 1 Referred back for local resolution
Housing	6	3 Closed after initial enquiries 2 Advice given 1 Referred back for local resolution
Planning & Development	4	3 Closed after initial enquiries 1 Referred back for local resolution
<b>Total</b>	<b>15</b>	9 Closed after initial enquiries 3 Advice Given 3 Referred back for local resolution

## LGSCO Upheld Case summaries

Due to no cases being investigated by the LGSCO in 2024-25, there are no summaries to report.

## Number of LGSCO cases, yearly comparisons 2022 – 25

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

Year	Total Enquiries Received	Cases Investigated	Cases Upheld
2024-25	16	0	0
2023-24	17	1	1
2022-23	25	6	5

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

## Complaints under the Councillors' Code of Conduct

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

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

### **Councillor Conduct Complaints, 2023-24**

During 2023 -24 six complaints were received about Councillors.

One of these complaints was upheld with an apology provided and further training being undertaken by the Councillor. One complaint was settled by means of mediation. Three complaints were dismissed and the final complaint was concluded with no further action but a commitment to be cautious in future actions.

During 2022-23 the Council received four complaints about Councillors.

There were four complaints in 2021-22 and nine complaints in 2020-2021. To find out more about the Council's Code of Conduct visit our website or contact the Council's Monitoring Officer Tom Lewis: [tom.lewis@3csharedservices.org](mailto:tom.lewis@3csharedservices.org)





# Cambridge City Council

## Annual Housing Complaints Report and Self-Assessment 2024 - 25

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## Cambridge City Council's Annual Customer Feedback Report - Introduction

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

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

### Why we produce this report

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

### Our Complaints Procedure

#### What is a complaint?

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

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

Customers complain to the Council if they:

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

Cambridge City Council has a two stage complaints process:

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

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

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

## Complaints to Cambridge City Council in 2024-25: summary

Following the presentation of the Housing Ombudsman Self-Assessment in November 2024, it was agreed that a separate report outlining only complaints made about Housing Services would be presented with the self assessment in 2025, and alongside the Council-wide Annual Customer Feedback report. Therefore this report only relates to complaints to Housing Services for the year 2024-25.

### Total number of complaints received relating to Housing Services

In 2024-25, the total number of complaints received relating to these services was 342, which is a decrease of 1 case from the previous year's total of 343. This makes up 40% of the total complaints received by the Council.

### Proportion resolved at stage 1 and stage 2

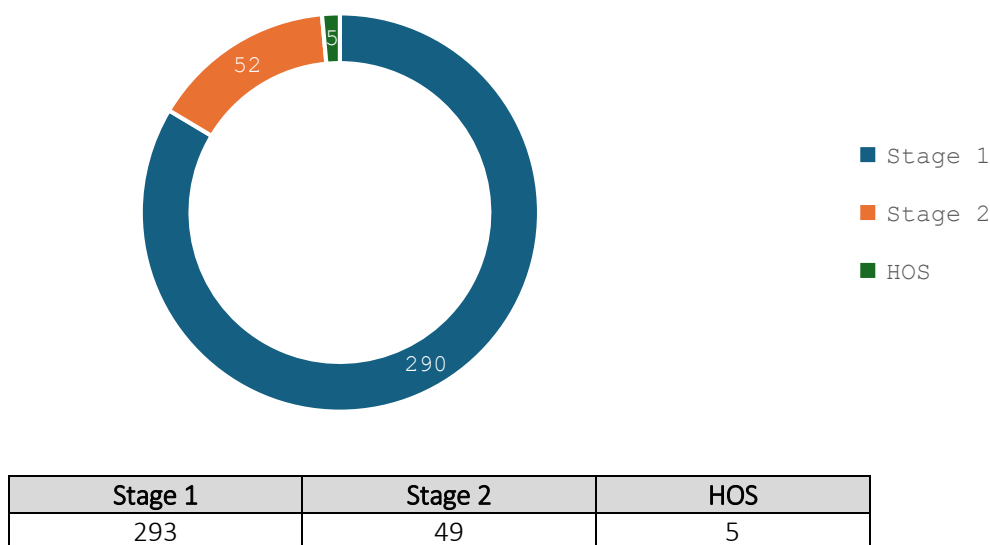
Of those 342 complaints, 85% (290) were resolved successfully at the first stage without need for escalation. This compares with 90% in 2023-24, and 93% in 2022-23.

52 complaints were escalated to stage two, which is 13 more than in the previous year. This was anticipated as the requirements to escalate a complaint to the second stage of the process were removed.

### Proportion resolved within the target timescale

Across all complaints submitted at both stages, 81% were resolved within the target time of ten working days. This is 1% higher than the Council average of 80%, but slightly short of the 85% target. City Homes answered 96% of their complaints within target time. The cases that were missed across Housing services were due to delays to obtaining further information from third parties relating to complex investigations.

Fig 1. Total Complaints received, by resolution stage



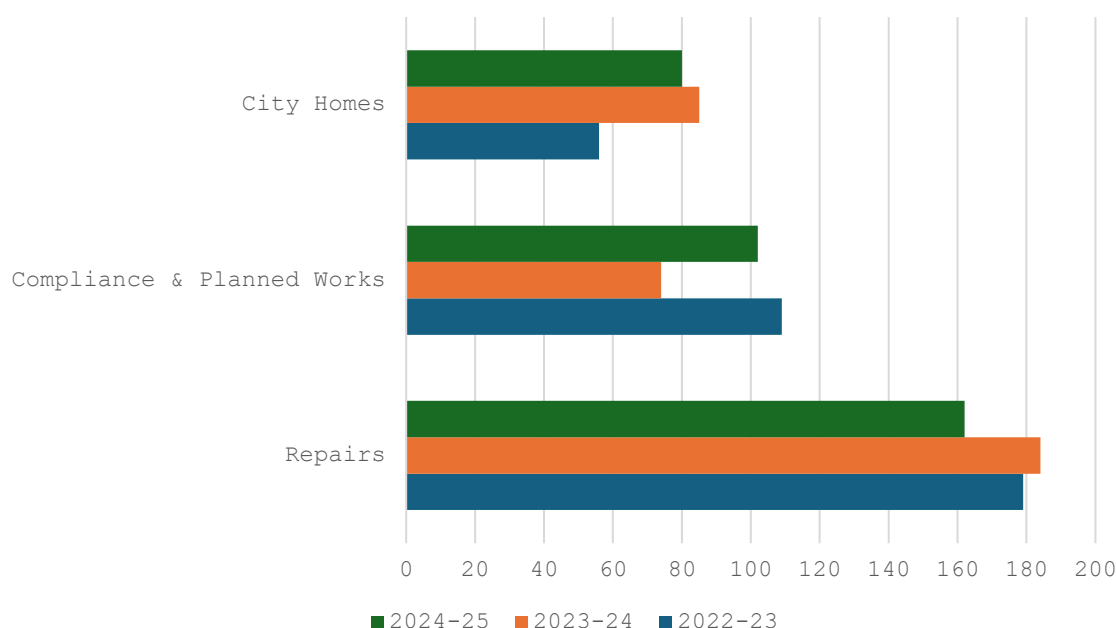
## Overview of complaint trends

264 complaints were received for the Housing Assets and Maintenance service, with the majority relating to Responsive Repairs (162). This is a very slight increase from 258 complaints overall in the previous year, the Planned Works & Compliance areas had an increase of 28 compared to 2023-2024.

Whilst the Responsive Repairs service saw the highest volume of complaints overall, they did have 22 less complaints compared to 2023-24. Some changes within the service such as the introduction of a specialist Damp, Condensation and Mould (DCM) Team contributed to this reduction. A large proportion of the services complaints related to DCM, and having a specialist team in place to tackle the issues before they reach the complaints stage has had a positive impact on the service and outcomes for residents.

City Homes received 80 complaints in total, which is a slight reduction from 85 last year. With a housing stock of 8,807 properties, this means that less than 1% of tenants are making a complaint. City Homes also responded to 96% of their cases within target time with only 3 cases being resolved outside of 10 working days.

A comparison of complaints by higher volume services can be seen below.



Service	2022-23	2023-24	2024-25
Housing (City Homes)	56	85	80
Housing Repairs (Responsive)	179	184	162
Housing Repairs (Planned & Compliance)	109	74	100

## Housing Ombudsman

5 complaints were investigated and determined by the Housing Ombudsman Service. Of these, there were 7 findings of maladministration, 14 remedial orders made, and 2 remedial recommendations made. Further commentary on this can be found on page 43 of this report.

## Reporting, monitoring and driving service improvement

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

The Lead Complaints Officer has continued to review data on a regular basis to establish themes and trends. This data is reported on a quarterly basis to Leadership and Corporate Management Team to prompt reflection on what services need to do to improve, change or prevent a reoccurrence. Particular attention is focused on responding appropriately to complaints first time and reducing complaints being escalated to the higher stages. This reporting has led to some constructive discussions with Senior Management, and as a result

we have been able to take feedback and apply it across many areas of the complaints process. An example of this was creating a template which guides the investigating Officer through everything that is required to be included in a complaints response. This has increased the quality of responses being sent at both stages, and ensures compliance with Ombudsman codes of practice.

### **Persistent and Unreasonably Persistent Complainants**

Sometimes when pursuing their complaint, complainants can become unreasonably persistent in a way that can hinder the way their complaint is investigated. This can include excessive repeat contact, which is not necessarily abusive or aggressive. In 2024-25 it was necessary to impose restrictions on two customers and limit their contact with the Council. These restrictions were made in line with the persistent and unreasonably persistent complainants policy and both were given a single point of contact within the Council to report any other issues outside of their complaint. The restrictions on both complainants will be reviewed after 12 months.

### **Reporting on complaints about Council Policy**

Where a complainant raises a complaint about a Council Policy, this will still be responded to under the complaints policy. If the complainant wishes to give general feedback or have a policy explained further, the Council will respond to this as an enquiry for service, and provide an explanation or rationale behind the policy.

Should the complainant be dissatisfied with how the Council reached the decision on the policy, or feel that an injustice has been caused by a policy, this would be investigated as a complaint. These complaints will then be considered when reviewing policies in future.

### **LGSCO and Housing Ombudsman Complaint Handling Code**

Our complaints handling guidance is based upon the code laid out by the Local Government and Social Care Ombudsman. In November 2022 the LGSCO announced that they would be publishing a joint handling code alongside the Housing Ombudsman. This code was published in November 2023, and the guidance within it became mandatory in casework from April 1 2024.

Part of this code requires the Council to assess our process and policy annually against the latest guidance from both the Housing Ombudsman and the Local Government and Social Care Ombudsman. In 2023-24, this was done later in the year and reported to committee in November, however this year, the self-assessment is included at the same time as this report. Following the self-assessment in November several minor changes were made to the complaints service.

- Previously we would keep complaints open on our system until any follow-on work had been booked and completed where required. The point of resolution for a complaint is now when this follow-on work has been booked, rather than completed. We will still keep complainants informed of follow-on work timelines and appointments, but now complaints are closed when the work required to resolve the complaint is booked.

- Our template for responding at stage one previously asked complainants why they considered their complaint still unresolved, and what they seek as a preferred resolution from escalating their case to stage two. Complainants are no longer required to answer these questions before we will escalate a case, but we do still ask for the information to help guide stage two investigators. A simple further expression of dissatisfaction is enough to escalate a case.
- Our complaints form now asks complainants if the Council need to make any reasonable adjustments when investigating the complaint or communicating with the complainant. 38 requests for a reasonable adjustment were made since the feature went live in November, and the most common use of this feature so far has been to request a certain communication method or to inform us of any circumstances which may cause communication difficulties.



## Housing Service Complaint Trends and Management Response

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

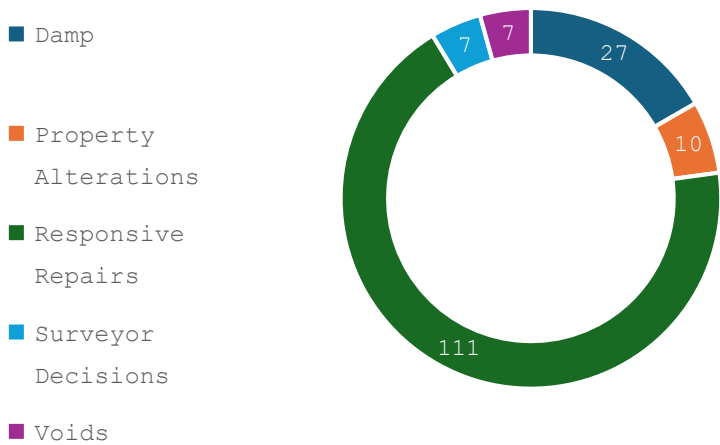
Complaints by sub-service are identified in the pie chart, this is how a service is broken down into the individual service request areas within. The bar graph displays resolution themes, or where these themes are too diffused and a trend cannot be identified, the bars will display root causes.

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

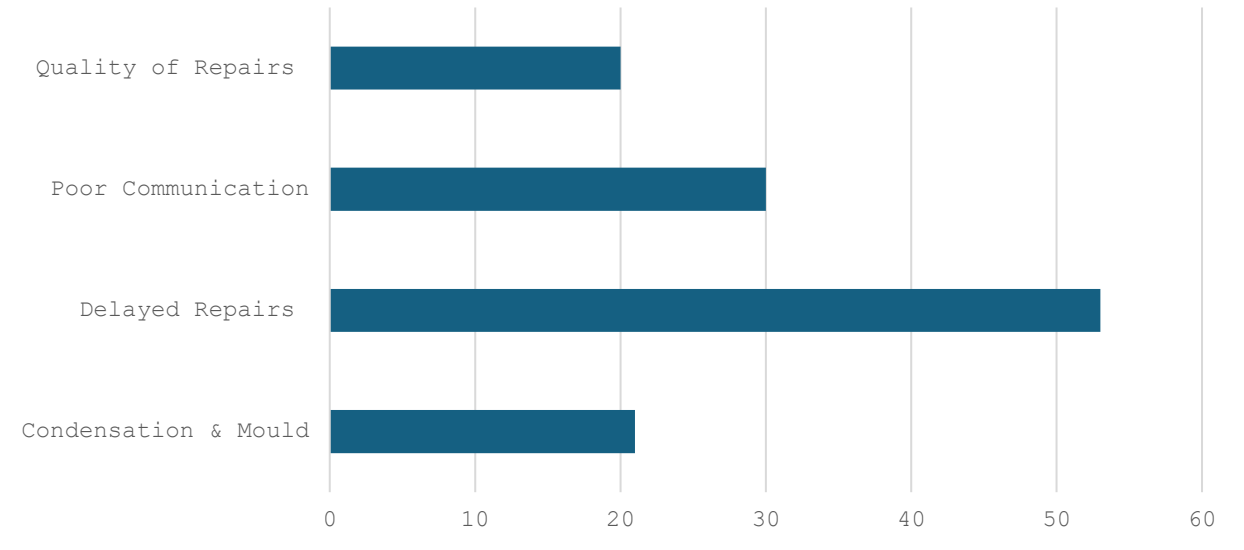
# Housing Maintenance: Responsive Repairs

Repairs	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	162	142	20	86%	9
2023-24	184	164	20	46%	12
2022-23	179	155	24	78%	18

Cases by Sub-Service



Resolution Themes



# Housing Assets & Maintenance - Service Comments

## ***Laura Herrera-Martin, Service Improvement Project Officer:***

In 2024–25, the Housing Repairs and Maintenance team made strong progress in improving the quality and responsiveness of its services. Over the course of the year, 16,373 in-house repair jobs were completed, along with 6,939 jobs from other work streams. In total, 192 complaints were received—representing just 0.82% of all jobs. This low complaint rate highlights the overall effectiveness and reliability of the service delivered to our tenants.

Of the total complaints received, 142 were resolved at Stage 1 and 20 escalated to Stage 2, consistent with previous years. Significantly, 86% of complaints were resolved within target timescales, a major improvement from 46% in 2023–24. This improvement reflects the success of operational changes, particularly the decision to pass complaints directly to key service staff, enabling faster and more efficient resolutions at the first point of contact.

Another positive development was the positive feedback from residents, with 9 compliments received this year—up from zero in 2023–24—indicating a growing level of tenant satisfaction.

A key development since November 2024 has been the introduction of a specialist surveying service focused on damp, mould and condensation cases, and disrepair claims, along with a dedicated contractor to complete all remedial works identified in the reports. This has enabled targeted use of resources and reduced the number of appointments to fix reported issues.

In parallel, the team has placed a renewed emphasis on enhancing communication channels, including ongoing updates to the Housing Repairs section of our website. These improvements are aimed at increasing transparency, managing expectations, and making it easier for tenants to access information and report damp and mould issues.

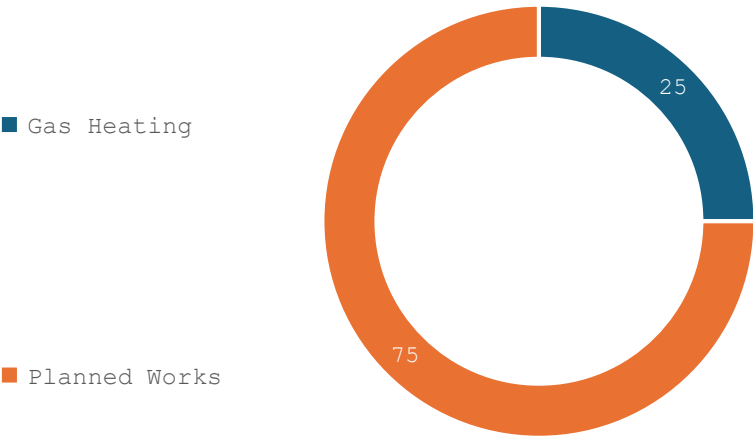
The majority of complaints—111 out of 162 categorised cases—were related to Responsive Repairs, accounting for nearly 69% of all complaints by sub-service. This is consistent with the high volume and day-to-day nature of responsive repair jobs.

Damp-related issues accounted for 27 complaints (17%), reflecting ongoing concern from residents about property conditions. This highlights the importance of our investment in specialist damp and mould surveyor services and dedicated contractors, brought on board in late 2024. Our focus for the year ahead will remain on improving repair timeframes, enhancing the quality and consistency of communication with tenants. Building on the progress made in 2024–25, we are committed to delivering a responsive, high-quality repairs and maintenance service that tenants can rely on, alongside ensuring tenants feel heard, respected, and fully supported to reside in good quality homes.

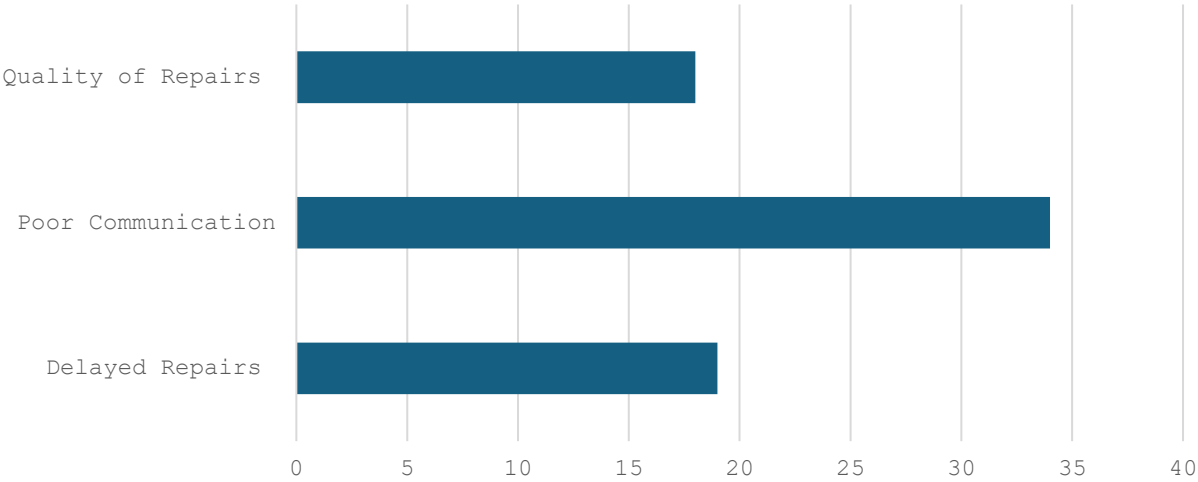
Housing Maintenance & Assets: Planned Works & Compliance

Compliance	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	100	84	16	56%	1
2023-24	74	66	8	64%	2
2022-23	109	99	10	82%	2

Cases by Sub-Service



Resolution Themes



## Planned Works & Compliance - Service Comments

### ***Will Barfield, Asset Manager:***

The Asset Management Team in City Services Group are responsible for planned building maintenance and investment in the Council's housing stock, operational, and commercial buildings.

We carry out an annual programme of planned maintenance work across the Council's 7,600 homes, 1,200 leases, operational buildings, car parks and commercial properties. During the year 2024/2025 we completed over 3000 planned maintenance jobs, 1700 planned maintenance service inspections and over 1000 surveys and inspections to help us plan works and record the condition of property.

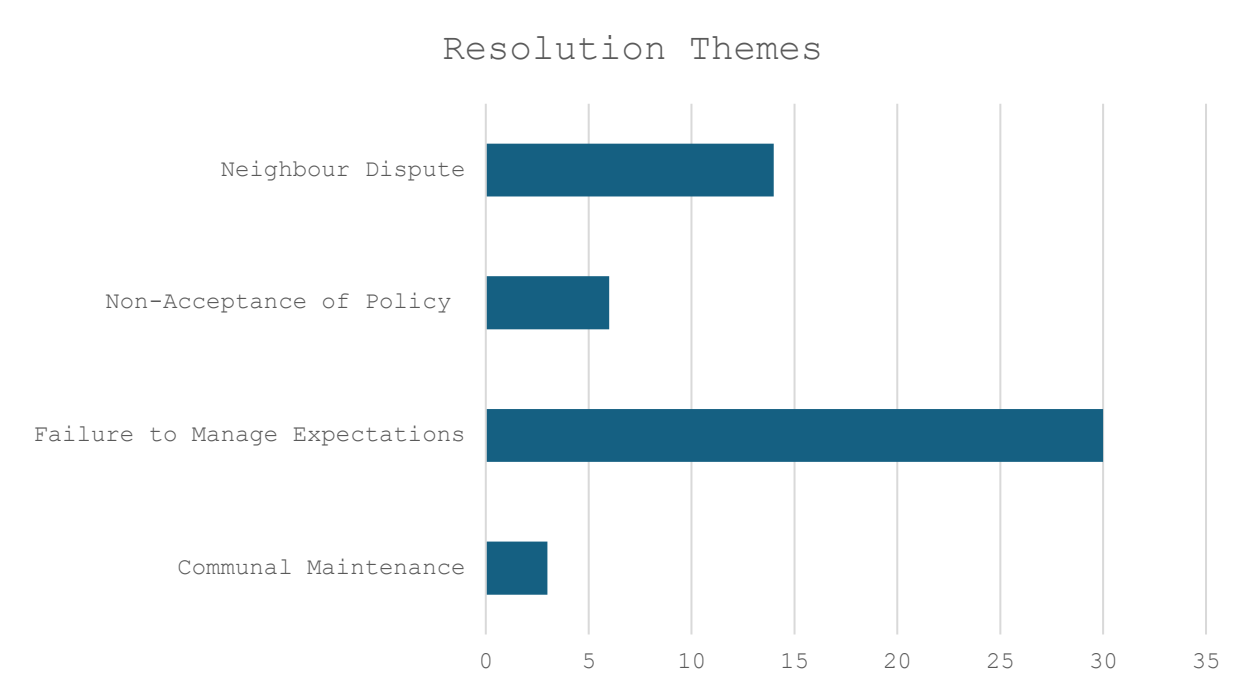
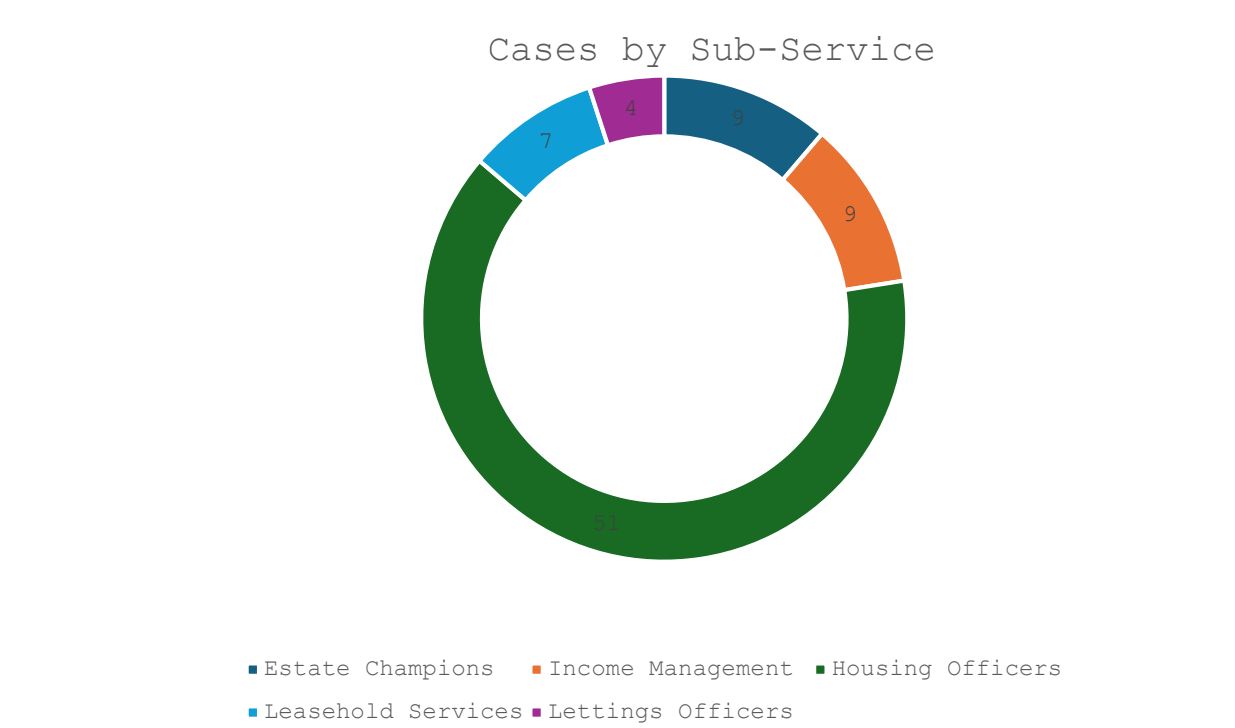
In 2024/2025 the total number of complaints we received increased to 100, although this represents a small percentage of all services provided. The Council invested over £22m in the delivery of planned maintenance services in 24/25.

Many of our complaints are about things done by external contractors who are carrying out work for the Council – for example failing to keep people informed, or not completing work to the quality expected. We collect customer satisfaction feedback from tenants who have received planned maintenance work, and this shows a consistent high level of customer satisfaction with planned maintenance. We also proactively inspect completed planned work using our surveying teams and work is generally completed to a very high standard.

Where there are complaints about planned works carried out by contractors, we follow this up at contract meetings and expect the contractor to help resolve the situation, to ensure we minimise repeat complaints in future.

# Housing Services (City Homes)

Housing Services	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target	Compliments
2024-25	80	67	13	96%	2
2023-24	85	74	11	89%	3
2022-23	56	49	7	93%	13



# Housing Services (City Homes) – Service Comments

***Anna Hill, Housing Services Manager:***

We observed a slight reduction in the number of complaints received by City Homes during 2024–2025 compared to 2023–2024. However, the top two complaint themes remain unchanged:

- Neighbour Disputes – 17.5%
- Failure to Manage Expectations – 37.5%

It's important to note that the overall number of complaints remains low relative to the size of our customer base. With a combined housing stock of 8,807 tenants and leaseholders, only 0.9% of customers submitted a complaint.

Of the complaints received:

- 7 were upheld
- 9 were partially upheld
- 18 were not upheld
- 46 were resolved through other options that currently lack clear reporting value
- Financial redress was provided in 7 complaints.

To improve future reporting accuracy, we are refining the resolution categories. Additionally, the team has received further training on the complaint closure process to ensure consistency and clarity.

Where complaints involved a failure to manage customer expectations, the individuals concerned were addressed directly following the investigations.

Only three cases were not responded to within the target timescales. These delays were addressed with the relevant staff, and clear expectations around response times have been reinforced.

Some of the key recommendations for improvement are:

- Refine the complaint resolution categories in the system to ensure all outcomes are trackable and meaningful.
- Conduct regular audits of complaint closures to ensure accuracy and consistency.
- Continue targeted feedback and coaching for staff involved in upheld complaints

## Multi-Service Complaints

Multi-Service Complaints	Total Complaints	Stage 1 Complaints	Stage 2 Complaints	Complaints in Target
2024-25	47	41	6	70%
2023-24	41	36	5	83%
2022-23	42	32	10	83%

Multi-Service complaints tend to be more complex and involve more officer time to investigate, which in previous years has contributed to a low number of complaints responded to within target. This year the number of cases resolved within target has remained consistent with the previous two years which shows Officers are still handling these cases efficiently.

There were 6 more multi-service complaints in 2024-25 than in 2023-24.

This year the area with the highest number of multi-service complaints was City Homes with 17. Other high-volume areas involved in multi-service complaints are Housing Maintenance & Assets (8), and Streets & Open Spaces (8). This is the same as previous years, as Housing Maintenance & Assets complaints, and other community issues can often involve officers from the Housing service if the complaints concern decisions made by that service. The majority of the multi-service complaints involved a Housing Service as complaints had often been raised to a Housing Officer initially, but they have had to involve other services to find a resolution for the complainant.

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



## Housing Ombudsman Service (HOS)

Alongside the LGSCO, customers can escalate their complaints regarding the Councils responsibilities as a landlord with the Housing Ombudsman Service (HOS). The HOS investigate and determine cases in a similar way to the LGSCO, making recommendations or orders to remedy the complaint when fault is found. An order made by the HOS is an action that the Council must take and evidence demonstrating that the order has been completed must be submitted to the HOS. The HOS may also suggest recommendations in response to a complaint investigation, these are not mandatory for the Council to carry out.

When the HOS investigates a complaint, they can find fault in more than one issue and issue more than one order or recommendation as a remedy to the complaint. This is why in the report, the number of findings and orders is larger than the number of cases investigated.

Year	Number of Complaints	Number of Faults	Number of Orders	Number of Recommendations
2024-25	5	9	14	2
2023-24	4	7	11	0

In 2024-25, 5 complaints about our Housing related services were investigated by the Ombudsman. Of these 5 complaints, the Ombudsman found 9 faults. To remedy these complaints, 14 orders and 2 recommendations were made. The Council were not served with any Complaint Handling Failure Orders.

78% (7) findings related to maladministration by the Council. This is slightly higher than the national rate of maladministration which is 71%. However, it is in line with the maladministration rate for similar sized landlords (between 1,000-10,000 units) of 77%.

56% (5) findings specifically related to Service Failure. This is higher than both the national average of 21% and the average for similar sized landlords, 22%. All other categories of findings were equal to, or below the national and similar sized landlords average.

In 2024 – 25 The Council paid £2,550 in compensation as a result of remedial orders and recommendations. In 2023 – 2024 the compensation amount The Council paid was £1,575.

Compensation reason	Property Condition	Complaint handling	Anti-Social Behaviour	Estate management
2024 -25	£1700	£850*	£0	£0
2023-24	£800	£200	£375	£200

\*A payment of £50 was made as a result of a recommendation. The Council paid £2,550 in compensation as a result of remedial orders and recommendations.

In both years, the Housing Ombudsman Service were satisfied that 100% of remedial orders were complied with by the Council.

## Self-assessment form

This self-assessment form should be completed by the complaints officer and it 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.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

## 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 Council, 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></p> <p>Page 2</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.
1.3	A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction the Council must give them the choice to		<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>	Our complaints policy states that if an issue is raised with a staff member, that staff

	make complaint. A complaint that is submitted via a third party or representative must be handled in line with the Council's complaints policy.		<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>	member will offer the customer a chance to raise a complaint:
1.4	The Council 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 Council 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. The Council must not stop their efforts to address the	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>	CCC policy is clear that we deal with all complaints through the agreed process

	service request if the resident complains.		<p>"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."</p>	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 the Council asks 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.

## Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	The Council must accept a complaint unless there is a valid reason not to do so. If the Council decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Pages 3-4  <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>	CCC policy is clear that we deal with all complaints through the agreed process unless certain conditions apply.
2.2	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.	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 4	CCC policy is compliant with this.

	<p>Acceptable exclusions include:</p> <ul style="list-style-type: none"> <li>• The issue giving rise to the complaint occurred over twelve months ago.</li> <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>		<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>	
2.3	<p>The Council 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. The Council 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>	<p>CCC policy is compliant with this.</p>

2.4	If a the Council decides not to accept a complaint, an 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 Council to take on 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 2.5  <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>	CCC policy is compliant with this.
2.5	The Council must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each 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 2.5  <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>	CCC policy is compliant with this.



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## Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	The Council must make it easy for residents to complain by providing different channels through which they can make a complaint. The Council 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	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 3.0  <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>	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.
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 Council.	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 3.0  <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</i>	All staff are briefed on the complaints process, and new starters in frontline services receive in depth training for how to handle complaints and

			<i>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 themselves, Council staff should assist complainants to record their case."</i>	raise them on behalf of a customer. Further guidance is 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	The Council 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 Council'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 Council will publicise details of the complaints policy, including information about the Ombudsman and this Code.	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  <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>	CCC policy is compliant with this.
3.6	The Council 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 Council.	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	The Council 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</i>	The contact details for the Ombudsman are also included in every stage 2 complaints response

			leaseholder with a complaint about our management of your leasehold, you should contact the <a href="#">Housing Ombudsman</a> .”	
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## Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	The Council 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	<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>	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	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 with this.

	autonomy to act to resolve disputes promptly and fairly.		<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>	
4.3	The Council 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	<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>“All staff that handle complaints are trained in the process, policy and system and given regular refresher training.”</i>  <i>“Each year an Annual Customer Feedback report will be produced and presented to the Council’s Cabinet. 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>	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
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5.1	The Council 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	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>	We only have one formal complaints policy which covers all service areas.
5.2	The early and local resolution of issues between the Council 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	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  <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>	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	<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 this. See 5.2 comments
5.4	Where the Council'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 complaints process set out	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	The Council handle complaints relating to third parties in line with their policy. Third parties do not



	in this Code. Residents must not be expected to go through two complaints processes.		<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>	handle cases as they are considered to be acting on behalf of the Council
5.5	The Council is 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, the Council 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, the Council must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.		<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>"We will also advise how any aspects of the complaint that we are not responsible for can be pursued."</i>	CCC policy is compliant with this.
5.8	At each stage of the complaints process, complaint handlers must: <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>		<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  <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>	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 Council must agree with the resident suitable intervals for keeping them informed 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>  Section 4.1  <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>	CCC policy is compliant with this.
5.10	The Council must make reasonable adjustments for residents where appropriate under the Equality Act 2010. The Council 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 kept under active review.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">Our equality and diversity policies and plans - Cambridge City Council</a>  And  <a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Section 3.0	All employees must adhere to the equality and diversity policies for all aspects of their work.  A new section is in development on our complaints form for complainants to outline any adjustments they require separately

			<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>	to the body of their complaint so it is clearer to case owners on the system.
5.11	<p>The Council must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. The Council must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.</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 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	<p>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</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 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</i></p>	All customer contact relating to a case is recorded within our case management system, and communications are sent directly to

	documentation such as reports or surveys.		<i>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>	and from this system.
5.13	The Council must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. The Council must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	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>"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>	CCC policy is compliant with this.
5.14	The Council must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. The Council must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	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>	This policy was written based on Ombudsman guidance. We have an internal process with calendar review reminders for any restrictions placed on residents contact.
5.15	Any restrictions placed on contact due to unacceptable behaviour	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

	must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.			Ombudsman guidance
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## Section 6: Complaints Stages

### Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	The Council must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. The Council 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 days of the complaint being received.</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.
6.3	The Council 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	<p>Our policy is compliant with this.</p> <p><i>“The Council aim to respond to complaints within 10 working days”</i></p>
6.4	The Council 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>	<p>CCC policy is compliant with this.</p> <p>We do not extend past ten working days.</p>
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	<p>CCC policy is compliant with this.</p> <p>Our template for formulating an extension notification</p>



			<p><i>"When we change the target date on a case, the complainant will be provided with the contact details for the relevant Ombudsman."</i></p>	contains this information.
6.6	<p>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.</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 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	<p>The Council 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>		<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>	CCC policy is compliant with this.

			<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>	
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 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.	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 4.2.1</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 Officer responding will highlight which case reference numbers they are responding to at the start of their response."</i></p>	<p>Our Triage Admin team are notified of all new cases and merge where appropriate. Case investigators are required to quote which case numbers they are responding to at the start of their responses.</p> <p>If a customer raises a new unrelated issue within a case it is raised as a new stage 1 complaint.</p>
6.9	The Council must confirm the following in writing to the resident at		<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 this.

	<p>the completion of stage 1 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 stage 2 if the individual is not satisfied with the response.</li> </ul>		<p style="text-align: center;">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>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>
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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	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>	The sign-off text on a stage 1 response instructs

	satisfaction at stage 1, it must be progressed to stage 2 of the Council's procedure. Stage 2 is the Council's final response.		<p>Section 4.2.1</p> <p><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></p>	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	<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>	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. The Council are expected to make reasonable efforts 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 4.2</p>	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 why a resident remains unhappy as part of its stage 2 response.		<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>	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	The Council 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	The Council must decide whether an extension to this timescale is needed when considering the complexity of the	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</i>	Our policy and internal guidance is compliant with this.

	complaint and then inform the resident of the expected timescale for 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>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 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	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</i>	Our policy states that the point of resolution is when a solution to the issues has been identified or when any follow on

	issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.		<i>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>	works have been booked rather than when they have been completed.
6.18	The Council 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.	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  <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>	Our guidance and training internally states that all issues within a complaint must be addressed. There are also prompts within our case management system for formulating a response
6.19	The Council must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: a. the complaint stage;	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	All of these items are prompted within a response template in our

	<p>b. the complaint definition;</p> <p>c. the decision on the complaint;</p> <p>d. the reasons for any decisions made;</p> <p>e. the details of any remedy offered to put things right;</p> <p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</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>	case management system.
6.20	Stage 2 is the Council’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 the Council 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> <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>	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

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	The Council 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>The Council must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <p>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</p> <p>b. a qualitative and quantitative analysis of the Council's complaint handling performance. This must also include a summary of the types of complaints the Council has refused to accept;</p> <p>c. any findings of non-compliance with this</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 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.

	Code by the Ombudsman; d. the service improvements made as a result of the learning from complaints; e. any annual report about the Council's performance from the Ombudsman; and f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the Council.			
8.2	The annual complaints performance and service improvement report must be reported to the Council'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	Yes	<p>Annual Report 23/24 link: <a href="#">Compliments, complaints and suggestions - Cambridge City Council</a></p> <p>Annual report 23/24: <a href="#">Agenda for Strategy and Resources Scrutiny Committee on Monday, 1st July, 2024, 5.30 pm - Cambridge Council</a></p>	Last Years reports and self-assessment are linked in the box to the left. The Report and Self-Assessment for 2024/25 will be presented on July 19 <sup>th</sup> to Cabinet.

	must be published alongside this.		<p>Self Assessment 23/24: <a href="#">Agenda for Strategy and Resources Scrutiny Committee on Thursday, 21st November, 2024, 5.30 pm - Cambridge Council</a></p> <p>Governing body response 23/24: <a href="#">Compliments, complaints and suggestions - Cambridge City Council</a></p>	
8.3	The Council must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	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>“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.
8.4	The Council may be asked to review and update the self-assessment following an Ombudsman investigation.	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>	If this situation arises we would be compliant.

			<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>	
8.5	<p>If the Council 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 the Council 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>	<p>CCC Policy would be compliant with this should it occur.</p>

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

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	The Council 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 the Council resolve disputes. The Council must use complaints as a	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



	source of intelligence to identify issues and introduce positive changes in service delivery.			
9.3	Accountability and transparency are also integral to a positive complaint handling culture. The Council must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	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
9.4	The Council 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	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</i>	CCC Policy is compliant

	and procedures that require revision.		<i>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>	
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 Council's complaint handling performance. This person must have access to suitable	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.

	information and staff to perform this role and report on their findings.			
9.7	<p>As a minimum, the MRC and the governing body (or equivalent) must receive:</p> <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 complying with orders related to severe maladministration findings; and</li> <li>d. annual complaints performance and service improvement report.</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

9.8	<p>The Council 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>Collaborative</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>Courageous</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>
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			<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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## Appendix 10.1: Self-assessment form

This self-assessment form should be completed by the complaints officer and it 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.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

## Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as:  <i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the Council, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i>	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 2	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.
1.3	A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction the Council must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the Council’s		<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  <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>	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:



	complaints policy.			
1.4	The Council 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 Council requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	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 3  <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>	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. The Council must not stop their efforts to address the service request if the resident complains.	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 2.0  <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>	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	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 2.0	Our Customer Service managers follow up with any negative feedback

	<p>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 the Council asks for wider feedback about their services, they also must provide details of how residents can complain.</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>	<p>left on satisfaction surveys to either resolve issues that occurred or raise a complaint if appropriate.</p>
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## Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	The Council must accept a complaint unless there is a valid reason not to do so. If the Council decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>  Pages 3-4  <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>	CCC policy is clear that we deal with all complaints through the agreed process unless certain conditions apply.
2.2	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: <ul style="list-style-type: none"> <li>The issue giving rise to the complaint</li> </ul>	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 4  <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>	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>The Council 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. The Council 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 the Council decides not to accept a</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.

	complaint, an 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 Council to take on the complaint.		<p>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 you case to the Council to investigate despite our initial decision.”</i></p>	
2.5	The Council must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	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>“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>	CCC policy is compliant with this.

### Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	The Council must make it easy for residents to complain by providing different channels through which they can make a complaint. The Council 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>	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.
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 Council.	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 themselves, Council staff should assist complainants to record their</i></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 available on our

			case.”	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	The Council 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 Council’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 Council will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf</a> Section 1.0  <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>	CCC policy is compliant with this.

3.6	The Council 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 Council.	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	The Council 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	The Council 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	<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>	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 resolve disputes promptly and fairly.	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>"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>	CCC policy is compliant with this.

4.3	The Council 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	<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>"All staff that handle complaints are trained in the process, policy and system and given regular refresher training."</i> <i>"Each year an Annual Customer Feedback report will be produced and presented to the Council's Cabinet. 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>	CCC policy is compliant with this. We have enough resource to manage the complaints process from an investigation and administration perspective.
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### Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	The Council 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	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>	We only have one formal complaints policy which covers all service areas.
5.2	The early and local resolution of issues between the Council and residents is key to effective 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>  <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>	We only have two formal complaint stages.

	handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.			
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	<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 this. See 5.2 comments
5.4	Where the Council'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 complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	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  <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>	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 acting on behalf of the Council

5.5	The Council is 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, the Council 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>• “At both stages of our complaints procedure, we will confirm with you: The stage at which we are responding</li> <li>• The definition of your complaint (what we understand your complaint to be about)</li> </ul>	CCC policy is compliant with this.
5.7	When a complaint is acknowledged at either stage, the Council must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not		<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  “We will also advise how any aspects of the complaint that we are not responsible for can be pursued.”	CCC policy is compliant with this.

	clear.			
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 and evidence carefully.</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.
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the Council must agree with the resident suitable intervals for	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>"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.

	keeping them informed about their complaint.			
5.10	The Council must make reasonable adjustments for residents where appropriate under the Equality Act 2010. The Council 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 kept under active review.	Yes	<p><a href="#">Our equality and diversity policies and plans - Cambridge City Council</a></p> <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 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 owners on the system.</p>
5.11	The Council must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. The Council must clearly set out these reasons, and they must comply with the provisions set	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>	<p>CCC policy is compliant with this.</p>

	out in section 2 of this Code.			
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 as reports or surveys.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf</a>  Section 3.0  <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>	All customer contact relating to a case is recorded within our case management system, and communications are sent directly to and from this system.
5.13	The Council must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. The Council must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2qt5/complaints-policy.pdf</a>  Section 4.2.3  <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>	CCC policy is compliant with this.
5.14	The Council must have	Yes	<a href="https://www.cambridge.gov.uk/media/vn4joh1q/unreasonable-">https://www.cambridge.gov.uk/media/vn4joh1q/unreasonable-</a>	This policy was

	<p>policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. The Council must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.</p>		complainants-policy.pdf	<p>written based on Ombudsman guidance. We have an internal process with calendar review reminders for any restrictions placed on residents contact.</p>
5.15	<p>Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.</p>	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>	<p>Policy was written based on Ombudsman guidance</p>



## Section 6: Complaints Stages

### Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	The Council must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. The Council 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 days of the complaint being received</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.

6.3	The Council must issue a full response to stage 1 complaints <b>within 10 working days</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	The Council 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	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 this.

	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.		<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>	
6.7	The Council 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/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/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 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	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 4.2.1</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 Officer responding will highlight which case reference numbers they are responding to at the start of their response."</i></p>	Our Triage Admin team are notified of all new cases and merge where appropriate. Case investigators are required to quote which case numbers they are responding to at the start of their responses. If a customer raises

	or it would unreasonably delay the response, the new issues must be logged as a new complaint.			a new unrelated issue within a case it is raised as a new stage 1 complaint.
6.9	<p>The Council must confirm the following in writing to the resident at the completion of stage 1 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 stage 2 if the individual is not satisfied with the response.</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> <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>

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 Council's procedure. Stage 2 is the Council'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. The Council 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	Yes	<a href="https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/complaints-policy.pdf</a>	Each service has

	the complaint at stage 2 must not be the same person that considered the complaint at stage 1.		<a href="#">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>	an Officer at stage two with a higher seniority than the person at stage 1
6.14	The Council 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	The Council 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 20 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>  <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 require more information from complainants and are waiting for them to provide it."</i>	Our policy and internal guidance is compliant with this.
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the		<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</i>	CCC policy is compliant with this.

	Ombudsman.		<i>provided with the contact details for the relevant Ombudsman.”</i>	
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	The Council 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.	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  <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>	Our guidance and training internally states that all issues within a complaint must be addressed. There are also prompts within our case management system for formulating a response
6.19	The Council must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:	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	All of these items are prompted within a response template in our case management

	<p>a. the complaint stage;</p> <p>b. the complaint definition;</p> <p>c. the decision on the complaint;</p> <p>d. the reasons for any decisions made;</p> <p>e. the details of any remedy offered to put things right;</p> <p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</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>	system.
6.20	Stage 2 is the Council’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	Code requirement	Comply:	Evidence	Commentary /
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provision		Yes / No		explanation
7.1	<p>Where something has gone wrong the Council 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> <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>	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
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	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>	CCC policy is compliant with this. Remedial action is based on

			<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>	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	The Council must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	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	CCC policy is compliant with this. See 7.2 comments

## Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>The Council 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 Council's complaint handling performance. This must also include a summary of the types of complaints the Council 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 result of the learning from complaints;</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>e. any annual report about the Council'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 Council.</p>			
8.2	<p>The annual complaints performance and service improvement report must be reported to the Council'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>	Yes	<p>Annual Report 23/24 link: <a href="#">Compliments, complaints and suggestions - Cambridge City Council</a></p> <p>Annual report 23/24: <a href="#">Agenda for Strategy and Resources Scrutiny Committee on Monday, 1st July, 2024, 5.30 pm - Cambridge Council</a></p> <p>Self Assessment 23/24: <a href="#">Agenda for Strategy and Resources Scrutiny Committee on Thursday, 21st November, 2024, 5.30 pm - Cambridge Council</a></p> <p>Governing body response 23/24: <a href="#">Compliments, complaints and suggestions - Cambridge City Council</a></p>	<p>Last Years reports and self-assessment are linked in the box to the left. The Report and Self-Assessment for 2024/25 will be presented on July 19<sup>th</sup> to Cabinet.</p>
8.3	<p>The Council 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/55jk2gt5/complaints-policy.pdf">https://www.cambridge.gov.uk/media/55jk2gt5/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"</i></p>	<p>If this situation arises we would be compliant.</p>

			by the Ombudsman.”	
8.4	The Council may be asked to review and update the self-assessment following an Ombudsman investigation.	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 2.0  <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>	If this situation arises we would be compliant.
8.5	If the Council 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 the Council must provide a timescale for returning to compliance with the Code.	Yes	Should this occur a message would be put on the main page of our website and all complaints related pages to inform residents.	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	The Council 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 the Council resolve disputes. The Council 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 culture. The Council must report back on wider learning and	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

	improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.			
9.4	The Council 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	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  <a href="#">Executive post - Executive Councillor for Finance and Resources - Cambridge Council</a>	To be appointed at future committee meeting.
9.6	The MRC will be responsible for ensuring the governing body receives regular	Partially	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	To be appointed at future committee meeting.

	information on complaints that provides insight on the Council's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.		<a href="#">Executive post - Executive Councillor for Finance and Resources - Cambridge Council</a>	
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and d. annual complaints performance and service improvement report.	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



9.8	<p>The Council 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>Collaborative</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>Courageous</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> <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> </ul>	<p>By living our values in all that we do and meeting our corporate objective these behaviours will meet this requirement.</p>
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			<ul style="list-style-type: none"> <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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## Housing Performance Report

**To:**

Gerri Bird, Executive Councillor for Housing

Cabinet (15/07/2025)

**Report by:**

Sam Scharf, Communities Director

sam.scharf@cambridge.gov.uk

**Wards affected:**

All

<b>1.</b>	<b>Recommendations</b>
1.1	<p>It is recommended that Cabinet consider:</p> <ul style="list-style-type: none"> <li>i. The Housing Service's year-end performance results in operational delivery, health and safety, customer satisfaction and engagement.</li> <li>ii. The report on damp, condensation and mould as at June 2025, and the measures being put in place to help combat DCM in tenant's homes.</li> <li>iii. The results of the 2024-25 Tenant Satisfaction Measures (TSM's), from customer perception (Tenant Satisfaction Survey) and management data.</li> </ul>
<b>2.</b>	<b>Purpose and reason for the report</b>
2.1	<ul style="list-style-type: none"> <li>• To update Cabinet on the Housing Service's progress towards meeting performance indicator targets that support the delivery of the Council's vision: 'One Cambridge, Fair for All'</li> <li>• To provide an update on damp, condensation and mould recorded in HRA stock.</li> <li>• To report on the Tenant Satisfaction Measures, which are an annual Regulatory requirement.</li> <li>• To provide an overview of the results of the Tenant Perception Survey carried out in March 2025.</li> </ul>
<b>3.</b>	<b>Alternative options considered</b>
3.1	<p>A performance report was bought to Housing Scrutiny Committee in February 2025, which outlined the services commitment to reporting on performance on a regular basis going forward. Four reports covering the full range of performance-related activity were proposed, covering the previous quarter's key indicator results, as well as any other</p>

	<p>performance related activity updates relevant to the service.</p> <p>Whilst the alternative option is to share performance with Members in a non-formal setting, via quarterly bulletins for example, the Regulator expects Governing bodies to have clear oversight of performance against the TSM measures, and in particular, Health &amp; Safety. It is therefore recommended that a report containing these measures, plus the other key areas of housing service performance, is presented to Cabinet.</p>
<b>4.</b>	<b>Background and key issues</b>
<b>4.1</b>	<p><b><u>Overview</u></b></p> <p>To ensure continuous monitoring of performance throughout the year, the Housing Service has oversight of operational, management and stress indicators across all service areas. Monitoring and review take place quarterly at Housing Leadership Board. An understanding of where services are not meeting customer expectations is captured via complaints monitoring and transactional surveys.</p> <p>This report incorporates key measures of service performance, compliance, other health &amp; safety data and feedback from tenants; in line with the requirements of the Consumer Standards but also to ensure the service is meeting the objectives of the Council as a whole.</p> <p>Cambridge is a member of the Housemark benchmarking group; a social housing performance comparison club, which allows the service to compare costs and performance against a 'peer group' of authorities with a similar profile to Cambridge. Our position against our peers in relation to performance indicators helps the service to set realistic and achievable targets, as well as giving Managers the opportunity to open a dialogue with comparable Local Authorities who are achieving better performance at a lower cost.</p> <p>Performance measures have been presented in the following way:</p> <ul style="list-style-type: none"> <li>• <b><i>operational efficiencies</i></b></li> <li>• <b><i>Health and Safety</i></b></li> <li>• <b><i>The Tenant's Voice</i></b></li> </ul> <p>Other areas of performance-related activity are included in these reports when data is</p>

	available.															
4.2	<p><b><u>Proposed timeline of performance reporting</u></b></p> <p>To ensure continued transparency and a good governance structure around performance is in place, the following timetable for updates is proposed:</p> <table><tr><th>Report</th><th>when</th><th>Detail</th></tr><tr><td>Operational efficiencies, Health &amp; Safety, the tenant's voice</td><td>Feb</td><td>damp and mould / disrepair / financial update / Housing Risks</td></tr><tr><td>Operational efficiencies, Health &amp; Safety, the tenant's voice</td><td>Jul</td><td>damp and mould / disrepair / TSM's / annual tenant satisfaction survey results</td></tr><tr><td>Operational efficiencies, Health &amp; Safety, the tenant's voice</td><td>Oct</td><td>damp and mould / disrepair / benchmarking results / financial update / Housing Risks</td></tr><tr><td>Operational efficiencies, Health &amp; Safety, the tenant's voice</td><td>Dec</td><td>damp and mould / disrepair / financial update</td></tr></table>	Report	when	Detail	Operational efficiencies, Health & Safety, the tenant's voice	Feb	damp and mould / disrepair / financial update / Housing Risks	Operational efficiencies, Health & Safety, the tenant's voice	Jul	damp and mould / disrepair / TSM's / annual tenant satisfaction survey results	Operational efficiencies, Health & Safety, the tenant's voice	Oct	damp and mould / disrepair / benchmarking results / financial update / Housing Risks	Operational efficiencies, Health & Safety, the tenant's voice	Dec	damp and mould / disrepair / financial update
Report	when	Detail														
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Operational efficiencies, Health & Safety, the tenant's voice	Oct	damp and mould / disrepair / benchmarking results / financial update / Housing Risks														
Operational efficiencies, Health & Safety, the tenant's voice	Dec	damp and mould / disrepair / financial update														
5.	<b>Corporate plan</b>															
5.1	The reporting of progress against key performance measures supports Priority 2: Tackling poverty and inequality and helping people in the greatest need, and Priority 3: Building a new generation of council and affordable homes and reducing homelessness.															
6.	<b>Consultation, engagement and communication</b>															
6.1	<p>The report asks the Executive Councillor for Housing to consider whether the proposed reporting arrangements are practicable and whether Cabinet members have any other measures they would like to see reported on, going forward. This report will also be shared with the Housing Board, so Board Members may also add in measures they want to see reported on. It is not intended to have 2 separate reports for Housing Board and Cabinet.</p> <p>Performance indicators are shared on the Housing webpages and in Open Door, where the opportunity for feedback is available.</p>															
7.	<b>Anticipated outcomes, benefits or impact</b>															
7.1	Strong governance, visibility and accountability around the performance of housing services will highlight to members the pressures currently facing services, e.g. the ability to recover monies owed, compliance with health and safety requirements, the measures being put in place to support tenants and residents experiencing financial pressures.															

<b>8.</b>	<b>Implications</b>
8.1	<b>Relevant risks</b>
	There are no risks associated with this report, but Housing Risks will be reported on twice yearly to Cabinet in the current proposals.
	<b>Financial Implications</b>
8.2	There are no additional financial implications associated with this report.
	<b>Legal Implications</b>
8.3	NA
	<b>Equalities and socio-economic Implications</b>
8.4	NA
	<b>Net Zero Carbon, Climate Change and Environmental implications</b>
8.5	NA
	<b>Procurement Implications</b>
8.6	NA
	<b>Community Safety Implications</b>
8.7	NA
<b>9.</b>	<b>Background documents</b>
	Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985
9.1	None
<b>10.</b>	<b>Appendices</b>
10.1	None
	To inspect the background papers or if you have a query on the report please contact Catherine Buckle, Business Development Manager (Housing), 01223 457261 <a href="mailto:Catherine.buckle@cambridge.gov.uk">Catherine.buckle@cambridge.gov.uk</a>



# HOUSING PERFORMANCE REPORT

2024-2025 summary

Sam Scharf – Communities Director

## Housing Services performance reporting

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## Introduction

This report outlines how key areas of the Housing Service has performed over the last financial year.

The service keeps an oversight of several operational, management and stress indicators.

Monitoring and review take place quarterly at Housing Leadership Board. Compliance data has historically been taken to Housing Scrutiny Committee each quarter over the last few years but going forward, will be shared at this Housing Board and Cabinet alongside the other key performance updates.

Performance measures have been presented in the following way:

- *Operational efficiencies*, which will also pick up some of the indicators submitted to the Regulator via Local Authority Housing Submission (LAHS) and the Tenant Satisfaction Measures (TSM's) and used for benchmarking purposes via Housemark,
- *Health and Safety*, where datasets on compliance will be aligned with the Regulator's requirements on reporting,
- Where services are not meeting customer expectations, an understanding of where dissatisfaction is high is captured via complaints monitoring and transactional surveying. The 'Tenants Voice' dashboard shows current levels of satisfaction with services.

Cambridge is a member of the Housemark benchmarking group; a social housing performance comparison club, which allows the service to compare costs and performance against a 'peer group' of authorities with a similar profile to Cambridge. Our position against our peers in relation to performance indicators helps the service to set realistic and achievable targets, as well as giving Managers the opportunity to open a dialogue with comparable Local Authorities who are achieving, for example, better performance at a lower cost per property for the same service.

TSM's, produced each year are also benchmarked against the national standard – you can find more information about how tenant perception measures compare to others on page 15.

Benchmarking quartiles are calculated based on the peer group's scores against these indicators (where available). Our position in this group is determined by using the latest benchmark data available; in this report year-end 2023-24. Those who fall in quartile 1 are the best performers and those in quartile 4 are the poorer performers.

Targets are decided by factoring in previous performance, comparison to our peer group scores and the resource required to maintain or improve performance. The performance targets for 2025-26 are included in this report, and feedback on these is welcomed from Housing Advisory Board.

## Operational efficiencies

Ref	Description	Target 24/25	Year End 24/25	Target 25/26	Current benchmark Quartile
<b>I1</b>	Rent collected from current and former tenants, as a % of the annual rent due (excluding arrears bought forward)	100.00%	<b>100.15 %</b>	100.00 %	Q1
<b>I2</b>	Current tenant arrears as a % of the annual rent due	3.30%	<b>3.27%</b>	3.50%	Q2
<b>I3</b>	Former tenant arrears as a % of the annual rent due	1.80%	<b>3.03%</b>	2.00%	Q4
<b>I4</b>	Void loss as a % of rent due	N/A	<b>3.22%</b>	N/A	Q3
<b>I5</b>	Leasehold service charge arrears (no payment plan in place)	<£40,000	<b>£49,968</b>	<£50,000	NA
<b>HH1</b>	Tenancy audits completed (% of overall stock)	10%	<b>9.7%</b>	10%	NA

### Manager's commentary:

**I2 & I3** - Due to the current rent regulation work, the team are not able to take enforcement action. Whilst they continue to try and engage with tenants who are in arrears, these KPIs are predicted to continue rising until the team can start enforcement work again.

**I4** - Shows the total loss in rent and service charges due to void properties, and this amounted to £1,804,732. The service also measures just rent loss due to a void and this value has been assigned to individual properties, to see where the rent loss occurred. In 2024-25, 52% (£826,900) of rent loss was due to properties left empty for redevelopment, 17% (£268,800) due to general needs properties undergoing works and/or awaiting relet and 5.7% (£90,700) on properties where major works were required prior to re-letting, including a cladding programme.

**I5** – The total arrears are £245,596, the majority of which are being paid under an agreed payment plan. There are 51 accounts with no payment plan or dd set up, which are the arrears shown here - 12 cases are currently with the legal team and 19 cases where the leaseholder is deceased.

**HH1** - The priority for the Housing service is less on the number of audits completed, but rather the scope of support, advice and services provided to tenants arising from the tenancy audit visits. In 2024/25, the Tenancy Audits visits achieved the following:

- ✓ Over 700 I.D.'s and use of properties checked, leading to 27 actions against tenants misusing their social housing property.
- ✓ Nearly 500 problems addressed by Housing Officers on behalf of tenants relating to the condition of their home, including organising repairs, chasing up adaptations, offering support for hoarding cases and finding and reporting damp and mould.
- ✓ Over 150 actions for tenants relating to anti-social behaviour, including help and support for domestic violence, 'cuckooing' (having your home taken over by drug dealers) and helping with neighbourhood disputes.
- ✓ Over 50 safeguarding referrals.
- ✓ 220 referrals for tenants requiring support, such as financial, food, grass cutting and occupational therapy.

## Housing Services performance reporting

Our tenancy audit work ensures tenants who require support receive this either directly by the Council or via the referrals that are made. We can make sure homes are repaired and well maintained and tenants educated on the importance of reporting repairs. We can also make best use of our stock by finding social housing fraud, such as subletting, and supporting tenants to move to homes that better suit their needs.

Ref	Description	Target 24/25	Year End 24/25	Target 25/26	Current benchmark Quartile
<b>R1</b>	Appointments kept as a % of appointments made	90.0%	<b>97.2%</b>	90.0%	Q2
<b>R4</b>	Percentage of repairs completed at first visit	85.0%	<b>79.1%</b>	85.0%	Q3
<b>V1</b>	Average time in days to let a general needs void	45	<b>38.3</b>	35	Q1
<b>V2</b>	Average time in days to repair a void (general needs & sheltered)	20	<b>24.8</b>	20	Q2

### Manager's commentary:

**V1** - The time taken from handover to letting of a new build property during 2024/25 was 46.7 days, a general needs property was 12.7 days, and a sheltered property was 43.1 days. The relet times for sheltered housing are longer than general needs partly due to the need to complete assessments for each individual to ensure that their needs can be met prior to an offer being made, and partly due to capacity within the team. We do however recognise that there is scope to review this and reduce this time, and a review will be taking place in 25/26.

**V2** – This percentage shows that we are above target with several factors to consider but as always improvements post the Operations Team transformation period are being reviewed going forward.

Ref	Description	Target	Year End 24/25	Target 25/26	Current benchmark Quartile
<b>R1</b>	Appointments kept as a % of appointments made	90.0%	<b>97.2%</b>	90.0%	Q2
<b>R4</b>	Percentage of repairs completed at first visit	85.0%	<b>79.1%</b>	85.0%	Q3

### Manager's commentary:

**R1**- This percentage shows that we are above target but as always improvements post the Operations Team transformation period are being reviewed going forward.

**R4** - This percentage shows that we are below target but as always improvements post the Operations transformation period are being reviewed going forward.

## Health & Safety in council homes

Reporting and publishing data on our performance against the building safety Tenant Satisfaction Measures (management data) is a mandatory requirement under the new Social Housing (Regulation) Act 2023. Where the data relates to properties within a block, each flat still in council ownership must be counted. This also includes those units managed by a third party, as the council as the landowner retains overall responsibility for health & safety.

At the present time, EICR reporting is NOT included in the TSM's, however, for consistency, the service is calculating the results based on the TSM methodology.

Awaab's Law, which comes into force in October 2025, sets strict timescales for social landlords to investigate and address damp, condensation and mould (DCM) hazards in their properties.

## Compliance as at 31/03/2025

Reporting and publishing data on our performance against the building safety TSM's is a mandatory requirement under the new Social Housing (Regulation) Act 2023. Where the data relates to properties within a block, each flat still in council ownership must be counted. This also includes those units managed by a third party, as the council retains overall responsibility for health & safety.

The following table also includes data on other important areas of health and safety being monitored by the council.

The Number of affected units change quarterly as properties are sold/demolished/added to stock.

The data includes properties run under the Management Companies.

TSM Ref/CCC Ref.	Description	Total units (denominator)	Number non- decent	% non-decent
RP01	% of homes that do not meet the Decent Homes Standard	7639	38	0.5%

## Manager's commentary:

**RP01** - Between 2023/24 and 2024/25, non-decency has risen from 5 to 38 properties. This is due to some external doors identified at 31/03/2025 as being old and requiring replacement. The doors are already either being replaced or are scheduled for replacement in 2025/26.

## Housing Services performance reporting

TSM Ref	Description	Affected units (denominator)	*Number compliant (numerator)	% compliant (Year End)
<b>BS01</b>	% of homes for which all required gas safety checks have been carried out.	7003	7002	<b>100%</b>
<b>BS02</b>	% of homes for which all required fire risk assessments have been carried out.	4042	3480	<b>86.1%</b>
<b>BS03</b>	% of homes for which all required asbestos management surveys or re-inspections have been carried out	3188	3164	<b>99.2%</b>
<b>BS04</b>	% of homes for which all required legionella risk assessments have been carried out	911	911	<b>100%</b>
<b>BS05</b>	% of homes for which all required communal passenger lift safety checks have been carried out	1225	1154	<b>94.2%</b>
<b>C2</b>	% of domestic properties with a satisfactory Electrical Installation Condition Report (EICR) up to five years old	7472	7184	<b>96.1%</b>

*\*the numerator; those units for which the Authority holds an in-date safety certificate.*

### Manager's commentary:

We continue to collaborate with current suppliers to ensure that we expedite necessary works to the highest standard. We are in constant contact with our suppliers to ensure we meet the targets required and standards are being met.

As part of the above monitoring, the number of outstanding actions found during the assessments carried out are included below:

### All outstanding compliance actions as at May 2025

Outstanding Actions	Total Number of actions identified	Closing position March 2025		Closing position May 30/5/2025			
		Completed	Outstanding	Outstanding	Completed	% of actions completed	Additional comments
Housing – General Needs & Sheltered							
EICR - 5 Year Electrical Test	0	0	0	0	0	100%	No outstanding actions
ASB - Asbestos Surveys	182	164	11	14	168	92.3%	Still outstanding and with Asset to arrange access to the site
L8 - Water Risk Assessments	248	165	88	56	192	77.4%	Orders have been placed with contractors to complete works

## Housing Services performance reporting

Outstanding Actions	Total Number of actions identified	Closing position March 2025		Closing position May 30/5/2025			
		Completed	Outstanding	Outstanding	Completed	% of actions completed	Additional comments
Housing – General Needs & Sheltered							
FRA - Fire Risk Assessments	4003	3042	1334	1227	2776	69.3%	Orders have been placed with contractors to complete works.
LGSR - Gas Safety	0	0	0	0	0	100%	No outstanding actions
Lifts Servicing	0	0	0	0	0	100%	No outstanding actions
Lifts Insurance	0	0	0	0	0	100%	No outstanding actions
Smoke Alarms	0	0	0	0	0	100%	No outstanding actions
All Electric Properties	0	0	0	0	0	100%	No outstanding actions

## FRA outstanding actions as at May 2025

FRA Outstanding Actions	Total Number of actions identified	Closing position March 2025		Closing position May 30/5/2025			
		Completed	Outstanding	Outstanding	Completed	% of actions completed	Additional comments
Fire Risk Assessment Actions							
FRA Actions High Priority	831	799	52	49	782	94.1%	The numbers change daily as we complete FRA's
FRA Actions Medium Priority	1,986	1,246	837	778	1,208	60.8%	As above.
FRA Actions Low Priority	1,186	806	405	400	786	66.3%	As above.
	4,003	2851	1294	1227	2,776		

**Other key areas of health and safety not formally reported to the Regulator, but monitored internally:**

Ref	Description	Target	result	% installed	Notes
	Smoke Alarms <b>in place</b>	7472	7089	94.7%	<i>Properties due for redevelopment have been removed from the denominator</i>
	CO Alarms <b>in place</b>	7472	6317	84.4%	
	Heat Detectors <b>in place</b>	7472	6274	83.9%	
	All Electric Properties (no gas)	N/A	503	N/A	

**Commentary:**

The Compliance Team are working with the Asset Team to review the current statistics of detectors in situ. The properties that require clarification on detectors have been identified, and the team will work through the issues involved with bringing our stock up to 100% compliant.

**Health and Safety indicators relating to Awaab's Law:**

A damp and mould live case is where damp and/or mould has been recorded in line with policy and investigations into or actions to tackle the cause of damp and/or mould are ongoing and yet to be resolved.

A housing disrepair claim is a legal claim brought by a tenant or on a tenant's behalf in respect of poor housing conditions at a home where the council is responsible for maintenance.

Ref	Description	Year End	As a % of stock	Benchmark position	Notes
<b>O9a</b>	Number of damp and mould 'live' cases	216	2.82%	Q3	See report below for details
Ref	Description	Year End	Per 1000 properties	Benchmark position	Notes
<b>O9b</b>	Number of disrepair claims	27	3.5	Q2	See report below for details

## Damp, Condensation & Mould update as at June 2025

This report tracks the progress of Damp, Condensation, and Mould (DCM) cases and Disrepair claims. A major focus has been on managing the influx of cases, streamlining processes, and collaborating with various teams to improve efficiency and outcomes.

### DCM cases Progress

Total cases received since 2023: 474 Completed

2024	Reported	Completed	N/Access	Asset/ Planned	Work in progress	Number of 'live' cases
<b>Apr</b>	63	63	0	0	0	0
<b>May</b>	50	47	2	0	1	3
<b>Jun</b>	53	51	1	0	1	2
<b>Jul</b>	61	56	0	0	5	5
<b>Aug</b>	33	26	0	0	7	7
<b>Sep</b>	49	26	0	0	23	23
<b>Oct</b>	60	46	0	0	15	15
<b>Nov</b>	99	65	1	0	33	34
<b>Dec</b>	71	39	0	0	32	32
<b>Jan</b>	99	82	0	0	17	17
<b>Feb</b>	84	82	0	0	2	2
<b>Mar</b>	67	44	0	0	23	23
<b>Total</b>	<b>789</b>	<b>627</b>	<b>4</b>	<b>0</b>	<b>159</b>	<b>163</b>
2025	Reported	Completed	N/Access	Asset/ Planned	Work in progress	Number of 'live' cases
<b>Apr</b>	49	23	0	0	26	26
<b>May</b>	37	2	0	0	35	35
<b>Tally</b>	<b>1349</b>	<b>1126</b>	<b>4</b>	<b>0</b>	<b>220</b>	<b>224</b>

Following the triage process, the council is instructing the contractor assigned to carry out the works to undertake either a mould wash or a mould treatment, depending on the severity of the risk. The key differences lie in the chemicals used and the application of stain block. A full mould treatment is more intensive and may take 2–3 days to complete, while a mould wash is a temporary measure aimed at immediately removing visible mould and reducing physical health risks.

There continues to be several cases requiring the decanting of tenants due to health and safety concerns. This risk is fully acknowledged and being actively managed. From Monday 9 June 2025, the Lettings Team took responsibility for coordinating all decanting arrangements. The Operations Team will provide the necessary technical knowledge and guidance to tenants, ensuring they understand the nature of the work being carried out.

The DCM team continues to lay the groundwork for the implementation of Awaab's Law, due to come into effect in October 2025. The primary focus remains on delivering emergency treatments within the expected 24-hour timescale to ensure tenant safety and compliance.



## Housing Services performance reporting

In preparation for these changes, we are currently tendering for a RICS-accredited surveyor agreement. Under the new requirements, the appointed surveyor will be responsible for identifying the main causation of the damp and mould issue, assessing the potential need for decanting, and providing a copy of the report to the tenant to support transparency and informed decision-making.

**Internal Audit:** The DCM team are currently waiting for the report from the recent internal audit and welcome any recommendations contained within.

**DCM automation project:** The DCM team are working with project officers and managers to work towards an automated system to work by.

### Disrepair Cases Progress

#### Current Case Breakdown

Year	Total Cases	In Progress	Works being completed	post-completion inspections
2021/22	2	0	2	0
2022/23	3	0	3	0
2023/24	6	1	3	2
2024/25	9	3	4	2
2025/26 to date	13	3	10	0
<b>Total</b>	<b>33</b>	<b>7</b>	<b>22</b>	<b>4</b>

#### Expenditure Breakdown

Financial Year	Legal Costs	Compensation payments	Work given to external contractors
2022/23	£12,250	£41,500	
2023/24	£125,055	£36,526	
2024/25	£233,622	£49,756	£128,223
2025/26 to date	£66,775	£20,831	£18,306

**Overall Live Claims:** 33 claims remaining

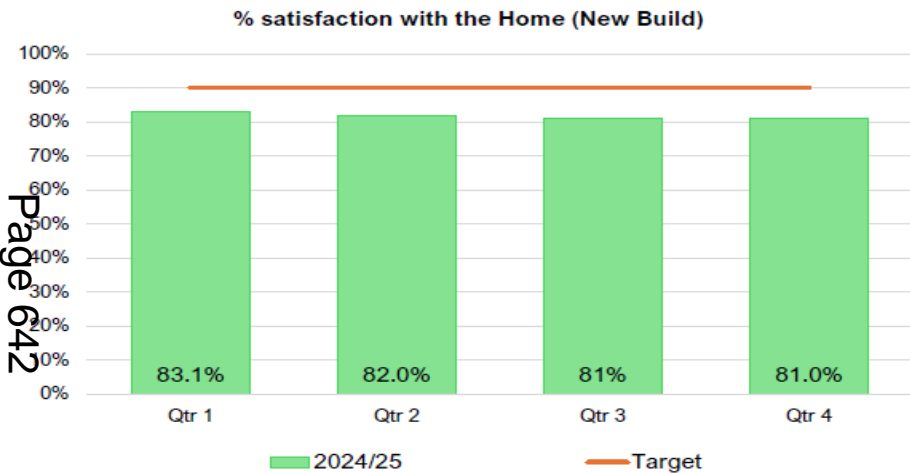
**Long-Standing Cases:** 4 unresolved older cases

**Pending Post-Completion Inspections:** 4

The Service Improvement Officer in City Services is working closely with the Legal team to resolve access issues that are preventing the contractor from carrying out the necessary works. If access continues to be denied, the council will begin contacting tenants to initiate injunction proceedings.

The Tenant’s Voice

Feedback from tenants helps shape services and provides the necessary challenge to make improvements. We have access to feedback for satisfaction with a new build home and the responsive repair service via the surveys below, which are completed at, or very close to, the time the service was received. We are looking to expand these types of ‘instant feedback’ surveys in 2025/26 for parts of the planned works and tenancy management services.

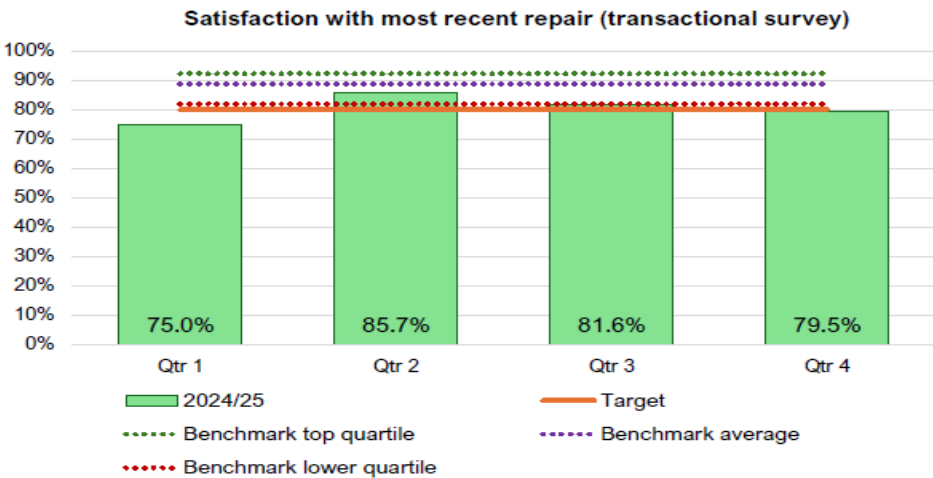


% satisfaction with the new home (transactional survey)

Although the ambitious target was missed for 2024-25, satisfaction has remained high and steady throughout the year. Positive feedback from the 172 tenants who responded to the survey included; fresh, bright rooms with lots of natural light, well insulated, warm and easy to manage, much nicer than the previous home, spacious, with good access to shops and services (pharmacy, doctors etc)

Negative feedback included; heavy doors that are difficult to manage, the lifts are not always working, repairs being passed to the Developer take months for a response, understanding how to use the heating systey, higher than expected utility bills high levels of ASB, vandalism (in some areas)

Suggestions made by tenants included it would be good to understand which team is responsible for what issue on the sites, clearer guides on using the home, CCTV in communal areas, cigarette bins in the gardens, access to the meters and the option of an allocated parking space.



satisfaction with most recent repair (transactional survey)

Results are based on 78 surveys, completed by tenants after the work was complete, in 2024/25. Tenants are asked to provide feedback on their experiences of the service and where the service could improve. In 2024/25, this feedback highlighted:

- a need for better communication between the council and the tenant regarding delays and/or changes to the job.
- Ensuring the repair team has a the right tools and equipment to undertake the work (right first time).
- Reminder training for staff on cultural sensitivity.
- the service is performing well in terms of politeness and efficiency of the team.

Housing Services performance reporting

% of complaints resolved within timescale

There has been a slight increase in complaints overall in housing (361 to 372), the most significant increases in planned works and compliance (74 to 102). The number of complaints moving to Stage 2 however has also shown an increase - this was expected corporately, as the requirements for escalating a complaint to the second stage of the process were simplified in 2024/25. With over 7700 units of relevant stock receiving a service, this equates to a rate of 4.8%.

The Housing Service has however seen a significant overall improvement in the number of complaints being responded to within timescale in 2024-25. Cambridge's Annual Customer Feedback Report provides the detail of how complaints are managed across the Council. This is the summary for Housing Services:

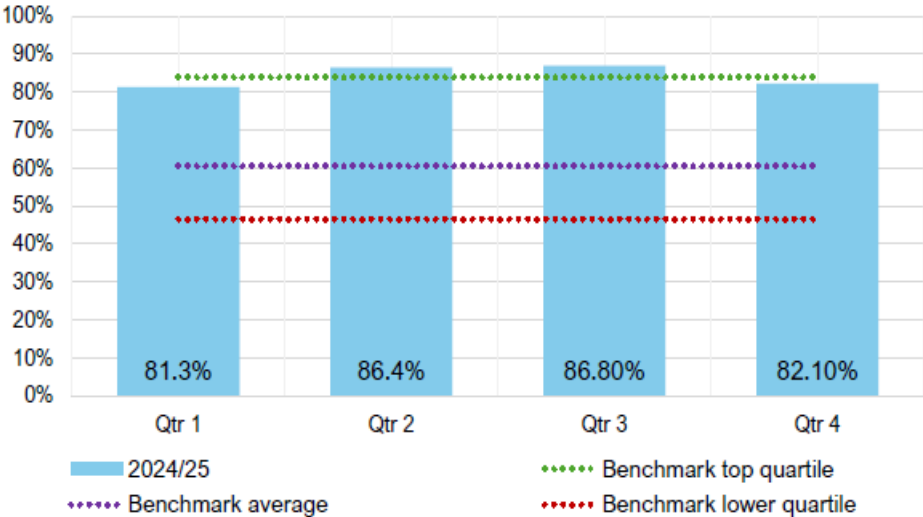
- An overall reduction in the number of complaints received in Repairs; down from 184 in 2023-24 to 162 in 2024-25.
- A decision to pass complaints directly to key service staff has significantly improved response times within the Repairs team to 86% in 2024-25, up from 46% in 2023-24.
- A slight reduction in complaints received by City Homes since 2023/24 (85 down to 80) and training delivered to staff on the complaint closure process, ensuring consistency across the team.
- The introduction of a specialist damp, mould and condensation team in Operations to manage cases, offer support and advice online and face to face is helping combat the rise in complaints in this area.
- An increase in compliments for the repair service, up from 0 in 2023-24 to 9 in 2024-25, as well as a rise in satisfaction with the repairs service in the TSM Perception Measures survey results in 20024/25.

going forward, the Housing Service will continue to:

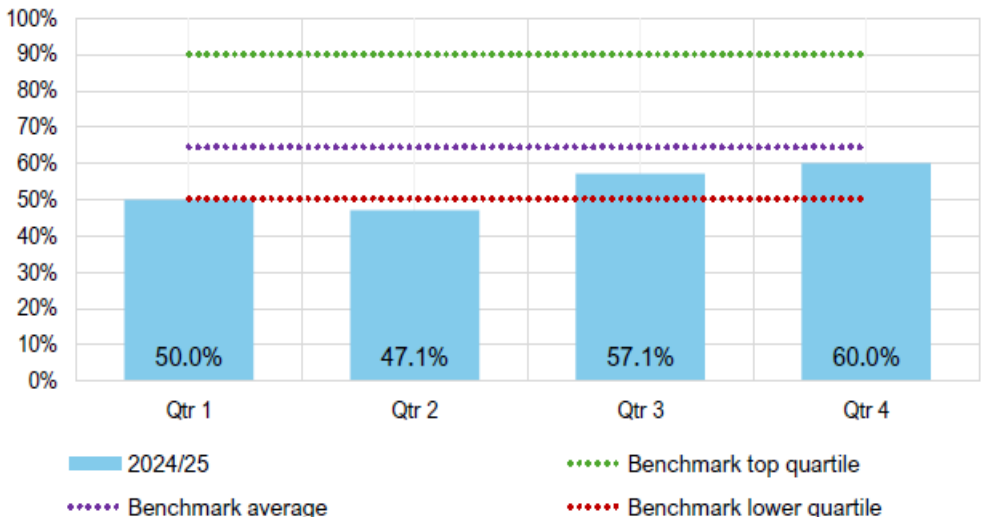
- Respond to complaints promptly and within Ombudsman timescales
- Ensure the response to a stage 1 complaint is appropriate and tackles the cause of the complaint.
- Monitor the root cases of complaints within services, to better understand where improvements should be made.

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% of Stage 1 complaints resolved within timescale



% of Stage 2 complaints resolved within timescale



## Engagement with tenants

Engagement activity has had significant influence on a number of key services:

1. Tenant Satisfaction Survey Action Plan: Residents' recommendations for service improvement were added to the TSM action plan following the 2023/24 survey results - 6 HSC Reps were involved and there was an online briefing on 02/07/2024;
2. Reasonable Adjustments Policy: the 6 HSC Reps provided feedback on the draft of our new policy to ensure our housing services and communication are as accessible and inclusive as possible. The final policy was published in Dec 2024.
3. Fire Safety in Communal Areas Policy Review: a review of the 'Zero Tolerance Policy' and the co-development of new Fire Safety in Communal Areas policy. The 6 HSC Reps were vital in the first iteration of the policy and helped shape the updated work, a series of online meetings took place, culminating in the new Policy approved at HSC on 17/09/24.
4. Parking and Garage Charge Review: a review of the charging structure of parking spaces and garages on HRA land included a working group that involved Councillors, Officers and a Tenant Rep undertaking a series of online meetings, with changes approved at HSC on 17/09/24.
5. Damp, Condensation and Mould (DCM) Policy Review: a resident review of the DCM Policy following tenant Rep request and incorporating anticipated changes from Awaab's Law - 6 HSC Reps, our Resident and Officer Asset Management Group and group of approx. 20 'Armchair Reviewers' undertook a series of online meetings and a survey in Feb 2025 – ready for approval.
6. Repairs and Planned Maintenance Policy: was co-developed by 6 HSC Reps, our Resident and Officer Asset Management Group and a group of approx. 20 'Armchair Reviewers' using a series of online meetings and a survey in Feb 2025 – ready for approval.
7. Estate Walkabouts: a refreshed initiative to bring together council staff, contractors and residents in walking through our estates to examine service standards regarding communal area/window cleaning and grounds maintenance as well as identifying estate improvements. A test-run period began in May 2025.
8. External Planned Maintenance Contract: will be re-procured with tenants on the evaluation panel for contract of an estimated value of £35 million – this began in Jun 2025.

## Tenants Satisfaction Measures (TSM) Results 2024/25

From April 2024, the government required all landlords with more than 1000 social housing properties to report on and publish annually 12 tenant perception and 14 performance measures. The results for 2024-25 will be published in the summer edition of 'Open Door' magazine and on the council website by 30<sup>th</sup> June 2025.

### Performance Measures

TSM	Description	2023/24	2024/25
BS01	Proportion of homes for which all required gas safety checks have been carried out	100.0%	<b>100.0%</b>
BS02	Proportion of homes for which all required fire risk assessments have been carried out	96.8%	<b>85.6%</b>
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	98.9%	<b>99.2%</b>
BS04	Proportion of homes for which all required legionella risk assessments have been carried out	91.9%	<b>100.0%</b>
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out	100.0%	<b>93.4%</b>
NM01 (1)	Number of anti-social behaviour cases opened per 1,000 homes	51.4	<b>44.2</b>
NM01 (2)	Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	1.4	<b>1.6</b>
RP01	Proportion of homes that do not meet the Decent Homes Standard	0.1%	<b>0.5%</b>
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale	77.2%	<b>92.4%</b>
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale	97.8%	<b>94.8%</b>
CH01 (1)	Number of stage one complaints received per 1,000 homes	31.1	<b>36.8</b>
CH01 (2)	Number of stage two complaints received per 1,000 homes	3.7	<b>5.2</b>
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	62.1%	<b>82.2%</b>
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	42.8%	<b>60.0%</b>

TSM	Description	2023/24	2024/25	% change
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## Housing Services performance reporting

<b>TP01</b>	Proportion of respondents who report that they are satisfied with the overall service from their landlord	67.2%	<b>73.0%</b>	<b>↑</b> <b>5.8%</b>
<b>TP02</b>	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service	73.7%	<b>77.6%</b>	<b>↑</b> <b>3.9%</b>
<b>TP03</b>	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair	70.9%	<b>75.6%</b>	<b>↑</b> <b>4.7%</b>
<b>TP04</b>	Proportion of respondents who report that they are satisfied that their home is well maintained	64.4%	<b>70.8%</b>	<b>↑</b> <b>5.8%</b>
<b>TP05</b>	Proportion of respondents who report that they are satisfied that their home is safe	67.2%	<b>72.5%</b>	<b>↑</b> <b>5.3%</b>
<b>TP06</b>	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	52.2%	<b>56.1%</b>	<b>↑</b> <b>3.9%</b>
<b>TP07</b>	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	64.0%	<b>64.4%</b>	<b>↑</b> <b>0.4%</b>
<b>TP08</b>	Proportion of respondents who report that they agree their landlord treats them fairly and with respect	66.2%	<b>69.9%</b>	<b>↑</b> <b>3.7%</b>
<b>TP09</b>	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	29%	<b>28.4%</b>	<b>↓</b> <b>0.6%</b>
<b>TP10</b>	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained	60.2%	<b>63.7%</b>	<b>↑</b> <b>3.5%</b>
<b>TP11</b>	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	55.9%	<b>56.7%</b>	<b>↑</b> <b>0.8%</b>
<b>TP12</b>	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	48.0%	<b>50.3%</b>	<b>↑</b> <b>2.3%</b>

### **Perception Measures**

The 2024/25 survey took place between the beginning of February and end of March of this year using a census approach. A mixed mode method was used for responses - first all tenants with email addresses were invited to take part online, followed by a full postal survey to non-respondents. The final stage of the survey involved a telephone survey to 200 non-respondents to balance representation within the results. By the close of the fieldwork period, 1,573 responses were achieved which equates to just over 20% of our tenant population.

For this year's perception measures, it is important to note that overall satisfaction is at its highest level in four years – 73%. Two measures received satisfaction scores of above



## Housing Services performance reporting

75%, these are the time taken with repairs (76%) and the repair service in the last 12 months (78%), which is the highest scoring metric in this year's TSM survey.

In comparison to the survey in 2023/24, all measures have seen a rise in satisfaction, with the exception of keeping tenants informed which maintained the same score, and complaints handling which fell by 1 percentage point.

These are considered as positive changes for Cambridge City Council, particularly when seen against the general trend of falling satisfaction across the sector.

Compared to the performance of other local authorities and based on Regulator benchmarking from 2023/24 submissions, we have six measures above median levels, two of which are in the top quartile – the repairs measures previously referenced above. There are still six measures which are below the group medians, although one of these measures, tenants having a home that is well maintained, underwent the biggest year on year increase for us and has risen by 7 percentage points to 71% from last year's survey.

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## 1 Background and key updates

- 1.1 This is a regular quarterly report showing progress on the City Council's housing delivery and development programme.
- 1.2 1145 new homes have been completed across 28 sites under the City Council programmes, with 690 being net new Council homes, 24 of which acquisitions of existing market stock.
- 1.3 Since the last update five schemes have started on site, including **Fanshawe Road** (45 council and 39 market), **ATS/Murketts** (28 council and 42 market), **Newbury Farm** (60 council and 90 market) and **East Barnwell** (120 council). All above schemes are being delivered through the Cambridge Investment Partnership (CIP). At **Kendal Way**, groundworks have commenced through a directly tendered contract.
- 1.4 Following announcement of bridge funding between Affordable Housing CME Programmes, a funding submission of c £1m has been made to Homes England for 11 eligible homes at Fanshawe Road.
- 1.5 Hoarding has been completed around **Stanton House**, ahead of demolition works targeted for August 2025

## 2 Delivery programme

- 2.1 The current delivery programme confirms:
- 2.2 the **500 devolution programme**, consisting of 931 (including market sale) homes, of which 537 are net new affordable homes.
  - 2.2.1 Final handovers are two blocks at the Meadows (56 council) and one accessible home at Kendal Way.
  - 2.2.2 Refer Appendix 2 for detailed programme Information.
- 2.3 the **10-year New Homes Programme**, consisting of 1172 homes with scheme approval. These include:
  - 2.3.1 Schemes on site: 433 (253 council homes), as listed in 1.3 above.
  - 2.3.2 Schemes Approved and in the planning process. Subject to final design and review ahead of formal planning submissions, this is made up of: **Hanover and Princess** (138 (82 council); **Ekin Rd** (131 (64 council); **Davy Rd** (90 (45 council); **Stanton House** (29 council); **Paget Rd** (4 council); **Eddeva Park** (32 council);
  - 2.3.3 4 market acquisitions for Refugee and Temporary accommodation use are included in the programme, with 3 purchases now complete and 1 remaining which is proceeding through Legal process.

## 3 Programme Pipeline

- 3.1 Cambridge North Framework for Change
  - 3.1.1 Consultation has finished and a cabinet report for October 2025 is planned following briefings Ward Councillors, senior Officers and Cabinet members. The report will outline the recommendations for the next steps, including potential investment.

- 3.2 Given the ongoing financial pressures with the HRA, officers continue to review opportunities and constraints around funding models for affordable housing, as well alternatives to market sale housing including Build to Rent and Co-Living.
- 3.3 Officers are continuing to develop a pipeline programme in anticipation of a bid to Homes England to secure funding from the Affordable Homes Programme (AHP). Appendix 3 outlines the current working Programme Portfolio and Delivery targets to 2032.

#### **4 Homes England Update**

- 4.1 Eamon Boyle, interim CEO of Homes England has stated that the prospectus for the new Affordable Homes Programme will be, at the earliest, available in September 2025 with bidding open by the end of the calendar year. Homes England have indicated that funding will be via the Cambridge and Peterborough Combined Authority (CPCA), with a specific focus on social rents.
- 4.2 Preparation for a Strategic Partnership bid has started and officers are working with the CPCA and Homes England.

#### **5 Issues**

- 5.1 Defects in Communal Heating
  - 5.1.1 It is recognised that there are significant faults with the heating and hot water supplies at the Meadows Centre, associated with the Energy Centre which supplies the heat network serving block C (Dykes Bower Court) and the Block D (Community Centre). Further separate faults have also been noted at L2 Orchard Park, and Fen Rd.
  - 5.1.2 AJM were appointed by Hill as part of the CIP delivery to design and install the communal heating systems on the above schemes. AJM were also subsequently appointed by the council to provide maintenance under contract. AJM experienced financial difficulties late 2024 and went into administration on 6th December 2024.
  - 5.1.3 The Council have appointed a consultant engineer who have assessed the design, installation and commissioning undertaken by AJM, and are now working with Hill to remedy faults identified. A programme is targeting completion of works by the middle of August.

#### **6 Budget**

- 6.1 The HRA Budget Setting Report approved in January 2025 includes all financial information for respective scheme budgets and net cost to the Council's Housing Revenue account, and these are updated in an ongoing basis through the annual budget setting procedure.

#### **7 Appendices:**

- Appendix 1: Delivery Programme
- Appendix 2: Update report tables and data
- Appendix 3: Development Portfolio Update for Material Consideration
- Appendix 4: Programme Risk Register

HDA Delivery Programme		03/07/2025									
Scheme Name	Ward	Net Affordable	Market homes	Total homes	Delivery	Committee	Approval date	Planning Submitted	Planning Resolution	Est. SOS	Practical Completion
BUILD COMPLETE											
Uphall Road	Romsey	2	0	2 E&F	HSC	Mar-15	Aug-16	Dec-16	Jun-17	Jan-18	
Nuns Way & Wiles Close	Kings Hedges	10	0	10 Tender	HSC	Mar-15	Aug-16	Jul-17	Jan-19	Aug-19	
Ditchburn Place Community Rooms	Petersfield	2	0	2 Tender	S&R	Sep-18	Aug-18	Nov-18	Jan-19	Sep-19	
Queens Meadow	Cherry Hinton	2	0	2 CIP	HSC	Jun-17	Dec-17	Jul-18	May-19	Jun-20	
Anstey Way	Trumpington	29	0	56 CIP	HSC	Mar-17	Jan-18	Jul-18	Oct-18	Jun-20	
Colville Garages	Cherry Hinton	3	0	3 CIP	HSC	Sep-17	Sep-18	Nov-18	May-19	Jul-20	
Gunhild Way	Queen Ediths	2	0	2 CIP	HSC	Jan-18	Jul-18	Oct-18	May-19	Jul-20	
Wulfstan Way	Queen Ediths	3	0	3 CIP	HSC	Sep-17	Oct-18	Jan-19	May-19	Sep-20	
Markham Close	Kings Hedges	5	0	5 CIP	HSC	Jan-18	May-18	Oct-18	May-19	Sep-20	
Ventress Close	Queen Ediths	13	0	15 CIP	HSC	Mar-17	Sep-18	Mar-19	Oct-19	Feb-21	
Akeman Street	Arbury	12	0	14 CIP	HSC	Jun-18	Apr-19	Jul-19	Oct-19	May-21	
Mill Road	Petersfield	118	118	236 CIP	S & R	Nov-17	Dec-17	Jun-18	Aug-18	Mar-23	
Cromwell Road	Romsey	118	179	297 CIP	S & R	Mar-18	Mar-19	Jun-19	Dec-19	Dec-23	
Colville Phase 2	Cherry Hinton	47	0	67 CIP	HSC	Jan-19	Jul-19	Dec-19	Nov-20	Aug-24	
Meadows and Buchan	Kings Hedges	50	0	50 CIP	HSC	Jan-19	Dec-19	Aug-20	Feb-21	Nov-24	
Campkin Road	Kings Hedges	50	0	75 CIP	HSC	Jul-19	Nov-19	Mar-20	Mar-21	Jul-23	
Clerk Maxwell Road	Newnham	14	21	35 S106	HSC	Jan-19	Dec-19	Jul-20	Feb-22	Jul-23	
Sub total		480	318	874							
ON SITE											
Meadows and Buchan	Kings Hedges	56	0	56 CIP	HSC	Jan-19	Dec-19	Aug-20	Feb-21	Aug-25	
Kendal Way	East Chesterton	1	0	1 Tender	HSC	Jan-21	Feb-22	Jun-22	Jun-25	Sep-26	
Sub total		57	0	57							
GRAND TOTAL		537	318	931							
Progress to 500 starts on site	2017/18	2018/19	2019/20	2020/21	2021/22	2025/26					
Starts by year	2	159	158	203	14	1					
Cumulative total	2	161	319	522	536	537					



## Appendix 2 – Scheme Details

### 1. Summary

500 Homes Programme	Completed	On site	Approved	Totals
Total Homes	874	57	0	931
Replacement homes	76	0	0	76
Market Sale	318	0	0	318
Net new Affordable HRA homes	480	57	0	537
% of target				108%

10 Yr New homes programme	Completed	On site	Approved	Totals
Total Homes	271	433	468	1172
Replacement homes	49	30	206	285
Intermediate (80% of market rents)	104	105	45	254
Acquisitions (LAHF) See Below	24	1	0	25
Market Sale	8	180	168	356
Net new Build Social and 60%/LHA(CCC)	86	117	49	248
Net new 3rd Party Affordable	Breakdown below - Modular			4
Total Net New held in HRA	Includes all net HRA rental			527

Modular Homes Project	Completed	On site	Approved	Totals
Total Homes	20	0	0	20
Replacement homes	0	0	0	0
Market Sale	0	0	0	0
Net new HRA homes	0	0	0	0
Net new 3rd party homes	20	0	0	20

LAHF Refugee Housing	Completed	In process/ On site	Approved	Totals
Total homes	40	1	0	41
Existing pipeline (accounted separately)	16	0	0	16
Acquisitions	24	1	0	25
Net new Affordable HRA homes	24	1	0	25

### 2. Key updates

#### 2.1. Completed Schemes

Scheme	Delivery	Completion Date	Update
Uphall Road	E&F	Jan-18	Defects Period Complete
Nuns Way & Wiles Close	Tender	Aug-19	Defects Period Complete
Ditchburn Place	Tender	Sep-19	Defects Period Complete
Queens Meadow	CIP	Jun-20	Defects Period Complete
Anstey Way	CIP	Jun-20	Defects Period Complete
Colville Garages	CIP	Jul-20	Defects Period Complete

Gunhild Way	CIP	Jul-20	Defects Period Complete
Wulfstan Way	CIP	Sep-20	Defects Period Complete
Markham Close	CIP	Sep-20	Defects Period Complete
Ventress Close	CIP	Feb-21	Defects Period Complete
Akeman Street	CIP	May-21	Defects Period Complete
Mill Road	CIP	Mar-23	Open Space now formally handed over to Council for ongoing maintenance.
Cromwell Road	CIP	Dec-23	Basement leak investigations ongoing. Public open space handover targeted for Oct 2025
Colville Phase 2	CIP	Aug-24	All homes now completed and in defects period
Meadows and Buchan	CIP	Nov-24	Buchan Residential and commercial complete. Meadows Block C complete
Campkin Road	CIP	Jul-23	Completed homes and community centre handed over in July 2023 and defects period complete
Clerk Maxwell Road	S106 CIP	Jul-23	Defects Period Complete
The Mews, Histon Road	S106 Laragh	Sep-23	Council working collectively with private owners to resolve issues following developer liquidation.
Fen Road	CIP	Feb-24	Heating issues now resolved.
Ditton Fields	CIP	Feb-24	Heating issues now resolved.
Borrowdale	CIP	Feb-24	Heating issues now resolved.
L2 Orchard Park	CIP	Mar-24	Plant room review/remediation in progress.
LAHF Refugee housing net new	CCC	Feb-24	Acquisitions Completed
Colville Road Phase 3	CIP	Feb-25	Now within 1-yr defects period
Aragon Close	CIP	Dec-24	Now within 1-yr defects period
Sackville Close	CIP	Dec-24	Now within 1-yr defects period
Hills Avenue Roughsleeper Pods	ITAC	Dec-24	Under It takes a City management.
Queen Ediths Way	CIP	Feb-25	Market sale - all sales agreed
Aylesborough Close Phase 2	CIP	May-25	Successfully handed over. Now within 1-yr defects period

## 2.2. On Site Schemes

<b>Scheme</b>	<b>Delivery</b>	<b>Completion Date</b>	<b>Update</b>
Meadows and Buchan	CIP	Aug-25	Build complete. Handover of Block A and B awaiting rectification of heating/plant defects.
Kendal Way	Tender	Sep-26	Groundworks commenced. Construction cost and programme under review ahead of entering into formal build contract.
Fanshawe Road	CIP	Jun-27	Started on site. Build progressing well. Homes England funding request submitted and in process.
East Barnwell	CIP	Nov-28	Work on site progressing well following start on site
Newbury Farm	CIP	Mar-28	Work on site progressing well following start on site
ATS Murketts	CIP	Apr-27	Work on site progressing well following start on site

### 2.3. *Approved Schemes*

<b>Scheme</b>	<b>Deliver y</b>	<b>Completi on Date</b>	<b>Update</b>
Paget Rd	Tender	TBD	Awaiting repricing
East Road	CIP	TBD	Under review due to viability
Hanover and princess	CIP	Mar-28	Final design being completed ahead of target planning submission
Eddeva Park	S106 This Land	Jul-27	Awaiting County Approval of This Land's selected Construction Management delivery route
Ekin Road	CIP	Sep-28	Final design being completed ahead of target planning submission
Davy Road	CIP	Jul-28	Progressing through design and Pre-app discussions with Planning Authority
LAHF Refugee and TA R3	CCC	Jun-25	Final acquisition now agreed and with Legal for completion.
Stanton House	CIP	Sep-27	Progressing through design and Pre-app discussions with Planning Authority

### 3. Delivery profile – 10yr programme

10-year new homes programme - Unit size mix as at June 2025																						
Scheme	Units	Social				60% Median/LHA				80% Median				Private				Decant/Replacement				Accessible
		1bed	2bed	3bed	4bed+	1bed	2bed	3bed	4bed+	1bed	2bed	3bed	4bed+	1bed	2bed	3bed	4bed+					
The Mews, Histon Road	10					3	7															
L2 Orchard park revised	75	25	5							35	10										0	
Colville 3	48	12	18	2						7	9							3	13		2	
Fen Road	12		8	3	1																2	
Ditton Fields	6		2	4																		
Borrowdale	3		3																			
Aragon and Sackville	14										14											
Aylesborough Close	70	24	14	3						13	15	1						22	11		3	
Paget Road	4			2								2										
Fanshawe	84					18	7	9		5	6			1	30	8			20		3	
East Road	40	10	6							16	6	2									TBD	
Hanover and Princess Ct	138	51	31											25	31			47	35		TBD	
TAC Modular Homes	4					4																
LAHF acquisitions	25						1	17	7													
East Barnwell	129	17	25	6						26	36	10			9				9	1	4	
Eddeva Park	32					13	5	5	1	4	4										2	
Queen Ediths Way	8																8					
Newbury Farm	150					23	16	6		12	3				4	43	43				4	
ATS Murketts	70					8	9	4		7					4	26	12				2	
Ekin Road	131	13	14	30	7											48	19	15	62	14	TBD	
Davy	90			5		8	19	2		7	4			11	30	4			33		TBD	
Stanton House	29					14	15															
TOTAL	1172	152	126	55	8	91	79	43	8	132	107	15	0	37	108	129	82	87	183	15	0	22
		1bed	2bed	3bed	4bed+	Percentage				1bed	2bed	3bed	4bed+	Net % M(4)3								
Total social/60%/LHA	562	243	205	98	16	Total social/60%/LHA				43%	36%	17%	3%	4.26%								
Total all affordable	816	375	312	113	16	Total all affordable				46%	38%	14%	2%									
						Strategy Target				35-45%	30-40%	15-25%	0-10%									
Pre-planning schemes unit and tenure subject to change in line with existing HSC Approvals																						



## 4. Sustainability

Each scheme specific approval which proceeds for Committee review will cover any specific implications.

The Council's 2021 Sustainable Housing Design Guide continues to guide all new schemes. For Schemes being directly delivered on Council Land, the CamStandard is being adopted as per the addendum to the Sustainable Housing Design Guide adopted in September 2024.

All schemes apart from five significantly exceed current Local Plan policy requirements. These include Histon Road (The Mews), Eddeva Park, Newbury Farm, and ATS/Murketts. These schemes meet the Local Plan requirements; The Mews and Eddeva Park are off the shelf Section 106 schemes not designed by the council and are to a variable standard.

Newbury Farm and ATS/Murketts are delivered through CIP as part of market-led schemes being delivered on sites acquired for this purpose. As stated in the respective HSC approvals, viability constraints on these sites meant that the energy targets in the SHDG were not met but other sustainability metrics such as water usage were.

### 4.1. Sustainable Housing Design Guide

Aspect	Water use	Car Park Ratios	Biodiversity	Energy Usage
Target	90l/pp/pd	0.5 spaces per home	20% net gain	<ul style="list-style-type: none"> <li>Meets or exceed local Plan 2018</li> <li><b>CamStandard – 2024 onwards</b></li> <li>Net Zero delivery from 2030</li> </ul>

#### 4.1.1. CamStandard- from September 2024

REQUIREMENT	Passivhaus certified	CamStandard
	Limiting Value	Limiting Value
Annual space heating demand	$\leq 15 \text{ kWh}/(\text{m}^2.\text{a})$ or peak heating load of $10 \text{ W}/\text{m}^2$	<b>Up to <math>40 \text{ kWh}/(\text{m}^2.\text{a})</math></b>
Annual space cooling demand	$\leq 15 \text{ kWh}/(\text{m}^2.\text{a})$	<b><math>\leq 15 \text{ kWh}/(\text{m}^2.\text{a})</math></b>
Primary energy renewable (PER) demand	$\leq 60 \text{ kWh}/\text{m}^2\text{a}$ (up to $75 \text{ kWh}/\text{m}^2\text{a}$ with PVs)	<b><math>60 \text{ to } 75 \text{ kWh}/\text{m}^2\text{a}</math> (up to <math>75 \text{ kWh}/\text{m}^2\text{a}</math> with PVs); or a project specific PER calculated using the PHPP for high occupancy density buildings</b>

Airtightness	$\leq 0.6$ Air Changes per Hour @50Pa	<b>Up to 1.0 Air Changes per Hour @50Pa</b>
Overheating	< 10% occupied hours above 25°C	<b>&lt; 10% occupied hours above 25°C</b>
Design temperature (winter)	20°C	<b>20°C</b>
Design temperature (summer)	25°C	<b>25°C in conjunction with Building Regulations Part O assessment for residential buildings</b>
Window installed U-value	$\leq 0.85$ W/(m <sup>2</sup> K)	<b><math>\leq 0.85</math> W/(m<sup>2</sup>K)</b>
MVHR efficiency	$\geq 75\%$ (unit to be certified by the PHI)	<b><math>\geq 75\%</math></b>
MVHR Specific Fan Power (SFP)	$\leq 0.45$ Wh/m <sup>3</sup> (1.62 W/l/s)	<b><math>\leq 0.45</math> Wh/m<sup>3</sup> (1.62 W/l/s)</b>
Passivhaus Consultant	Applicable	<b>Passivhaus or AECB Consultant</b>
Passivhaus Certifier	Applicable	<b>Not applicable</b>
Passivhaus Institute (PHI) Assessment	Applicable	<b>Not applicable</b>
<b>QUALITY ASSURANCE</b>		
PHPP Model	Required for all schemes	<b>Required for all schemes</b>
Evidence	Certificates, delivery notes, photographs, confirmation of performance specification, declarations	Certificates, delivery notes, photographs, confirmation of performance specification, declarations
Independent Certification	Applicable	<b>Not applicable</b>

#### 4.3 Performance against targets – Affordable Homes

Scheme	Energy and carbon	Water Use	Biodiversity gain
L2	Exceeds 2018 LP and BR	110	10% - offsite credits
Colville Road Phase 3	Exceeds 2018 LP and BR	100-110	10%
Mews Histon Rd	Exceeds 2018 LP and BR	110	n/a
Fen Road	Passivhaus Certified	100	10%
Ditton Fields	Passivhaus Certified	100	10%
Aragon Close	Passivhaus Uncertified	100	10%
Sackville Close	Passivhaus Uncertified	100	10%
Borrowdale	Passivhaus Certified	100	10%
Aylesborough	Passivhaus Uncertified	99	20%
Paget Road (Net Zero)	<b>CamStandard</b>	80	20%
Fanshawe	<b>CamStandard</b>	99	20%
East Rd Garage	<b>CamStandard</b>	99	20%
Hanover and Princess Court	<b>CamStandard</b>	99	20%
Eddeva Park	Meets 2022 Building Regs and exceeds Local Plan	110	10%

East Barnwell	<b>CamStandard</b>	99	20%
Newbury Farm	Meets 2022 Building Regs and exceeds Local Plan	99	20%
ATS/Murketts	Meets 2022 Building Regs and exceeds Local Plan	99	20%
Ekin Road	<b>CamStandard</b>	90	20%
Davy Rd	<b>CamStandard</b>	90	20%
Stanton House	<b>CamStandard</b>	90	20%

## 5. Decant Progress

Scheme	Tenants to decant	Tenants Decanted	Lease/ Freeholders	Lease/ Freehold sales completed	Lease/ Freehold sale agreed	Comment
Stanton	29	29	0	0	0	Completed
Fanshawe	20	20	10	10	0	Completed
Hanover/ Princess	82	80	45	34	3	Risk of delay to programme
East Barnwell	10	0	8	0	0	Significant lead time remains.
Ekin	82	59	12	2	2	Risk of delay to programme
Davy	30	16	10	3	3	Significant lead time remains. Good progress to date

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## Appendix 3: Portfolio approach for the Ten-Year New Homes Programme post September 2024

### 1 Background

- 1.1 In September 2024 the Cambridge City Council's Executive Councillor for Housing approved the formal adoption of a Portfolio approach to the Council's ten-year development programme. This approach takes into account the Council's ambitions in line with [Corporate Objectives](#), [HRA Business Plan](#), the [Local Plan](#) and the [Greater Cambridge Housing Strategy](#).
- 1.2 The purpose of this appendix is to set out the Council's housing delivery programme and the monitoring of that programme to provide a context for the consideration of individual planning applications by the Council or the Cambridge Investment Partnership against the requirements of Policy 45 of the Local Plan (2018) .
- 1.3 It is acknowledged that the requirements of Local Plan Policy 45 must be considered by the Planning Committee for each planning application as it comes forward. It is also acknowledged that mixed and balanced communities are an important planning objective and specific proposals will need to be considered accordingly.
- 1.4 At time of adoption (September 2024) the Council's Housing delivery pipeline consisted of 2530 homes. Delivery targets were set as per Table 1, in line with Housing Scrutiny Committee reporting (Ref 24/43/HSC and 24/42/HSC), ensuring maximisation of council-led housing delivery across the city, while reducing financial risk exposure.
- 1.5 This approach sets out the Council's proposals to exceed the policy objectives in Policy 45 of the Local Plan for the Council's housing development programme by applying a portfolio approach to deliver the Affordable housing target across the full development pipeline as opposed to considering proposals only on a scheme-by-scheme basis. The purpose of this approach is to ensure that the Council can, where possible, overcome financial, practical or other constraints which would prevent the optimised delivery of affordable housing outcomes.
- 1.6 This is a regular report which monitors the implementation of the portfolio approach to ensure that actual delivery of affordable housing is not falling short of the targets that have been established.

## 2 2024-2032 targets – Baseline set as at September 2024

2.1 The Housing Delivery target is to deliver 50% affordable housing across the portfolio. In working to achieve the target the cumulative proportion of affordable housing delivered by the programme will at no time fall below 40%.

2.2 The table below summarises the delivery programme as it stood when the portfolio approach was adopted in September 2024.

Table 1: Summary of delivery programme at September 2024

Status	Total Homes	Council Homes	Net Council Homes	Market Sale Homes
<b>Progress as at Sept-24</b>	<b>695</b>	<b>516</b>	<b>437</b>	<b>179</b>
Handed over or onsite	259	259	210	8
Submitted for planning	436	257	227	171
<b>Rest of ten year programme proposed</b>	<b>1835</b>	<b>929</b>	<b>495</b>	<b>906</b>
<b>Total housing delivery to 2032</b>	<b>2530</b>	<b>1445</b>	<b>932</b>	<b>1085</b>

## 3 Progress against the target

Table 2: Analysis of tenure and unit size distribution across schemes within the 10 year programme which have achieved Resolution to Grant

											Housing Strategy Targets			
											35%	40%	20%	5%
											Confirmed Numbers			
											Affordable Unit Size			
Project Name		Total Market	Total social rent	Total 60% LHA	Total 80%	Total AFF	% Aff	% AFF Running	Net New AFF	Total Homes	1bed AFF	2bed AFF	3bed AFF	4bed AFF
On site or handed over		8	124	31	104	259	97%	NA	210	267	120	101	31	7
Fen Road	Outside of portfolio	0	12	0	0	12	100%	NA	12	12	0	8	3	1
Ditton Fields	Outside of portfolio	0	6	0	0	6	100%	NA	6	6	0	2	4	0
Borrowdale	Outside of portfolio	0	3	0	0	3	100%	NA	3	3	0	0	3	0
L2 Orchard Park	Outside of portfolio	0	30	0	45	75	100%	NA	75	75	60	15	0	0
Colville Road Phase 3	Outside of portfolio	0	32	0	16	48	100%	NA	32	48	20	26	2	0
Aragon Close	Outside of portfolio	0	0	0	7	7	100%	NA	7	7	0	7	0	0
Sackville Close	Outside of portfolio	0	0	0	7	7	100%	NA	7	7	0	7	0	0
Aylesborough Close Phase 2	Outside of portfolio	0	41	0	29	70	100%	NA	37	70	37	29	4	0
LAHF Refugee housing net new (handed over and excuded as non-new build)	Outside of portfolio	0	0	21	0	21	100%	NA	21	21	0	0	15	6
The Mews (handed over and aexcluded fromrunning affordable % targets as third party S106)	Outside of portfolio	0	0	10	0	10	100%	NA	10	10	3	7	0	0
Queen Ediths	Sep-23	8	0	0	0	0	0%	NA	0	8	0	0	0	0
<b>Commencement of portfolio Approach</b>														
Planning Approved	Planning resolution	Total Market	Total social rent	Total 60% LHA	Total 80%	Total AFF	% Aff	% AFF Running total post East	Net New AFF	Total Homes	1bed AFF	2bed AFF	3bed AFF	4bed AFF
East Barnwell	Jun-24	0	48	0	72	120	100%	100%	110	120	43	61	16	0
Paget Rd (submitted)	Aug-24	0	2	0	2	4	100%	100%	4	4	0	0	4	0
Fanshawe Road	Sep-24	39	0	34	11	45	54%	81%	25	84	23	13	9	0
Murketts ATS	Sep-24	42	0	21	7	28	40%	71%	28	70	15	9	4	0
Newbury Farm	Oct-24	90	0	45	15	60	40%	60%	60	150	36	19	6	0
Total Committed aligning with portfolio target		171	50	100	107	257	92%	60%	227	428	117	102	39	0
Rolling unit size % in line with Housing											46%	39%	14%	1%

- 3.1 Table 2 shows all schemes within the 10 year programme that have received Resolution to Grant Planning Approval. The table distinguishes schemes that are not included in the portfolio approach (schemes that had started on site prior to September 2024) and schemes that are within the portfolio approach. The table shows that schemes that are within the portfolio approach and have received Resolution to Grant will provide 60% affordable housing. This equates to an 85 home surplus against the 50% portfolio target.
- 3.2 The monitoring will be expanded as the programme develops to include starts on site and completions, to ensure that final outcomes remain aligned.
- 3.3 Figure 1 illustrates how the Council's capital risk exposure increases with the level of commitment to the provision of affordable homes within the programme.

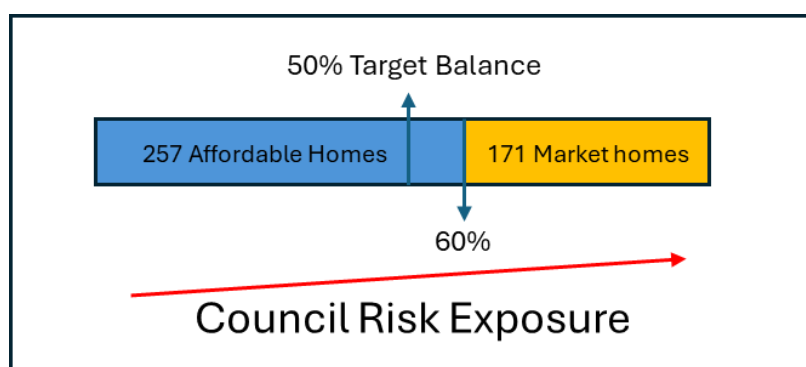


Figure 1: Illustration of risk impact of affordable housing supply over target

#### 4 Alignment with the Greater Cambridge Housing Strategy

- 4.1 The portfolio approach to the Ten-Year Programme has been informed by the Greater Cambridge Housing Strategy (GCHS), June 2024:
- 4.2 *GCHS Annex 1; 7.3 – affordable provision aimed at those on low to median incomes. GCHS Annex 2: Para. 2.6: “75% of the 40% affordable housing requirement to be Affordable/Social Rent. On S.106 sites above 15 homes at least 10% (of the 75%) to be allocated for Social Rent.*
- 4.3 This is addressed through the 10-year programme delivering affordable rented homes across three rent tenures / rent levels
- Social Rent

- Affordable rent at 60% of market rent, but capped at LHA
- Affordable rent at 80% of market rent targeting households with local work connections

4.4 The identified schemes within the 10-year programme will provide 27% of total affordable housing delivery as Social Rent. This is significantly above the level set out in the strategy and the programme will be developed to continue to provide an excess over the target. This delivery is subsidised through the delivery of affordable rented homes at 80% of market rent as outlined below.

4.5 *GCHS Annex 2: Para. 2.6 “25% of the 40% affordable housing requirement will typically be for shared ownership where it is sufficiently affordable to meet local needs, although other types of tenure may be considered on individual schemes on a case-by-case basis. (Para. 2.7) Where other tenure types are considered, either alongside or in place of shared ownership, this must align with the National Planning Policy Framework (NPPF).*

4.6 *GCHS Annex 4, Para 3.8: New homes brought forward either in addition to the 40% affordable housing requirement in the Local Plan, or in place of intermediate tenures, which are to be let through Cambridge City Council’s Lettings Policy may, in some circumstances, be offered at up to 80% of market rent to particular groups who are more likely to be able to afford a slightly higher rent, such as local workers. This is subject to agreement with Cambridge City Council and will be considered on a case-by-case basis. Creating a mixed and balanced community will be a key consideration.*

4.7 The programme includes a commitment to 80% Affordable Rents for Local Workers as an alternative to shared ownership or other routes of home ownership as defined by the Housing Strategy. The commitment to rented housing and the three-tier approach to rent levels helps the Council to meet a range of needs for affordable housing. This approach is compliant with the June 2024 Greater Cambridge Housing Strategy.

4.8 (Annex 2, para 3.3). A revised affordable housing size mix has now been adopted

*Table 3: GCHS Annex 2 para 3.3: Revised affordable rented housing mix*

		1Bed	2Bed	3Bed	4bed
Affordable housing (rented)		35-45%	30-40%	15-25%	0-10%



4.9 This has now been programmed into the councils portfolio for delivery. It has been noted that maximal occupancy is sought at first letting and this will be accounted for in scheme design. The aim will be to prioritise social rents on larger family homes.

4.10 The affordable housing size mix in the 10-year programme is as follows:

*Table 4: 10yr programme affordable housing dwelling mix. Schemes with Resolution to Grant at February 2025.*

Affordable housing size across 10yr programme	1Bed Affordable	2Bed Affordable	3Bed Affordable	4Bed Affordable
Housing Strategy Targets – Affordable Housing	35-45%	30-40%	15-25%	0-10%
Current <b>Received Planning</b>	46%	39%	14%	1%

4.11 All Schemes have proceeded through planning with Housing Strategy approval. The marginal (1%) departure from the target range for 1 and 3 bedroom units will be addressed through future schemes

4.12 *GCHS Annex 2, para 4.2: For three bedroom or larger properties in Cambridge City and South Cambridgeshire, including on fringe sites, we will expect the affordable homes to be provided as houses.*

4.13 The aim to provide 3 and 4 bedroom homes as houses is recognised in the current programme subject to the location of housing delivery, the built form of the schemes and the availability of houses within the schemes.

## 5 Delivery against the Councils Sustainable Housing Design Guide

### 5.1 Quality Assurance

PHPP Model	Required for all schemes
Evidence	Certificates, delivery notes, photographs, confirmation of performance specification, declarations
Independent Certification	Not applicable

### 5.2 Sustainable energy: the CamStandard was adopted in September 2024

Requirement	Limiting Value
Annual space heating demand	Up to 40 kWh/(m2.a)
Annual space cooling demand	< 15 kWh/(m2.a)
Primary energy renewable (PER) demand	60 to 75 kWh/m2a (up to 75 kWh/m2a with PVs); or a project specific PER calculated using the PHPP for high occupancy density buildings
Airtightness	Up to 1.0 Air Changes per Hour @50Pa
Overheating	< 10% occupied hours above 25°C
Design temperature (winter)	20°C
Design temperature (summer)	25°C in conjunction with Building Regulations Part O assessment for residential buildings
Window installed U-value	< 0.85 W/(m2K)
MVHR efficiency	>=75%
MVHR Specific Fan Power (SFP)	< 0.45 Wh/m3 (1.62 W/l/s)
Passivhaus Consultant	Passivhaus or AECB Consultant
Passivhaus Certifier	Not applicable
Passivhaus Institute (PHI) Assessment	Not applicable

### 5.3 Other sustainability targets

Sustainable Housing Design Guide target	Proposed Approach
Gas Free	100% adoption
Biodiversity Net Gain	Targeting 20% gain across all sites
Water lpp/pd: 90	99 or less
Car Park Ratios 0.5	0.5 or less
Dual Aspect	Maximisation of dual aspect where viable

## Appendix 4: Corporate Risks – New Build Programme

Risk	Likelihood	Impact	Mitigation
<b>Cost increases on approved projects</b>	<b>5 – Certain</b> Risk of increased budget requirements due to Brexit, Ukraine War, building reg. changes, inflation and supply chain cost increases are being encountered. Staffing and materials shortage and delays to SOS due to funding uncertainties increase potential for this risk.	<b>5 -Certain</b> 1. Committee approval needed for additional capital funding 2. Unplanned public expenditure 3. Loss of value for money 4. Reputational risk to Council 5. Reduction in overall delivery achievable	1. Cost plans are regularly reviewed and updated, and contracts are fixed price to the council. 2. Latest budgets consistently reviewed as part of BSR and MTFS Process. 3. Regular updated risk management and budgeting completed as part of risk reviews work across the Council. Supply chain and materials concerns under close monitoring. 4. Committee approval to progress schemes ahead of firm grant certainty mitigates cost increases ahead of entering into build contracts. 5. Depending on the extent of the additional cost this may be managed within scheme level contingencies approved in Budget Setting Report.
<b>Securing Planning Permission on new schemes</b>	<b>3 – Noticeable Effect</b> 1. Failure in obtaining planning permission or Conditions signoff cause delays and increase costs. 2. Delays in receiving a planning decision lead to increased costs being incurred and delays in submission of Funding Bids. 3. Additional time and effort required to redraft plans should revised applications be required.	<b>3 - Noticeable effect</b> Schemes are developed with planners through the pre-application process. Lack of planning resource and Planning Department staff shortages or substitution would lead to delays in arranging for the pre app meetings, and subsequently planning submissions and approvals.	1. Pre-app process used effectively, and schemes aim to be policy compliant. 2. Build in of additional lead time where required to ensure schemes progressing within target schedules 3. Ensuring officers and councillors are involved in decision making from project early stages

Risk	Likelihood	Impact	Mitigation
<b>Sales risk – exposing Council cash flow forecast</b>	<b>2 - Some possibility</b> 1. deceleration of sales / purchase/ acquisition cycle 2. Depreciation of assets Influx of market led schemes now requires increased consideration of risk of income reducing against assumed margins.	<b>1 – Little Chance</b> Housing market fluctuations are beyond council control and current circumstances may exacerbate such fluctuations or delay buyer activities in the short-medium term. Market sales have however performed well and the Cambridge market remains relatively stable. However significant market sale developments are progressing which may require review.	1. Close engagement with market through private sector partners 2. Share risk with private sector partners 3. Financial and sensitivity analysis for the new project site selections, before project starts. 5. Specialist partner input to sales forecasts
<b>Decanting residents / leaseholders</b>	<b>4- Probable</b> 1. Regeneration schemes will not be progressed if residents are not decanted. 2. Complication in buybacks where Lease/freeholders face difficulties for obtaining new mortgages for their onward purchase, in non-portable cases, or where challenges are made to CPO proceedings 3. Redevelopment of estates with high % Lease/freehold ownership poses greater risk of CPO proceedings being required	<b>3 – Noticeable effect</b> Decant of Schemes under the 10yr programme is on-going and if this is not achieved on time there will be impact on the costs of the project.	1. Decant and rehousing officers regularly liaising with residents requiring decanting to ensure successful rehoming. 2. Decanting and liaison with tenants started early on in the development process. CPO and NOSP process outlined to be proceeded as necessary on future schemes. 3. Additional resource to support this work allocated. 4. Resident liaison groups established.
<b>Not securing necessary grant for new schemes</b>	<b>2- Some possibility</b> In case the grant is not secured or at a lower level the business plan may need to be reviewed and the level of housing and tenure delivered may need to change.	<b>3 - Noticeable effect</b> HE Grant funding now secured on 7 schemes approved under the new 10yr programme, with additional funding allocated from separate streams at	1. Continual discussions with Homes England and other funding bodies are providing greater security on grant funding ability. Issues in securing the level required to support the costs of developing in Cambridge are an issue, and we will continue to

Risk	Likelihood	Impact	Mitigation
		Aylesborough, and for Refugee housing. Remaining grant across new programme schemes not yet secured, other than that funding committed by the Council. The business plan for the MTFS and BSR assumes grant.	review assumptions in the business plan as negotiations develop. 2. A recent report from DLUHC has additionally highlighted major risk to the governments Affordable housing programme if grant rates remain static against current inflation.
<b>Insufficient Project Management Resource to complete programme</b>	<b>3 - noticeable effect</b> 1. Inability to properly manage projects 2. Council entering into contractual obligations without proper oversight	<b>3 - noticeable effect</b> Schemes brought forward to be managed by existing team on top of additional corporate developments (Civic Quarter, District Heating), cladding issues (Clay Farm, Virido) as well as managing legacy defects (communal heating issues at the Meadows) and staff overworked. Also there are increased need in adding data and compliance and fire safety statutory requirements to the projects	1. Appointment of new consultants 2. Resourcing fund for new recruitments to ensure capacity
<b>Future anti- development campaigns</b>	<b>3 - noticeable effect</b> 1.Potential for reputational damage for HDA and Cambridge City Council 2.unexpected extended time frame for the project 3. complications in submission of the scheme for planning consideration and funding approval.	<b>4- Significant disruption</b> increase in number of leaseholders/ freeholders in new larger schemes increases risk of push back against potential redevelopment activities	1.Establishing focussed steering groups early where necessary 2.Focus on early public engagement via different events and consultations 3. potential development to be informed by detailed options appraisals

Risk	Likelihood	Impact	Mitigation
<b>Failure to secure net unit gain on redevelopment sites</b>	<b>5- Certain</b> Estate regeneration requires significant decant and buyback costs which may mean rental income streams may not offset initial investment	<b>4- Significant disruption</b> Estate regeneration through a mixed tenure approach holds inherent challenges in increasing net gain of affordable homes.	Prioritisation of investigations into Council holdings which indicate scope for net housing gain
<b>Hanover and Princess-financial Viability</b>	<b>4- Probable</b> 1) Reduced housing delivery 2) International economic uncertainty. 3)Cost inflation.	<b>5 -Certain</b> Leads to increased Financial pressure on HRA	Land value assessed, affordable price within range considered, sales values checked, build costs reduction in line with Cam Standard adoption expected.
<b>Meadows- heating system issues which are affecting residents and community centre users</b>	<b>5- Certain</b> 1)Significant disruptions to tenants 2)Cost increases to council and CIP 3)Significant delays in handover of new flats blocks and loss of revenue	<b>4- Significant disruption</b> Due to Reliance on specialist subcontractor which went into liquidation	M&E consultants advising Council on this matter. List of key actions provided to contractor, and they are working to resolve.
<b>Agreed Fire strategy not enacted/in place across all affected blocks at Virido</b>	<b>4- Probable</b> Risk to safety, and possible delays in the resale of affected Shared Ownership properties due to a lack of EWS1 Certification on the cladding system	<b>5 -Certain</b> Fire strategy and remediation actions confirmed for Clay Farm, Fire Strategy and plan of works is still to be agreed by Senior Management within the Council for Virido	Fire strategy and remediation actions confirmed for Clay Farm. Fire Strategy and plan of works to be agreed by Senior Management for Virido.



**REPORT TITLE: Cabinet Report - Application for the Cambridge South East Transport Scheme Order and Council's Statement of Case**

**To:**

Cllr Katie Thornburrow (Cabinet Member)

Committee (15/07/2025)

**Report by:**

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**Wards affected:**

Queen Edith (only)

Director Approval: Joint Director of Planning Stephen Kelly confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts, and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to the Executive Councillor for decision.

<b>1.</b>	<b>Recommendations</b>
1.1	<p>It is recommended that the Cabinet:</p> <ul style="list-style-type: none"> <li><i>i. Note the progress on resolving the outstanding matters raised by the Council for further work/dialogue with the applicant.</i></li> <li><i>ii. Delegate authority to the Joint Director of Planning in consultation with the Lead Cabinet Member for Planning and Transport to finalise and submit the Statement of Case based on the report within Appendix 1.</i></li> </ul>
<b>2.</b>	<b>Purpose and reason for the report</b>
2.1	The purpose of this report is to provide Members with an update on the application made by Cambridgeshire County Council (as one of the partners within the Greater Cambridge Partnership) for The Cambridge South East

	<p>Transport Order under the Transport and Works Act (TWA)(1992). It provides an update on progress resolving matters raised by the Council in its initial representation and seeks delegated authority to the Joint Director in consultation with the Lead Cabinet Member for Planning and Transport to finalise and submit the Statement of Case by 18 July 2025. This is in preparation for a public inquiry.</p>
<b>3.</b>	<b>Alternative options considered</b>
3.1	<p>The submission of the Statement of Case is in the interests of the efficient and timely conduct of the Council's compliance with the procedures for applications made under the Transport and Works Act (1992).</p>
<b>4.</b>	<b>Background and key issues</b>
4.1	<p>The Council was formally notified that the Cambridgeshire County Council (as one of the partners within the GCP) had submitted an application for The Cambridge South East Transport Order under the Transport and Works Act (1992) on 9 January 2025. The Council and South Cambridgeshire District Council (SCDC) submitted a joint representation to the Department of Transport (DfT) on 7 March 2025 stating the grounds for its representation.</p> <p>The DfT have since notified the Council of its intention to hold a public inquiry. This has initiated the period of six weeks for the Council to prepare and submit a Statement of Case by 18 July 2025. The public inquiry is expected to be scheduled for January 2026 at the earliest.</p> <p>Based on this, there will be a period of approximately 6 months before the public inquiry starts for the Council to continue to engage with the applicant to resolve those outstanding issues identified in its earlier representation to the consultation on the application and this report, and to prepare a Statement of Common Ground to submit ahead of the inquiry.</p>



	<p>The Cambridge South East Transport (CSET) scheme is a guided busway with an active travel route between Cambridge Biomedical Campus (CBC) and a new Travel Hub on the A11 at the junction with Babraham Road (A1307), with intermediate stops proposed at Great Shelford, Stapleford and Sawston. The majority of the proposed development lies within SCDC. The works within the City are limited to the on-road route, cycle way and associated landscaping along Francis Crick Avenue and the roundabout with Addenbrooke's Road.</p> <p>A transport scheme is necessary for the successful delivery of significant planned development on allocated sites within both Councils' development plans, including the Cambridge Biomedical Campus (SCLP 2018 policy E/2 and CLP 2018 policy 17) and Granta Park (SCLP 2018 policy E/15). The CSET scheme would meet this requirement. The transport benefits of the proposal are also essential to enable the further expansion of the Cambridge Biomedical Campus, the wider economic growth and increased housing identified in the emerging Greater Cambridge Joint Local Plan.</p> <p>The importance of supporting development of the allocated sites with public transport and sustainable travel options to promote a modal shift away from private car use is recognised in the Transport Strategy for Cambridge and South Cambridgeshire (2014). The strategy identified the Haverhill to Cambridge Corridor as one of seven major corridor programme areas, recognising the problem of congestion on the A1307. The strategy aimed to create a high-quality passenger transport corridor as a real alternative to using the private car for trips.</p> <p>The Councils' initial representation submitted in March 2025 emphasised the support for the principle of development, however raised matters for further work prior to determination of the application. These are listed in full in the report in appendix 1 including those relevant to the proposed development within the City as listed below. Since then, officers have engaged in further discussions with the applicants team to seek to resolve these matters. GCP</p>
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officers have responded positively to the Council's response and indicated that further work is underway. Formal submissions in respect of that work remain outstanding and in some areas further work/dialogue is required before the Council will be able to settle/conclude its position on these matters. Officers propose to use the Appendix 1 to provide an update on the current position, with the intention/expectation, based upon GCP commitments to date, of resolving these as far as possible within a Statement of Common Ground to be submitted before the public inquiry.

The ongoing matters for resolution relevant to the proposed development within the City are:

1. Information on the scheme's alignment with the Cambridge South Station, East West Rail and Sawston Greenway schemes.
2. Further assessment and mitigation of the construction impact on Hobson's Brook and Nine Wells Local Nature Reserve.
3. Further assessment and mitigation of the operational impact of attenuation ponds on Hobson's Brook.
4. Further scrutiny of Biodiversity Net Gain calculations and securing long-term management and maintenance arrangements.
5. Agreement on Design Principles to guide detailed design matters.
6. Agreement on planning conditions to secure appropriate mitigation.

Officers are in continued dialogue with the GCP and stakeholders with a view to addressing the above outlined matters. These matters are still being discussed with the applicant and the Councils anticipate being able to provide an update before the commencement of the inquiry.

Officers recommend that the Statement of Case to be finalised confirms the Council's position that, provided the outstanding matters are resolved to the Council's satisfaction and that appropriate mitigation is secured, the public benefits of the scheme in terms of supporting planned development outweigh any identified harms.

<b>5.</b>	<b>Corporate plan</b>
5.1	<p>In respect to how the Corporate plan 2022-27 links to the decision, the CSET scheme provides public transport and sustainable transport options that provide an alternative to private car use, supporting the Council's aims to reduce carbon emissions within the City.</p> <p>This relates to priority 1 in the following way:</p> <ul style="list-style-type: none"> <li>- Priority 1 (Leading Cambridge's response to the climate change and biodiversity emergencies). <ul style="list-style-type: none"> <li>○ Contribution to the creation of wider prosperity and improve quality of life now and into the future through better greener transport. <ul style="list-style-type: none"> <li>▪ Reduced carbon emissions from transport in Cambridge.</li> <li>▪ Supports the net zero carbon vision (including by minimising reliance on the private car).</li> <li>▪ Plans for the right infrastructure in the right places at the right times to serve growing communities.</li> <li>▪ Working with partners to address the infrastructure needs of the city and the Greater Cambridge area, to reduced congestion and pollution.</li> <li>▪ Increasing the percentage of journeys taken by public transport.</li> </ul> </li> </ul> </li> </ul>
<b>6.</b>	<b>Consultation, engagement and communication</b>
6.1	None
<b>7.</b>	<b>Anticipated outcomes, benefits or impact</b>
7.1	<p>It is anticipated that the outcome of the consideration of this report and the resultant decision would enable the Council's ongoing engagement in the TWAO process and support the high-quality delivery of the CSET scheme which achieves the following benefits:</p> <ul style="list-style-type: none"> <li>- The CSET scheme provides public transport and sustainable transport options that provide an alternative to private car use, supporting the Council's aims to reduce carbon emissions within Cambridge City.</li> </ul>

	<ul style="list-style-type: none"> <li>- The CSET scheme provides public transport and sustainable transport options enhancing access to healthcare at Addenbrooke's Hospital and the wider Cambridge Biomedical Campus, and enhancing connectivity for residents and workers in Cambridge City.</li> <li>- The CSET scheme supports the internationally significant biomedical research and development and life sciences sectors located within the area at the Cambridge Biomedical Campus by enhancing connectivity.</li> <li>- A scheme which provides appropriate environmental mitigation.</li> </ul>
<b>8.</b>	<p><b>Implications</b></p> <p>In the writing of this report, taking into account financial, legal, staffing, risk, equality and diversity, climate change, and any other key issues, the following implications have been considered.</p>
<b>8.1</b>	<b>Relevant risks</b>
	<i>None</i>
	<b>Financial Implications</b>
<b>8.2</b>	<i>None</i>
	<b>Legal Implications</b>
<b>8.3</b>	<i>None</i>
	<b>Equalities and socio-economic Implications</b>
<b>8.4</b>	As the decision maker DfT must have regard to the public sector equality duty section 149 of the Equality Act 2010. The applicant (Cambridgeshire County Council) has submitted an Equality Impact Assessment with the application. The Council has nothing further to add in this report.
	<b>Net Zero Carbon, Climate Change and Environmental implications</b>
<b>8.5</b>	The CSET scheme provides public transport and sustainable transport options that provide an alternative to private car use, supporting the Council's aims to reduce carbon emissions within Cambridge City.

	<b>Procurement Implications</b>
8.6	<i>None</i>
	<b>Community Safety Implications</b>
8.7	<i>None</i>
<b>9.</b>	<b>Background documents</b>
9.1	None
<b>10.</b>	<b>Appendices</b>
10.1	Appendix 1: Draft Formal Response to The Cambridge South East Transport Order

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**South Cambridgeshire  
District Council  
&  
Cambridge City Council**

**Appendix 1**

**Draft Response to The Cambridge  
South East Transport Scheme Order**

**Application under the Transport and Works Act (1992)**

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# 1. Executive Summary

- 1.1. This report sets out the Council's assessment of the application made for The Cambridge South East Transport Scheme Order under the Transport and Works Act (1992). It will form the basis of Council's Statement of Case which follows on from the Council's initial representation submitted in March 2025, and will set out the Council's full position based upon the material available at this time on the application in preparation of a public inquiry. The Statement of Case is to be submitted to the Department for Transport (DfT) by 18 July 2025. It will be a joint statement on behalf of South Cambridgeshire District Council (SCDC) and Cambridge City Council (CCiC) (jointly 'the Councils'). The public inquiry is anticipated to be held in January 2026 at the earliest.
- 1.2. This application for The Cambridge South East Transport Scheme Order was submitted by Cambridgeshire County Council (CCoC) on behalf of the Greater Cambridge Partnership (GCP). The purpose of the application is to authorise works and purchase of land for implementation of Phase 2 of the Cambridge South East Transport project; namely to allow the construction, operation and maintenance of a guided busway between Cambridge Biomedical Campus at the southern end of Francis Crick Avenue in Cambridge and a new Travel Hub facility at the A1307/A11/A505 road junction southeast of the village of Babraham.
- 1.3. The Councils' representation, Statement of Case and participation in the public inquiry are made in their role as local authorities for the administrative areas in which the proposal is located. The majority of the proposed development lies within the SCDC administrative boundary, including the majority of the off-road route, bus stops and the Travel Hub. The works within CCiC administrative area are limited to the on-road route, cycle way and associated landscaping along Francis Crick Avenue and the roundabout with Addenbrooke's Road.
- 1.4. This report provides an assessment of the scheme's compliance with relevant policies of both local planning authorities' development plans for works within or affecting their respective administrative boundaries of the two Councils, along with national planning policy and other material considerations.
- 1.5. On the basis of the application documents submitted, the Councils have no objection to the principle of development, having regard to the need case and the benefits of the scheme in terms of reducing congestion and pollution, improving connectivity and sustainable transport modes, and supporting economic growth and planned housing within Greater Cambridge. The scheme is necessary for the successful delivery of planned development for significant

areas of growth on allocated sites, including the Cambridge Biomedical Campus (SCLP 2018 policy E/2 and CLP 2018 policy 17) and Granta Park (SCLP 2018 policy E/15). The proposals therefore support the delivery of the spatial development strategy contained within the SCLP 2018 and CLP 2018. Moreover, the transport benefits of the proposals support the expansion of the Cambridge Biomedical Campus, science and innovation-based enterprises in locations to the South of Cambridge, and the wider economic and housing growth identified in the emerging Greater Cambridge Joint Local Plan.

- 1.6. Nonetheless, the Councils' consultation response on the application dated 7 March 2025 raised several matters requiring further consideration prior to determination of the application. This report provides an update on discussions that have been undertaken with the applicant since submission of the representation. In summary, the Councils are not currently satisfied that the application details submitted are sufficient to mitigate as far as possible, the environmental effects arising from the development. Further information is therefore requested to assess the impacts to enable measures to reduce avoidable impacts and secure appropriate mitigation as set out in the Councils' development plans. These will be expressed in the final Statement of Case, but in summary relate to the ecological impact of construction and operational phases, impact on protected species, securing the provision of biodiversity net gain, and the retention of trees important to mitigate the landscape and visual impact.
- 1.7. In addition to this, the Councils highlight several areas for further engagement with the applicant in order to secure high-quality development which achieves the strategic aims of the scheme. This includes further engagement on design matters to reflect comments made about connectivity, accessibility, landscape, trees and sustainability. The Councils believe these to be capable of being resolved through continuing engagement to agree a Design Principles document which will guide the discharge of detailed design conditions, and to agree a set of planning conditions. While proposed conditions were previously shared with the Councils during the pre-application process, amendments are proposed by the Councils, as outlined in this response. The Councils expect the final wording of the conditions to be agreed in a Statement of Common Ground with the applicant.
- 1.8. The Councils remain committed to collaborating with the applicant and other stakeholders to achieve a scheme that balances infrastructure needs to support growth, with environmental and community priorities.

## 2. Background

- 2.1. The Greater Cambridge Partnership (GCP) was established under the Greater Cambridge City Deal, signed with the Government on 19 June 2014. SCDC and CCiC represent two of the five local partners which now make up the GCP, alongside CCoC, the Cambridgeshire and Peterborough Combined Authority and the University of Cambridge. The aims of the GCP are to support sustainable economic growth, improve transport infrastructure, and deliver housing and skills initiatives across the Greater Cambridge area.
- 2.2. As a result, the Councils have two distinct roles in relation to the proposed scheme. As a member of the GCP Executive Board, the Councils have voting rights on decisions related to the commissioning of projects funded by money provided through the City Deal. Separately, the Councils are statutory consultees for the application as local authorities for the administrative areas in which the scheme is proposed, pursuant to sections 10 and 11 of the Transport and Works Act 1992 and rules 21 and 23 of the Transport and Works (Applications and Objections Procedure) (England and Wales) Rules 2006/1466.
- 2.3. The Councils submitted a joint representation to the formal consultation on the application dated 7 March 2025. This representation raised several matters which had not been resolved to the Councils' satisfaction at that time. The Councils requested that these matters are resolved before the application is determined to ensure that adequate assessment has been carried out and appropriate mitigation measures have been identified and secured through any consent granted as set out in the Councils' development plan policies. Since then, the Councils have engaged in further discussions with the applicant and have reviewed responses and further information. This report provides an update on these matters. The Councils' updated position on the issues raised in their representation are summarised in the table below.

**Table 1: Update on Councils' position on the issues raised in their representation**

Issue raised in representation	Update on Councils' position
1. Information on the scheme's alignment with the Cambridge South Station, East West Rail	This matter is still being discussed with the applicant and the Councils anticipate being able to provide an

and Sawston Greenway schemes.	<p>update before the commencement of the inquiry</p> <p>See further discussions in paragraphs 11.5 - 11.6.</p>
2. Updated ecological surveys and mitigation measures for protected species.	<p>The applicant has informally responded. This matter is still being discussed with the applicant and the Councils anticipate being able to provide an update before the commencement of the inquiry.</p> <p>See further discussion in paragraph 9.5.</p>
3. Further assessment and mitigation of the construction impact on Hobson's Brook and Nine Wells Local Nature Reserve.	<p>The applicant has informally responded. This matter is still being discussed with the applicant and the Councils anticipate being able to provide an update before the commencement of the inquiry.</p> <p>See paragraphs 9.14 – 9.18.</p>
4. Further assessment and mitigation of the operational impact of attenuation ponds on Hobson's Brook.	<p>The applicant has informally responded. This matter is still being discussed with the applicant and the Councils anticipate being able to provide an update before the commencement of the inquiry.</p> <p>See paragraphs 9.14 – 9.18.</p>
5. Further scrutiny of Biodiversity Net Gain calculations and securing long-term management and maintenance arrangements.	<p>Calculations have been provided and reviewed by the Councils. The Councils are continuing discussions with the applicant.</p> <p>See paragraphs 9.21 – 9.23.</p>

6. Further consideration and assessment of construction and operational lighting on protected species of bats at the Travel Hub.	Matter is still being discussed with the applicant.  See paragraphs 9.7 – 9.9.
7. Updated Landscape Visual Impact Assessment to include recent developments.	Matter is still being discussed with the applicant.  See paragraph 7.10.
8. Clarification on the retention of a tree within the Travel Hub.	Matter is still being discussed with the applicant.  See paragraph 10.4.
9. Agreement on Design Principles to guide detailed design matters.	See detailed comments provided throughout this statement. To be progressed with the applicant through the preparation and submission of a Statement of Common Ground.
10. Agreement on planning conditions to secure appropriate mitigation.	See detailed comments provided throughout this statement and summarised in section 18 of this statement. To be progressed with the applicant through the preparation and submission of a Statement of Common Ground.

### 3. Policy and Legal Context

#### Development plan and adopted documents

- 3.1. The adopted development plans for the two administrative areas are the South Cambridgeshire Local Plan 2018 and the Cambridge Local Plan 2018. The relevant policies are:

## South Cambridgeshire Local Plan 2018:

Policy S/2: Objectives of the Local Plan  
Policy S/3: Presumption in Favour of Sustainable Development  
Policy S/4: Cambridge Green Belt  
Policy S/5 Provision of New Jobs and Homes  
Policy S/6 The Development Strategy to 2031  
Policy S/7: Development Frameworks  
Policy S/12: Phasing, Delivery and Monitoring  
Policy CC/1: Mitigation and Adaptation to Climate Change  
Policy CC/3: Renewable and Low Carbon Energy in New Developments  
Policy CC/4: Water Efficiency  
Policy CC/6: Construction Methods  
Policy CC/7: Water Quality  
Policy CC/8: Sustainable Drainage Systems  
Policy CC/9: Managing Flood Risk  
Policy HQ/1: Design Principles  
Policy HQ/2: Public Art and New Development  
Policy NH/2: Protecting and Enhancing Landscape Character  
Policy NH/3: Protecting Agricultural Land  
Policy NH/4: Biodiversity  
Policy NH/5: Sites of Biodiversity or Geological Importance  
Policy NH/8: Mitigating the Impact of Development in and adjoining the Green Belt  
Policy NH/14: Heritage Assets  
Policy SC/2: Health Impact Assessment  
Policy SC/9: Lighting Proposals  
Policy SC/10: Noise Pollution  
Policy SC/11: Contaminated Land  
Policy SC/12: Air Quality  
Policy SC/14: Odour and Other Fugitive Emissions to Air  
Policy E/2: Cambridge Biomedical Campus  
Policy E/15: Established Employment Areas  
Policy TI/2: Planning for Sustainable Travel  
Policy TI/3: Parking Provision  
Policy TI/7: Lord's Bridge Radio Telescope

## Cambridge Local Plan 2018:

Policy 1: The presumption in favour of sustainable development  
Policy 2: Spatial Strategy for the location of employment development  
Policy 3: Spatial strategy for the location of residential development  
Policy 4: The Cambridge Green Belt  
Policy 5: Strategic transport and infrastructure  
Policy 8: Setting of the city  
Policy 14: Areas of Major Change and Opportunity Areas – general principles  
Policy 17: Cambridge Biomedical Campus (including Addenbrooke's Hospital)  
Area of Major Change

Policy 27: Site specific development opportunities  
 Policy 28: Carbon reduction, community energy networks, sustainable design and construction, and water use  
 Policy 29: Renewable and low carbon energy generation  
 Policy 31: Integrated water management and the water cycle  
 Policy 32: Flood risk  
 Policy 33: Contaminated Land  
 Policy 34: Light pollution control  
 Policy 35: Protection of human health and quality of life from noise and vibration  
 Policy 36: Air quality, odour and dust  
 Policy 39: Mullard Radio Astronomy Observatory, Lord's Bridge  
 Policy 55: Responding to context  
 Policy 56: Creating successful places  
 Policy 57: Designing new buildings  
 Policy 59: Designing landscape and the public realm  
 Policy 61: Conservation and enhancement of Cambridge's historic environment  
 Policy 65: Visual pollution  
 Policy 69: Protection of sites of biodiversity and geodiversity importance  
 Policy 70: Protection of priority species and habitats  
 Policy 71: Trees  
 Policy 80: Supporting sustainable access to development  
 Policy 81: Mitigating the transport impact of development  
 Policy 82: Parking management  
 Policy 85 Infrastructure Delivery

### 3.2. Relevant supplementary planning documents (SPDs) are:

- Cambridge Biomedical Campus SPD (adopted April 2025);
- Greater Cambridge Sustainable Design and Construction SPD (adopted 2020);
- Greater Cambridge Biodiversity SPD (adopted 2022)
- Cambridgeshire Flood and Water SPD (adopted 2018);
- Cambridge Southern Fringe Area Action Plan (AAP) (adopted 2008)
- Cambridge East AAP (2008)
- Sawston Village Design Guide SPD (adopted 2020)
- Listed Buildings in South Cambridgeshire SPD (adopted 2009)
- Cambridge City Council's Public Art SPD (adopted 2010)
- Cambridge City Council's Planning Obligation's Strategy SPD (adopted 2010)

### 3.3. Also relevant:

- Cambridgeshire and Peterborough Minerals and Waste Local Plan (adopted 2021)
- The Local Transport and Connectivity Plan (LTCP) – Adopted November 2023

- The Transport Strategy for Cambridge and South Cambridgeshire (TSCSC) – Adopted March 2014
- Cambridge & Peterborough Combined Authority (CPCA) Bus Strategy (2023)

#### National planning policy and guidance

National Planning Policy Framework (NPPF) (2024)

Planning Practice Guidance

National Design Guide 2021

Local Transport Note 1/20 (LTN 1/20) Cycle Infrastructure Design

Circular 11/95 (Conditions, Annex A)

Environment Act 2021

EIA Directives and Regulations - European Union legislation with regard to environmental assessment and the UK's planning regime remains unchanged despite it leaving the European Union on 31 January 2020

Written Ministerial Statement: Realising the Full Potential of Greater Cambridge (23 August 2024)

Conservation of Habitats and Species Regulations 2017

ODPM Circular 06/2005 – Protected Species

Equalities Act 2010

#### Emerging Greater Cambridge Local Plan

- 3.4. The Councils are preparing a joint Greater Cambridge Local Plan (GCLP) for their combined areas. Following consultation on Issues and Options First Conversation (Regulation 18) in 2020, the Councils consulted on a First Proposals Preferred Options (Regulation 18) in 2021. Since then, progress has been impacted by external factors beyond the Councils' control, in particular the identification of uncertainties surrounding water supply.
- 3.5. The First Proposals 2021 set out a Vision for the GCLP and a series of aims set around the following key themes:
  - Climate change
  - Biodiversity and green spaces
  - Wellbeing and social inclusion
  - Great Places
  - Jobs
  - Homes
  - Infrastructure
- 3.6. The Councils agreed a new Local Development Scheme in January 2025 that shows public consultation on a Draft GCLP (Regulation 18) in Autumn/Winter



2025. The Proposed Submission (Regulation 19) GCLP will be published for consultation in Summer/Autumn 2026 with Submission in December 2026, consistent with the transitional arrangements for plans under the current system alongside the draft NPPF in December 2024.

- 3.7. The new Standard Method calculation<sup>1</sup> published by the government results in an annual Local Housing Need for Greater Cambridge of 2,272 homes per annum (based on data as at March 2025). Cambridge's economic growth, centred upon the City's international significance as a location for academic excellence and innovation (a report by Dealroom<sup>2</sup> shows that Cambridge is, for its size, the most innovative city in the UK and Europe, and is ranked 4<sup>th</sup> globally) means that the emerging Local Plan, in line with paragraphs 85–87 of the NPPF 2025, is also planning to meet a forecast increase in employment of over 66,000 jobs by 2045. A significant proportion of that growth is forecast to be in life sciences, for which the Cambridge Biomedical Campus is the foremost location within the UK and is one of the leading global innovation clusters globally ([CBC health impact final-Oct-2023.pdf](#)).
- 3.8. In addition, the spatial development strategy set out in the most recent consultation in 2021 includes a number of additional strategic scale sites to meet the needs of the area, in particular directing development to where it has the least climate impact, where active and public transport is the natural choice (page 39), including draft site allocations for:
- Policy S/CBC - a further allocation at the Biomedical Campus to continue to meet local, regional or national health care needs or for biomedical and biotechnology research and development activities, related higher education and sui generis medical research institutes, associated support activities to meet the needs of employees and visitors, as well as residential uses for affordable and key worker homes for campus employees.
  - Policy S/BRC - an allocation at Babraham Research Campus.
  - Policy S/GC - an allocation at Wellcome Genome Campus.

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1. <sup>1</sup> Housing and economic needs assessment guidance from Ministry of Housing, Communities and Local Government, Ministry of Housing, Communities & Local Government (2018 to 2021) and Department for Levelling Up, Housing and Communities published 20 March 2015, last updated 24 February 2025: <https://www.gov.uk/guidance/housing-and-economic-development-needs-assessments>

<sup>2</sup> The Global Tech Ecosystem Index 2025 report by Dealroom: <https://dealroom.co/tech-ecosystem-index-2025>

## 4. Need Case

- 4.1. The CSET scheme directly addresses the objectives of the adopted and emerging development plans for Cambridge and South Cambridgeshire, and the local transport policy framework for the area south of Cambridge that supports these. CSET will deliver one of the schemes identified in the adopted Local Transport Plan to support locally, regionally and nationally important growth in this area, including at the Cambridge Biomedical Campus (CBC). CSET is supported in principle by the policy framework set out as follows.
- 4.2. The adopted and emerging development plans identify significant areas of growth in the area south of Cambridge including the CBC. CLP 2018 policy 17 allocates the Cambridge Biomedical Campus (including Addenbrooke's Hospital) Area of Major Change for development required to meet local, regional or national health care needs or for biomedical and biotechnology research and development activities, related higher education and other medical research institutes, with associated support activities. South Cambridgeshire Local Plan 2018 includes a site allocation for the Cambridge Biomedical Campus Extension within policy E/2 to support the site's continuing development, alongside enabling further development at Granta Park (SCLP 2018 policy E/15).
- 4.3. The emerging Greater Cambridge Local Plan (as set out in the First Proposals 2021 consultation) identifies a further allocation at the Biomedical Campus (policy S/CBC) to continue to meet local, regional or national health care needs or for biomedical and biotechnology research and development activities, related higher education and sui generis medical research institutes, associated support activities to meet the needs of employees and visitors, as well as residential uses for affordable and key worker homes for campus employees. Further, the Written Ministerial Statement of August 2024 makes clear expansion of the campus is a national objective. Ongoing work by the local planning authority in concert with the site promoters indicates that the proposals will serve to increase the number of jobs hosted on the biomedical campus from 23,000 currently to around 40,000 by 2050. Consistent with the sectoral clustering centred around the Cambridge Biomedical Campus, the emerging Local Plan also envisages continuing growth at Granta Park (67,000 square metres) and Wellcome Genome Campus and new growth at Babraham Research Campus (policy S/BRC), alongside committed employment development at Sawston, which together could provide around a further 17,000 new jobs linked to life sciences into the local economy over the next 20+ years, alongside overall population growth estimated at an additional 140,000 residents by 2045 in Greater Cambridge.

- 4.4. The importance of supporting growth of the allocated sites with public transport and sustainable travel options to promote a modal shift away from private car use is recognised in the Cambridgeshire County Council Transport Strategy for Cambridge and South Cambridgeshire (2014), which supported the adopted development plans. The strategy identified the Haverhill to Cambridge Corridor as one of seven major corridor programme areas. It highlighted the cluster of research and knowledge-based sites (Granta Park, the Babraham Research Campus and nearby at the Genome Campus) within close proximity to each other, and the role of Cambridge as a regional centre for employment, retail and primary healthcare for people living in Haverhill. The Strategy recognised the problem of congestion on the A1307 which slows journeys for cars and buses and highlighted the significant potential for this to worsen with development at Granta Park, Babraham Research Campus and Haverhill.
- 4.5. The 2014 Strategy therefore aimed to create a high-quality passenger transport corridor which offers a real alternative to using the private car for trips between Haverhill and Cambridge. Due to the lack of rail service, bus services were the focus for passenger transport within the corridor. A busway/high quality passenger transport corridor and an additional Park and Ride site was planned in the longer-term. The proposed CSET scheme - providing a segregated off-road busway and Travel Hub - would therefore meet these objectives within the 2014 Strategy.
- 4.6. The adopted Local Plan policies reflect the 2014 Strategy. CLP 2018 policy 17 referred to above supports measures to enhance access to the campus including for cyclists, pedestrians, wheelchair users and other disabled people, and mitigate the impact on the existing road network and parking in the surrounding area. It also supports provision for the extension of existing conventional bus services, busways and Park and Ride services to meet the needs of the resident and working populations, including disabled people. SCLP 2018 policy E/2 referred to above requires measures to enhance access to and within the Cambridge Biomedical Campus including provision for cyclists, pedestrians, wheelchair users and people with other disabilities, and mitigate impacts on the wider road network and parking in the surrounding area.
- 4.7. The Cambridgeshire and Peterborough Combined Authority Local Transport and Connectivity Plan (LTCP) 2023 identifies six goals: productivity (including supporting housing and employment growth); connectivity; climate; environment; health; and safety. The CSET scheme directly addresses each of these goals. The LTCP 2023 in its strategies for specific local areas identifies

CSET<sup>3</sup>, alongside the other GCP corridor schemes, as essential to linking the growing communities along the Haverhill to Cambridge corridor. Beyond this, the LTCP identifies CSET's role, alongside Cambridge South Station<sup>4</sup>, in catering for the significant number of people who will be working at CBC, and linking the campus to other major employment sites along the A1307 corridor towards Haverhill, connecting the internationally significant life sciences and research and development clusters at Babraham Research Campus and at Granta Park.

- 4.8. The emerging Local Plan allocation at CBC (policy S/CBC) within the First Proposals referred to above identifies that delivery of further growth is dependent on ensuring that the level of vehicle trips is limited to an appropriate level for the surrounding road network. Transport evidence supporting the First Proposals assumed delivery of CSET, alongside Cambridge South Station, as central components of the mitigations to achieve this objective. The CSET scheme makes an important contribution towards reducing dependency on private car by providing a high quality public transport and active travel route into CBC and South Cambridge, but also between internationally significant campus that the LPA expects to continue to grow and to workers homes in Cambridgeshire, but also more affordable areas in Essex and Suffolk.
- 4.9. The importance of growth in this area south of Cambridge and at the CBC – an area currently hosting over 41,000 jobs ([Cambridge Cluster Insights & Analysis / Welcome To Cambridge Biomedical Campus](#)) - has national importance to the UK economy and local studies emphasise the need for sustainable transport to support growth. Beyond the local development plan, the Case for Cambridge published by the previous Government in March 2024<sup>5</sup> sets out the importance of Cambridge as a leading centre of science and innovation and its contribution to the UK economy. It highlights the opportunities to grow the city. The

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<sup>3</sup> Local Transport and Connectivity Plan (2023) Local Section: Greater Cambridge – page 16 section titled 'Local Projects: East – The Biotech Corridor and towards Newmarket and Haverhill' (<https://cambridgeshirepeterborough-ca.gov.uk/wp-content/uploads/Local-Section-Greater-Cambridge.pdf>).

<sup>4</sup> The Transport Assessment for the Cambridge South Station identified CSET alongside other planned transport improvements and interventions predicted to result in a potential decrease in vehicular traffic on the CBC and road network, and making more people would be likely to use public transport to travel to and from the station. Transport Assessment (Environmental Statement Volume 3: Environmental Statement Appendix 17.2) for The Network Rail (Cambridge South Infrastructure Enhancements) Order: <https://sacuksprodnrndigital0001.blob.core.windows.net/twao-cambridge-south-infrastructure-enhancements/Cambridge%20South%20infrastructure%20enhancements%20twao/NR16%20Environmental%20Statement%20documents/Volume%203%20Appendices%20and%20Figures/Appendix%2017.2%20Transport%20Assessment.pdf>

<sup>5</sup> The Case for Cambridge March 2024 published by HM Government: [https://assets.publishing.service.gov.uk/media/65f1d8edff11704896615973/The\\_Case\\_for\\_Cambridge\\_March\\_2024.pdf](https://assets.publishing.service.gov.uk/media/65f1d8edff11704896615973/The_Case_for_Cambridge_March_2024.pdf)

Cambridge Delivery Group established by the Government will focus on enabling and accelerating key developments that align with the overall strategy for growing the urban area of Cambridge and spreading the benefits to the wider region. It identifies the specific opportunities to expand the CBC and Addenbrooke's Hospital, supported by investment for locally-led transport schemes serving the CBC, such as CSET scheme.

4.10. Building upon the emerging Greater Cambridge Local Plan First Proposals, GCSP commissioned Iceni Projects Limited to prepare a report on 'Greater Cambridge Growth Sectors Study: Life science and ICT locational, land and accommodation needs' (September 2024). The report emphasizes the importance of life sciences and ICT sectors to the economy of Greater Cambridge. It highlights that the success and growth of these sectors requires good public transport, connectivity and place-making. As a scheme identified in the up-to-date Local Transport Plan, the CSET scheme makes an important contribution to providing sustainable transport to meet the local and national objectives for growth.

4.11. In summary, the CSET scheme is considered necessary to achieve the objectives of the adopted local transport plans which support the existing and planned growth of employment and residential areas within the adopted and emerging development plans, including the locally, regionally and nationally significant CBC.

## **5. Green Belt**

5.1. The proposed development is located within the Cambridge Green Belt, except for the section within the CBC. The proposal has been assessed against the requirements of the National Planning Policy Framework (NPPF) 2024, SCLP 2018 policy S/4, CLP 2018 policy 4 and other material considerations.

5.2. The NPPF advises that when considering any planning application, local planning authorities should ensure that substantial weight is given to any harm to the Green Belt, including harm to its openness (NPPF 2024, paragraph 153). It indicates that "inappropriate development" is, by definition, harmful to the Green Belt and should not be approved except in "very special circumstances", where the potential harm to the Green Belt is clearly outweighed by other considerations (NPPF 2024, paragraph 153). The Planning Statement and Consideration of Green Belt Issues Reports (2021 and 2024) consider two scenarios: firstly, whether the proposal is inappropriate development; and secondly, if the development is considered to be inappropriate development,

whether “very special circumstances exist”. The Council considers these below.

- Inappropriate development
- 5.3. The applicant puts forward the case that the proposal is not inappropriate development within the Green Belt because it is ‘local transport infrastructure which can demonstrate a requirement for a Green Belt location’, and is a development listed in paragraph 154 (NPPF 2024). The applicant refers to the need for the development and goes on to explain that, as Cambridge is surrounded by Green Belt, it would not be possible for a new off-road public transport route and Travel Hub to be provided without a Green Belt location in some form. This is accepted. It then summarises the studies and workshops undertaken to develop a single preferred option for the route alignment and location of the Travel Hub. Some locations outside the Green Belt were considered for the Travel Hub, however the applicant explains how the preferred location most effectively meets the strategic objectives for the project. This is accepted. For these reasons, the Councils agree that the proposal demonstrates a requirement for a Green Belt location.
- 5.4. In addition to this, the exemption in paragraph 154 requires that the development must preserve the openness of the Green Belt and not conflict with the purposes of including land within it. The applicant provides a detailed assessment against these two requirements with reference to the purposes of the Green Belt set out in national policy (NPPF 2024, paragraph 143) and policy S/4 in the SCLP 2018. The applicant’s Consideration of Green Belt Issues Reports (2021 and 2024) conclude that the degree of harm to the Green Belt from the proposed development - in terms of both openness and conflict with the purposes of the Green Belt - would be between Moderate to Moderate-minor to Minor with the mitigation of appropriate planting and when assessed in the context of the surrounding environment. The study concluded that openness would not be preserved, and that there would be conflict with Green Belt purposes.
- 5.5. The applicant’s assessment in the Consideration of Green Belt Issues (2024) considers the impact of individual elements of the scheme on the openness and purposes of the Green Belt within different sectors. It concludes that the various proposed stops, the Travel Hub and bridges along the route would reduce the openness of the Green Belt and therefore fail to preserve openness. It also concludes that the proposed route between Granham’s Road and the River Granta and the stops proposed at Great Shelford and Stapleford would have some conflict with purpose of the Green Belt. The harm resulting from the

bus stops has been assessed as Minor and from the River Granta bridges as Moderate-minor. This is accepted.

- 5.6. The impact of the Travel Hub has been assessed as Moderate, reduced to Moderate-minor following mitigation through landscape planting. The proposed Travel Hub would introduce development into a currently undeveloped area with a permanent visual and spatial effect on the openness of the Green Belt, including proposed building, solar panels and other structures at the Travel Hub site. In addition, the parking areas would introduce hard surfacing, on which large numbers of vehicles would be parked throughout the day, and the requirement for lighting, which would be visible during the day and create new lit areas at night. These details – including the scale and appearance of the Travel Hub building, the extent of solar panels, and the lighting scheme – will be subject to conditions. The Councils support the proposed mitigation through landscape planting which would be secured by conditions. Subject to this, the Councils agree with the applicant's assessment that the impact of the Travel Hub would be Moderate-minor following mitigation.
- 5.7. The applicant refers to case law highlighting that the degree of harm is a matter of judgement for the decision-maker and that, where the degree of harm is not considered to be significant enough to 'seriously compromise' the purposes of including land within the Green Belt, then the proposal can be considered as not inappropriate development. The Councils agree with the applicant's assessment of harms, and consider that the proposal seeks to mitigate any residual harms as far as possible. Subject to that mitigation being secured by conditions, the degree of harm to the Green Belt would be minimised. At the time of writing this report, officers have not yet drawn together its assessment to conclude on the matter of whether the development could reasonably be categorised as "not inappropriate development". It nevertheless expects to finalise its view prior to submission of the Statement of Case.
- Very special circumstances
- 5.8. Notwithstanding the issue of whether the proposal is inappropriate development, the applicant makes the case that "very special circumstances" exist that would justify the scheme regardless of whether it is considered to be inappropriate development. Namely it refers to the need for the busway, as well as a lack of alternative options together with social, environmental and economic benefits which significantly outweighs any harm. The Council recognises that the proposal supports the strategic objectives of the SCLP 2018, the CLP 2018 and the emerging Greater Cambridge Local Plan, as set out in Section 4. These plans prioritize sustainable transport solutions to

support planned growth, address existing congestion, and improve access to employment and services, which the proposal would deliver. The application demonstrates that the preferred route and location of the Travel Hub have been robustly assessed, and the proposal requires a Green Belt location to achieve the strategic growth objectives. For these reasons, the Councils are of the view that that matters amounting to “very special circumstances” exist in this case.

- Summary

5.9. In summary, the Councils support the applicant’s approach to assessing the impact on the Green Belt. It supports the applicant’s assessment of the preferred route alignment and Travel Hub location, and therefore agrees that the proposal would be ‘local transport infrastructure which can demonstrate a requirement for a Green Belt location’. The Councils support the applicant’s assessment of the impact on the openness and purposes of the Green Belt, which identifies some Moderate to Moderate-minor to Minor impacts. As far as whether the proposed development constitutes inappropriate development, officers are seeking detailed legal advice but anticipate being able to provide a definitive position before the commencement of the inquiry. In any event it is considered that the degree of harm would be materially reduced by the proposed mitigation. There is a clear and compelling need for the development in accordance with adopted and emerging development plan policies, and the Councils consider that these amount to “very special circumstances” that clearly outweigh the potential harm to the Green Belt in accordance with paragraph 155 of the NPPF 2024.

## **6. Agricultural Land Use**

6.1. The proposed development would result in the loss of agricultural land. The elements of the proposal which are washed over by the Green Belt are also subject to Agricultural land classifications (Grade 2 and 3). The proposal has been assessed against the requirements of the NPPF 2024, SCLP 2018 policy NH/3 and other material considerations.

6.2. The agricultural land affected by the proposed development is within SCDC. The following development plan policy is relevant:

6.2.1. SCLP 2018 policy NH/3 ‘Protecting Agricultural Land’ contains criteria for the assessment of development that will lead to the irreversible loss of Grades 1,2 or 3a agricultural land. Planning permission will not be granted on unallocated land unless sustainability considerations and the



need for the development are sufficient to override the need to protect the agricultural value of the land.

- 6.3. The NPPF 2024 states that where significant development of agricultural is demonstrated to be necessary, areas of poorer quality land should be preferred to those of a higher quality (Foot 65). The NPPF defines the best and most versatile agricultural land as land in Grades 1, 2 and 3a of Agricultural land classifications.
- 6.4. Within the planning statement submitted in support of the proposal it is assumed that the proposed development will result in the loss of agricultural land categorised as the best and most versatile. Mitigation has been tabled in the form of a soil management strategy in conjunction with restoration of land temporarily acquired during construction but not required for soft landscaping to its original capability. Within this context, the applicant considers the loss of agricultural carries moderate weight as far as it relates to harm to the Green Belt. This is accepted.
- 6.5. Policy NH/3 contains a framework for officers to support development which results in irreversible loss of Grades 1, 2 or 3a agricultural land subject to satisfying detailed criteria of the said policy. In this instance officers are satisfied that the need for the development as set out in Section 4 of this report is sufficient to override the need to protect the agricultural value of the land.
- 6.6. For this reason, and subject to a condition to secure a soil management strategy, the proposal would satisfy SCLP 2018 policy NH/3 and the NPPF 2024.

## **7. Landscape**

- 7.1. The majority of the route and associated works are within South Cambridgeshire, however works within the CBC and along Francis Crick Avenue are within Cambridge City. In addition, works adjacent to the boundary will impact on the setting of the city. Therefore, the following policies from both development plans are relevant:

7.1.1. SCLP 2018 policy HQ/1 'Design Principles' requires all development to be high-quality, responsive to its surroundings, and well-integrated with the existing landscape and built environment. Proposals must respect local character, considering scale, materials, and design, while ensuring

integration with existing landscapes, townscapes, and public spaces to enhance both visual and functional coherence.

7.1.2. In addition, SCLP 2018 policy NH/2 'Protecting and Enhancing Landscape Character' emphasises the need to conserve and reinforce the distinct landscape character of South Cambridgeshire. SCLP 2018 policy NH/6 'Green Infrastructure' supports the creation, protection, and enhancement of multifunctional green infrastructure.

7.1.3. Specifically related to Green Belt, SCLP 2018 policy NH/8 'Mitigating the Impact of Development in and adjoining the Green Belt' states that developments must not have detrimental impact on rural character and openness of the Green Belt. Development on the edges of settlements surrounded by the Green Belt must include careful landscape design measures of a high-quality.

7.1.4. CLP 2018 policy 55 'Responding to Context' emphasises the need for of development to respond positively to features of the natural and historical importance. This is also emphasised in CLP 2018 policy 58 'Creating Successful Places' which requires landscape areas to respond to their context. Furthermore, CLP 2018 policy 59 'Designing Landscape and Public Realm' requires landscape to integrate into the surrounding land.

7.1.5. With regard to the impact of development on the setting of the city, CLP 2018 policy 8 'Setting of the city' sets out criteria against which development on the urban edge and within green infrastructure corridors and the Green Belt will be supported. The site allocation policy for the CBC recognises the sensitivity of the site's location on the edge of the city, with CLP 2018 policy 17 'Cambridge Biomedical Campus (including Addenbrooke's Hospital) Area of Major Change requiring development to respect key views to and from the chalk hills.

7.2. The District Design Guide SPD (2010) is also a material consideration and provides a landscape assessment. The scheme is within the Area A 'Chalklands' Local Character Area (LCA) identifies and characterised within the assessment.

7.3. The 'Landscape and Visual Impact' (LVIA) chapter of the ES provides an assessment of the proposal on landscape character. It refers to the 'Cambridge South East Transport – Consideration of Green Belt Issues' report submitted by the applicant, which provides an updated landscape character

assessment and identifies two landscape character areas (LCAs) that the scheme crosses, namely the Granta Valley LCA and Gog Magog Chalk Hills LCA.

- 7.4. The LVIA chapter assesses a study area extending 2 kilometres from the scheme's red line boundary. A Zone of Theoretical Visibility has also been established within the study area using geographical information systems. The baseline includes a desk study and walkover survey. A series of viewpoints (VPs) have been identified from landscapes considered to be of high amenity value (or to illustrate a specific consideration) and several photomontages prepared. Impacts have been considered in the year of opening (year 1) and year 15 when mitigation provided by planting has matured. The impact of lighting on the character of the landscape and on views experienced by occupiers of residential properties was considered in the assessment and a separate Lighting Impact Assessment has been submitted.
- 7.5. The LVIA identifies Large or Moderate adverse impacts resulting from the proposal during the operational phase on the following LCAs and VPs:
- Granta Valley LCA
  - VP4 Users of National Cycle Route 11 / DNA Cycle Path (PPA / 0155) looking South
  - VP7 Users of National Cycle Network Route 11 / DNA Cycle Path (PPA / 0155) looking North
  - VP8 Residents at White Hill Farm, Nine Wells House and White Hill House, and users of the permissive bridleway looking south-west
  - VP14 Residents on Hinton Way and Coppice Avenue looking north-east
  - VP15 Residents on Mingle Lane, Duke's Meadow and the western end of Gog Magog Way and visitors to St Andrew's Church and Stapleford Cemetery looking north-east
  - VP16 Residents on Haverhill Road, Chalk Hill and at the eastern end of Gog Magog Way looking north-east
  - VP17 Residents of Middlefield Cottage, South Hill House, the House on the Hill and other residences on Fox Hill and users of Haverhill Road looking south and south-west
  - VP19 Users of Bridleway 212 / 2 and residents on Haverhill Road looking east
  - VP20 Users of Bridleway 212 / 2 looking west
  - VP22 Users of Restricted Byway 12 / 10 and residents of North Farm looking south-west
  - VP24 Residents on Babraham Road, Lynton Way and Stanley Webb Close looking east and south-east

- VP25 Users of Footpaths 179 / 1, 179 / 2, 196 / 12 and 196 / 14 looking north-east
- VP26 Users of Sawston Road and the cycleway looking west
- VP30 Users of Footpath 12 / 4 looking south and south-east and Footpath 4 / 3 looking west

7.6. These impacts result variously from the introduction of new transport infrastructure, including the busway, bus stops, river crossings and Travel Hub, as well as operational impacts from moving buses and lighting. Mitigation is proposed by way of a Landscape and Ecological Management Plan and an Operational lighting design to minimise impacts on landscape and visual receptors. These are to be secured by condition. This is supported in landscape terms. The requirements in relation to specific elements of the scheme are considered in more detail below.

7.7. The LVIA also identifies the retention of tree AT025 as one of the landscape mitigation measures. This is discussed in the 'Trees' section of this report.

7.8. The temporary impact of the construction phase is also assessed in the LVIA and Large or Moderate adverse impacts are identified on the following:

- Granta Valley LCA
- VP4 Users of National Cycle Route 11 / DNA Cycle Path (PPA / 0155) looking South
- VP6 Visitors to Nine Wells Nature Reserve and users of Footpath 196 / 2 looking west.
- VP7 Users of National Cycle Network Route 11 / DNA Cycle Path (PPA / 0155) looking north
- VP8 Residents at White Hill Farm, Nine Wells House and White Hill House, and users of the permissive bridleway looking south-west.
- VP14 Residents on Hinton Way and Coppice Avenue looking north-east
- VP15 Residents on Mingle Lane, Duke's Meadow and the western end of Gog Magog Way and visitors to St Andrew's Church and Stapleford Cemetery looking north-east
- VP16 Residents on Haverhill Road, Chalk Hill and at the eastern end of Gog Magog Way looking north-east
- VP17 Residents of Middlefield Cottage, South Hill House, the House on the Hill and other residences on Fox Hill and users of Haverhill Road looking south and south-west
- VP19 Users of Bridleway 212 / 2 and residents on Haverhill Road looking east
- VP20 Users of Bridleway 212 / 2 looking west

- VP22 Users of Restricted Byway 12 / 10 and residents of North Farm looking south-west
- VP24 Residents on Babraham Road, Lynton Way and Stanley Webb Close looking east and south-east
- VP25 Users of Footpaths 179 / 1, 179 / 2, 196 / 12 and 196 / 14 looking north-east
- VP26 Users of Sawston Road and the cycleway looking west
- VP27 Users of Footpath 12 / 9 and residents in properties north of Sawston Road looking south
- VP28 Users of Sawston Road and High Street looking east
- VP30 Users of Footpath 12 / 4 looking south and south-east and Footpath 4 / 3 looking west

7.9. These impacts result variously from the introduction of construction works along the route, bus stops, river crossings and Travel Hub, including additional noise and activity, and the presence of site compounds. Mitigation is proposed by way of a condition for approval of a CoCP and CEMP (including a construction lighting plan). These are to be secured by conditions. This is supported.

7.10. The Councils raised in their representation the need for the LVIA to take account of recently completed developments near to the route and the proposed solar canopies at the Travel Hub, to ensure a robust assessment of the scheme. The Councils are awaiting further information on these matters before drawing a definitive conclusion on this matter. However, based upon officers assessment of the scheme material, it is considered that the issues raised are unlikely to have a significant impact on the conclusions on the LVIA, although they may require further mitigation to be identified and incorporated into the proposals.

7.11. The Councils also raised in their representation the need for further discussions on matters for detailed design of the Travel Hub, the bus stops and busway route. The successful integration of the new transport corridor into the existing landscape and the delivery of successful mitigation and landscape design is dependent on the detailed design and implementation of the project, and future management of the landscape features including soft and hard landscape, street and site furniture, buildings and structures. This would be secured by conditions and guided by the Design Principles document.

7.12. The Councils support this approach, subject to agreement on the detailed wording of the relevant conditions and further discussions to agree the Design Principles document to guide the discharge of planning conditions. The Councils are proposing the following amendments to the Design Principles

document in order to improve the scheme's contribution to the policy objectives within SCLP 2018 policies HQ/1, NH/2, NH/6 and NH/8, and CLP 22018 policies 55, 58, 59, 8 and 17.

### Busway

- 7.13. The proposed tree and hedgerow planting should be enhanced as much as possible to facilitate the integration of the busway into the surrounding landscape, and provide ecological and visual benefits. This is particularly in areas where the site boundary extends around new attenuation and ecology ponds, such as those near Nine Wells LNR and the River Granta.
- 7.14. The visualisations show bright and prominent proposed barriers alongside the busway and the emergency and maintenance track, which could accentuate the impact of the busway on the landscape. Alternative materials should be explored and referenced in the Design Principles document to guide the detailed design and selection of materials.

### River crossings

- 7.15. The Design Principles document should explain how these structures have been designed to integrate into the landscape and contribute to a cohesive identity for the busway across the project. Materials, finishes, and colours should be considered and included.
- 7.16. There are potential challenges in establishing planting alongside bridges and other structures due to local ground conditions and dry weather patterns which should be explored. The Design Principles document should explain the types of planting proposed, particularly the differentiation between reinforced embankments with geotextiles and unreinforced embankments. Details should also be provided on the design of vegetated retaining walls and noise attenuation bunds and how these will be effectively integrated and planted within the landscape as much as possible.

### Travel Hub

- 7.17. The Council considers the impact of parking areas could be reviewed with further refinements to the tree planting and landscaping proposals. This would improve the visual amenity of the site. Furthermore, Attenuation Ponds 6 and 7 are currently constrained by surrounding parking areas. The form of these

ponds should be reviewed with the potential to be expanded or repositioned to enhance both their visual and ecological value as much as possible.

- 7.18. The landscaping scheme should be developed with a coordinated palette of materials, encompassing both hard and soft landscaping, to establish a clear identity for the Travel Hub and the wider busway. Principles for the details of lighting, signage, electric vehicle charging points, site furniture, fencing, and other boundary treatments should be included.
- 7.19. The application includes limited information on the Travel Hub building, other than the building footprint as shown on the submitted plans for approval. Further information would be useful to ensure the building footprint is appropriately-sized for the scale and proposed function of the hub in supporting the delivery of high quality public transport options to the private car. The Design Principles document should include consideration of the form and materials of the building, which should be appropriate to the surrounding environment. Lighting, shelter, and shade should also be considered.

#### Bus stops

- 7.20. The examples of street furniture (including shelters and benches) within the submitted Design Principles should be reviewed to ensure the design is in-keeping with the rural locations of the bus stops and support their integration into the landscape. The visualisations show close-boarded timber acoustic fencing, but alternative materials should be explored.

#### Summary

- 7.21. Overall, the Councils raise no objections to the conclusions of the LVIA within the ES and support the proposed mitigation.
- 7.22. Subject to further discussions with the applicant to explore the comments above, officers are confident that the proposal and use of Design Principles and agreement on the wording of relevant conditions would satisfy SCLP 2018 policies HQ/1, NH/2, NH/6 and NH/8, and CLP 22018 policies 55, 58, 59, 8 and 17 in relation to the impact on landscape.

## 8. Built Heritage

8.1. The majority of heritage assets identified within the study area are within South Cambridgeshire, however two assets are identified within Cambridge City. Therefore, the following policies from both development plans are relevant:

8.1.1. SCLP 2018 policy NH/14 'Heritage Assets' sets out the framework for the protection, conservation, and enhancement of heritage assets within the district. The policy ensures that designated and non-designated heritage assets, including listed buildings, conservation areas, scheduled monuments, and historic landscapes, are safeguarded from inappropriate development.

8.1.2. Similarly, CLP 2018 policy 61 'Conservation and enhancement of Cambridge's historic environment' provides the framework for the conservation and enhancement of Cambridge's historic environment. This policy requires that development proposals preserve or enhance the significance of heritage assets, including their setting and wider townscape, and ensure that any harm is fully justified and outweighed by public benefits.

8.2. The NPPF (2024) places great weight on the conservation of designated heritage assets, noting that the more important the asset, the greater the weight should be (paragraph 212). The significance of non-designated heritage assets should also be taken into account, and a balanced judgement will be required having regard to the scale of any harm or loss and the significance of the heritage asset (paragraph 216). The NPPF sets out the considerations for assessing proposals resulting in substantial and less than substantial harm.

8.3. The ES study area extends to 1.5 kilometres from the site boundary for important designated heritage assets (including Grade I and II\* Listed Buildings and Scheduled Monuments). The study area includes all other heritage assets (including Grade II Listed buildings) within 1 kilometre of the site boundary. The survey identified the following built heritage assets of medium or high importance:

- Nine Wells Monument Grade II listed – within 30 metres to the east
- Granham's Farm Group Grade II listed – 350 – 540 metres to the south
- Northern Stapleford Group Grade II listed - 700 / 630 / 350 metres to the west
- Middlefield and Garden Wall Grade II\* listed - 320 metres to the northeast
- Stapleford Conservation Area – 450 metres to the west



- Church of St Andrew Grade II\* listed – 750 metres to the west
  - Church Farmhouse Grade II listed – 280 metres to the north
  - Babraham Hall, The Institute of Animal Biology Grade II listed – 900 metres to the northeast
  - Sawston Hall Grade I listed – 1 kilometre to the west
- 8.4. The heritage assessment within the ES has not concluded any significant impacts during the operational and construction stages on any built heritage assets identified through the scoping process. The assessment is confident that there will be no perceptible difference to noise and light levels and that the scheme will only be glimpsed as additional noise, light and movement within the countryside. These impacts are considered negligible and not significant in terms of the impact on the significance of built heritage assets.
- 8.5. The Council agrees with the conclusions of the ES in relation to the impact on Heritage assets. This negligible impact will equate to harm and great weight should be given to the asset's conservation irrespective of the level of harm (NPPF 2024 paragraph 213). The level of harm is considered less than substantial and at the low end of the scale. The NPPF states that where a development proposal will lead to less than substantial harm to the significance of a designated heritage asset, this harm should be weighed against the public benefits of the proposal (NPPF 2024 paragraph 215). This is considered in the planning balance within the conclusion to this report.
- 8.6. The ES identifies mitigation through a construction lighting plan, and implementation of noise and vibration measures to be secured via condition. It also recommends a Heritage Mitigation Plan including any additional mitigation in the form of advance planting or screening to reduce visual intrusion on the setting of nearby buildings. However, as currently proposed, the wording of the condition only requires the Heritage Mitigation Plan to be submitted to the County Archaeologist for approval in relation to archaeological assets. The Council consider that – in-line with the mitigation identified in the ES - the plan must also relate to built heritage assets and therefore should also be reviewed by the GCSP Historic Environment Team. The wording of the condition should be updated to reflect this.
- 8.7. Subject to an appropriately worded condition to secure acceptable mitigation, officers are confident that the proposal would satisfy SCLP 2018 policy NH/14 and CLP 2018 policy 61. Nonetheless, the proposal would result in less than substantial harm to heritage assets, which must be weighed against the public benefits of the proposal in accordance with the NPPF 2024.

## 9. Biodiversity and Ecology

9.1. The proposed works have the potential to impact on habitats and species within both South Cambridgeshire and Cambridge City. The study area identifies designated sites within both administrative areas. Therefore, the following policies from both development plans are relevant:

9.1.1. SCLP 2018 policy NH/4 'Biodiversity' requires that all development proposals maintain, restore, and enhance biodiversity within the district. The policy requires that projects achieve no net loss of biodiversity and, where possible, contribute to a net gain, reinforcing the importance of ecological sustainability. Any potential negative impacts on priority species and habitats must be avoided, and where this is not feasible, the mitigation hierarchy should be applied—prioritising avoidance, followed by mitigation, and as a last resort, compensation for biodiversity losses.

9.1.2. Similarly, SCLP 2018 policy NH/5 'Sites of Biodiversity or Geological Importance' ensures that development does not result in an unacceptable adverse impact on designated sites. This includes Sites of Special Scientific Interest (SSSI), County Wildlife Sites (CWS), and Local Nature Reserves (LNR), all of which are crucial for preserving the region's ecological integrity.

9.1.3. SCLP 2018 policy CC/7 'Water Quality' requires all development to demonstrate that the quality of ground, surface or water bodies will not be harmed, and opportunities have been explored and taken for improvements to water quality; and appropriate consideration is given to sources of pollution, and appropriate Sustainable Drainage Systems (SuDS) measures incorporated to protect water quality from polluted surface water runoff.

9.1.4. CLP 2018 policy 69 'Protection of Sites of Biodiversity and Geodiversity importance' states that development will be permitted if it will not have an adverse impact on part or all of an identified site of biodiversity importance. Proposals must minimise harm, secure mitigation and enhance the nature conservation value of the site, among other factors.

9.1.5. CLP 2018 policy 70 'Protection of Priority Species and Habitats' states that development will be permitted which protects and enhances priority species and habitats. Proposals that harm or disturb priority species and habitats must minimise harm and secure mitigation, resulting in either no net loss or a net gain, with additional requirements for proposals within or

adjoining sites housing priority species or habitats and those identified at the national or county-wide level.

- 9.2. The Greater Cambridge Biodiversity SPD (2022) is also a material consideration.

Impact on protected species

- 9.3. The 'Biodiversity' chapter of the ES is based on habitat and species surveys provided as appendices. The Councils raised in their representation the acceptability of survey information submitted with the application. Several surveys are considered out of date in accordance with best practice. The applicant explains in the ES that access to land within the 2024 survey season was not granted until after the optimum time for undertaking surveys of certain species. The applicant goes on to explain that in the absence of updated surveys a precautionary approach has been taken. Nonetheless, the analysis and proposed mitigation is considered to be based upon surveys that, having regard to best practice, are out-of-date.. It assumes no change in population of any of the receptor species since the last survey, however most protected species are very dynamic and will move between sites from season to season. As a result, the Councils are not currently satisfied that the application has demonstrated the proposal would have an acceptable impact on protected species as required by SCLP policy NH/4 and CLP 2018 policy 70.

- 9.4. The Councils have specific concerns relating to the following matters:

- Bat surveys - this very long document is a combination of all the bat surveys that have been undertaken since 2019. These have been individually presented with no overall indexing or summarising. This makes it difficult to draw conclusions and identify appropriate mitigation. The Council is of the view that this document should be updated and resubmitted to provide an amalgamation of all surveys undertaken and show a clear timeline of methodologies, surveys results and analysis and include all limitations.
- Reptile surveys - the single reptile survey in 2020 had many limitations, including time of year, covid pandemic restrictions, unsuitable weather, some non-optimal times of the day when surveys were conducted, and some of the surveys undertaken outside of optimum periods during the year. This does not currently provide confidence in the analysis and identified mitigation. In addition, reptile mitigation and breeding bird mitigation can conflict, with breeding bird habitat removal in the winter but reptile habitat removed in the spring and summer. Confidence in the surveys would ensure acceptable

mitigation for both species simultaneously during habitat clearance.

- Amphibian surveys - these surveys are out of date and have limitations. The survey undertaken in 2020 was limited by covid pandemic restrictions, and only 14 out of 55 identified water bodies were surveyed in 2019. Temperatures in May 2020 were above average, meaning that small waterbodies were likely to be dry, however, they may be wet during more average years. The limitations on both surveys undertaken in 2019 and 2020 do not currently provide the Council with the required level of confidence in the analysis and identified mitigation.
- Otter surveys – the limitation section of this report states that the information within the document is valid for one year, meaning the information provided in ES is 1.5 to 2 years out of date. There were limitations in access during the 2022 surveys and therefore, the ES has made assumptions about the presence or absence of otter. Otter is protected under the Conservation of Habitats and Species Regulations 2017 (as amended) and afforded the highest level of protection in the UK. The proposals need to meet the third derivation test of the Regulations, which requires that the impact of the development does not impact on the conservation status of the species. Given the acknowledged limitations, the submitted surveys do not currently provide the Council with confidence in the analysis and identified mitigation to meet this test.
- Water vole – as above, surveys are out of date and assumptions have been made due to covid pandemic restrictions at the time of survey and access issues. The ES has assumed that water vole are present along the length of the crossing points; however, water voles are a dynamic species that often move burrows and foraging sites according to resources available. The Councils accordingly consider that relying on limited data collection from 2022 does not appear sufficient to properly analyse and make decisions regarding likely mitigation requirements. Only one new water vole pond is suggested within the landscape plans, and the population of water voles in that area is low compared to other areas surveyed and with lower impacts when compared to those other areas surveyed. Therefore, the application needs to provide more information to demonstrate that the single water vole pond (pond 3) in the location identified is sufficient to mitigate the impact on all populations surveyed.
- Fish – analysis is based on Environment Agency Data collected in 2022. There is no accompanying report provided with the details of these surveys or

reference to which Environment Agency data referred to. This should be submitted to enable full consideration of this matter.

- Great crested newts – the proposed mitigation does not align with the survey findings. Ponds 1 and 2 are in an area that no great crested newt surveys were undertaken. An HSI was undertaken at Nine Wells LNR approximately 250 metres south of the proposed great crested newt ponds which had an “average suitability” result, however, no population surveys were undertaken at that location either. Therefore, the applicant should justify how the proposed location of the great crested newt mitigation is appropriate, considering there is no data to suggest that great crested newts are in the area around the proposed ponds 1 and 2. The Councils suggest that a location further south where great crested newts have been found would be more appropriate.

- 9.5. The applicant has informally responded by identifying surveys to be updated. This has been reviewed by the Councils. At the time of writing, this would not fully address the concerns above. As a result, the Councils remain of the view that insufficient survey information has been submitted to date to provide a solid evidence base for analysis and identification of appropriate mitigation as required by SCLP policy NH/4 and CLP 2018 policy 70. This matter is still being discussed with the applicant and the Councils anticipate being able to provide an update before the commencement of the inquiry.
- 9.6. The applicant has submitted a Landscape Ecological Management Plan (LEMP). The status of the submitted LEMP is unclear, as proposed condition 20 requires the detailed ecological design to be informed by the LEMP, while also requiring the LEMP to be submitted for approval. Notwithstanding this, given the limitations of the surveys described above, the mitigation proposed within the submitted LEMP is not considered to be appropriately justified. This may also require changes to the proposed general arrangement and landscape plans, which have been submitted for approval. This should be addressed prior to determination to ensure appropriate mitigation is secured as required by SCLP policy NH/4 and CLP 2018 policy 70. Condition 20 should then be reworded to require a detailed ecological design to be compliant with an approved LEMP.
- 9.7. The Councils raised in their representation concerns about the impact of operational and construction lighting on bats. The proposed compound to the south of Addenbrooke’s Road would have perimeter lighting for security reasons. This lies directly adjacent to the Nine Wells LNR where Noctule and Pipistrelle bats have been recorded foraging and commuting, with Barbastelle

bats recorded nearby. This needs further consideration. This species is protected under the Conservation of Habitats and Species Regulations 2017 (as amended) and the impact must meet the third derivation test of the Regulations. As well as considering alternative locations for the site compound, the Councils request further discussions on the impact on commuting and foraging bats during construction to consider security lighting within compounds, and on a lighting design to suit ecologically sensitive receptors.

- 9.8. In addition, the operational phase will require a sensitive lighting scheme along the route and at the Travel Hub. Barbastelle bats were detected in the area around the Travel Hub. This species is very light-averse and therefore any new lighting in this area will have an impact. Given the very rare status of this species, there would be a minor impact with slight adverse but not significant result. As there will be operational safety and security requirements for the lighting scheme, further discussions are requested on the lighting design to ensure a sensitive lighting scheme can be achieved as much as possible before the application is determined, as this may require changes to the site layout. This must be addressed prior to determination to ensure appropriate mitigation is secured as required by SCLP policy NH/4 and CLP 2018 policy 70.
- 9.9. Therefore, the Councils are not currently satisfied that the application has demonstrated the proposal would have an acceptable impact on protected species as required by SCLP policy NH/4 and CLP 2018 policy 70. The Councils require updated survey information, assessment and mitigation measures to be provided for review before further comments can be made.

#### Impact on designated sites

- 9.10. The 'Biodiversity' chapter within the ES identifies statutory and non-statutory designated sites for nature conservation within a 2 kilometre radius of the site plus a 30 kilometre radius for SACs with bats as the qualifying feature. It identifies the following sites with a direct or indirect impact:
- Eversden and Wimpole Woods SAC
  - Nine Wells LNR
  - River Granta CWS
  - Shelford – Haverhill disused railway (Pampisford) County Wildlife Site (CWS)
  - Hobson's Brook South City Wildlife Site (CiWS)
  - Hobson's Brook Mid City Wildlife Site (CiWS)
- 9.11. In addition, Hobson's Park to the west of the railway line and including land to the south of Addenbrooke's Road is a City Wildlife Site (CWS) since 2023 as a

site with breeding bird species and wintering bird species and supporting a population of a nationally scarce plant species, *Torilis arvensis*. Hobson's Park has not been identified in the ES, however is within close proximity to the site. The impact of the proposals on Hobson's Park has not been assessed by the applicant. An assessment should be provided to inform any necessary mitigation. Nonetheless, as the proposal does not have a direct impact on Hobson's Park, the Councils consider it likely that appropriate mitigation can be identified and secured through planning conditions.

9.12. With the exception of this, the Councils have no objection to the assessment carried out in the ES and its conclusions.

9.13. The ES assesses the impact of the operational and construction phases of the proposed development on these sites. No significant Large or Moderate adverse impacts are identified, and some slight beneficial, although not significant, impacts are concluded.

9.14. The Councils raised in their representation concerns about the impact on Hobson's Brook and Nine Wells LNR resulting from the construction and operational phases. Hobson's Brook is an Awarded Watercourse to the City Council (but within SCDC administrative area within this location) and a designated chalk stream. It becomes a CiWS once it enters the city boundary. The City Council has been actively engaged in its restoration through the Greater Cambridge Chalk Stream Project. The Nine Wells LNR has the springhead which is the source of the brook. Therefore, construction and operational works within the area of the LNR and the brook have the potential to impact on this important chalk stream.

9.15. The proposed construction compound to the north of Hobson's Brook is positioned in close proximity to the Nine Wells LNR and its boundary encompasses the brook on its southern side. A temporary bridge crossing Hobson's Brook is also proposed in a sensitive location where the brook exits the Nine Wells LNR. The brook becomes a CWS approximately 300 metres downstream from the proposed temporary crossing and 175 metres from the boundary of the works and compound. The potential for debris and runoff from the construction compound and the temporary crossing entering the brook poses a significant risk of pollution during construction. The ES notes the use of "best practice mitigation" will be sufficient mitigation, however, this does not provide confidence that the potential impacts have been fully considered.

9.16. The Councils have therefore requested further information on whether alternative locations have been considered for the construction compound in

areas further away from Hobson's Brook to mitigate the potential environmental risks. If an alternative location is not possible, then the site compound boundary should be set back from Hobson's Brook as much as possible, excluding the brook's banks and allowing sufficient easement to maintain access and wildlife corridor. Further discussions will be required on the detailed wording of an appropriate condition to secure surface water drainage mitigation measures to avoid pollution entering the brook during construction.

9.17. During the operational phase, the proposed Attenuation Pond 1 and Ecology Pond to the south of Hobsons' Brook would be in close proximity to the Nine Wells springhead. The location of these ponds may influence groundwater levels, potentially affecting the Nine Wells springhead and subsequently the flow of the brook. This could adversely affect the ecological value of this important chalk stream. In addition, as groundwater levels are relatively high in this location, safeguards need to be put in place to make sure that no pollutants will enter the groundwater system. The Council has requested further assessment of the impact of the ponds on groundwater levels, flow into the brook and the potential for pollutants to enter the brook to be carried out. The Councils have also requested that the ponds are repositioned further from the Nine Wells springhead and Hobson's Brook if possible to avoid any potential issues.

9.18. Therefore, the Councils are not currently satisfied that the application has demonstrated the proposal would have an acceptable impact on sites of ecological importance as required by SCLP policy NH/5 and CLP 2018 policy 69, or that the proposal would not harm the quality of ground or surface water as required by SCLP 2018 policy CC/7. The Councils have requested further information, assessment and mitigation measures to be provided for review before further comments can be made.

#### Biodiversity Net Gain

9.19. As an application made under the Transport and Works Act (1992), the scheme is not legally required to provide a mandatory 10 per cent biodiversity net gain (BNG). However, the applicant has committed to delivering 20 per cent net gain across all its projects, including CSET. This is in-line with the NPPF (2024) which emphasises the need for developments to protect and enhance biodiversity and geodiversity, ensuring that projects contribute to a measurable biodiversity net gain rather than relying solely on mitigation. This approach is supported and aligns with SCLP 2018 policy NH/4, CLP 2018 policy 70, the Greater Cambridge Biodiversity SPD (2022), which seek to protect and



enhance biodiversity by ensuring that development results in a net gain for nature.

- 9.20. The applicant has submitted a BNG assessment in support of the application and the GCP's commitments. The assessment concludes that the proposal is predicted to result in a net gain of approximately 50 per cent for Area Habitat Biodiversity Units and a net gain of approximately 98 per cent for Hedgerow Units. This exceeds the target 20 per cent. However net gain for other habitat units would be below this: the predicted net gain for Watercourses (River/Stream and Ditches combined) would be just below 10 per cent. The application states that Watercourse credits would need to be purchased to achieve a 20 per cent target. It is not clear in the application where these credits would be purchased from, however, it is understood that the GCP is developing a programme-wide strategy for BNG. The Councils expect more information to be available on this strategy before the public inquiry and for this to be agreed in a Statement of Common Ground.
- 9.21. In their earlier representation, the Councils requested copies of the data to validate the calculations. These have been informally provided and reviewed by the Councils' ecology officer. While some of the calculations require clarification before the public inquiry starts, these are unlikely to have a significant impact on the conclusions of the assessment that the proposal would achieve a net gain in biodiversity consistent with SCLP 2018 policy NH/4, CLP 2018 policy 70, the Greater Cambridge Biodiversity SPD (2022) and the relevant provisions of the NPPF (2024), notwithstanding that there is no mandatory requirement to achieve a minimum net gain percentage.
- 9.22. The provision of BNG would be secured by proposed condition 21 which requires approval of an updated BNG assessment and details of management, maintenance and monitoring arrangements for a 30-year period. The Councils support this approach in principle, however further information to demonstrate that ongoing management, maintenance and monitoring can be secured, is required to provide assurance that proposed condition 21 would be able to be satisfied.
- 9.23. Securing ongoing management, maintenance and monitoring would require Section 106 Agreements or Conservation Covenants with the landowner(s) for onsite and offsite provision (which should also secure monitoring costs for the monitoring authority). For onsite provision, it is currently not clear whether the applicant will be the sole landowner or whether agreements are in place with other landowners. For offsite provision of Watercourse credits, as there are currently no registered sites for credits to be purchased within the area, a new

Section 106 or Conservation Covenant will need to be entered into with the relevant landowner. Confirmation that these agreements could be concluded should be provided before the application is determined in order to ensure that there is a reasonable likelihood that proposed condition 21 can be discharged.

- 9.24. For this reason, the Councils are not currently satisfied that the proposals have demonstrated that they will achieve the applicant's biodiversity net gain commitments consistent with SCLP 2018 policy NH/4, CLP 2018 policy 70, the Greater Cambridge Biodiversity SPD (2022) and the relevant provisions of the NPPF (2024).

## 10. Trees

- 10.1. The tree survey identifies trees within South Cambridgeshire and Cambridge City that would be affected by the proposals. Therefore, the following policies from both development plans are relevant:

10.1.1. SCLP 2018 policy HQ/1 'Design Principles' requires new development to preserve or enhance the character of the area and important natural assets. It also requires new development to include high quality landscaping that integrate the development with its surroundings.

10.1.2. SCLP 2018 policy NH/2 'Protecting and Enhancing Landscape Character' requires that development must respect, conserve, and enhance the local landscape character, ensuring that it integrates sensitively with its surroundings.

10.1.3. CLP 2018 policy 71 'Trees' states that development will not be permitted which involves felling, significant surgery (either now or in the foreseeable future) and potential root damage to trees of amenity or other value, unless there are demonstrable public benefits accruing from the proposal which clearly outweigh the current and future amenity value of the trees. Proposals should preserve, protect and enhance existing trees and hedges that have amenity value as perceived from the public realm; provide appropriate replacement planting, where felling is proved necessary; and provide sufficient space for trees and other vegetation to mature.

- 10.2. Paragraph 136 of the NPPF 2024 recognises the important contribution that trees make to the character and quality of urban environments. It seeks to ensure that existing trees are retained wherever possible.

- 10.3. The Arboricultural Impact Assessment (AIA) within the ES show that no trees protected by tree preservation orders (TPOs) would be removed, nor ancient or veteran trees. The proposed development would be within the vicinity of some TPOs and tree protection measures must be in place during construction and secured by planning conditions. The AIA identifies some sections of hedgerow to be removed and recommends translocation to a nearby location. This is welcomed.
- 10.4. The Councils raised in their representation concerns about the potential loss of tree 'AT025' - a mature Oak - within the Travel Hub, which is shown on the submitted tree protection plans. The tree survey identifies this as a category A tree of high value. The tree is located on an existing public right of way (PRoW) to the A11 footbridge, which is to be retained as part of the proposed development. It is therefore highly visible to the public and has high amenity value. The tree survey also identifies possible bat potential. The LVIA chapter of the ES identifies the retention of tree AT025 as one of the mitigation measures. It goes on to state that the detailed design of the Travel Hub should seek to retain the tree if possible, by re-locating the cycle standards, re-aligning the busway, or building the busway on an embankment to minimise excavation. The Council supports this. The submitted AIA should be updated to show the retention of the tree, which should be shown on the plans and within the Design Principles for consistency with the ES.
- 10.5. The Councils also raised concerns over the potential removal of the Plane trees (CT051 to CT077 and CT121 to CT123) on Francis Crick Avenue (FCA) within the CBC and CiCC administrative area. The applicant has since advised that the works affecting FCA are being carried out under permitted development rights and therefore do not form part of the current proposals. The Councils therefore have no further comment to make on this matter for the purposes of the current application, but encourage the applicant to seek the retention, relocation or replacement of these trees in its detailed design for the FCA works.
- 10.6. Subject further discussions with the applicant on the retention of Tree AT025, officers are confident that the proposal and use of an appropriately worded condition to secure tree protection measures would satisfy SCLP 2018 policy HQ/1 and NH/2, and CLP 2018 policy 71.

## 11. Transport and connectivity

11.1. The scheme as a whole would provide a high-quality public transport and active travel route to support access to the south of Cambridge, the Cambridge Biomedical Campus and the wider area, in accordance with the national and local priorities set out in the Detailed Need Case section above.

11.2. Nevertheless, elements of the scheme – the Travel Hub, route and bus stops - are considered in turn below in terms of their connectivity with the surrounding area, and the connectivity within the scheme itself, to achieve an accessible and convenient sustainable travel option. The following policies from both development plans are relevant:

11.2.1. SCLP 2018 policy TI/2 'Planning for Sustainable Travel' requires that developments are designed to reduce car dependency and promote sustainable travel through walking, cycling, and public transport.

11.2.2. Similarly, CLP 2018 policy 80 'Supporting Sustainable Access' to Development supports the prioritisation of access to walking, cycling and public transport.

### Travel Hub

11.3. The Travel Hub would have good accessibility for vehicles via a roundabout on the Babraham Road (A1307) close to the junction with the A11. The proposed Travel Hub layout would include the retention of the PRoW through the site. This provides connections westwards to Babraham village (and the major employment centre at the Babraham Research Campus) and eastwards via a pedestrian footbridge over the A11 to The Abingtons (and the major employment centre at Granta Park) and beyond to Linton and Haverhill. There would be good links to the Linton Greenway (also a GCP scheme) currently nearing completion, and therefore good integration with existing infrastructure to support connectivity with the wider area.

11.4. The Travel Hub would provide car parking (including EV charging and disabled spaces), coach parking and cycle parking, as well as a building providing a waiting area, welfare facilities and shelter. The Councils have previously made comments about the proposed layout of the Travel Hub in terms of improving connectivity within the site and accessibility. Officers consider that further discussions are required with the applicant at the detailed design stage to refine the layout of the Travel Hub site. The Councils would also propose

amendments to the Design Principles document in relation to the Travel Hub set out below in order to improve the schemes contribution to the policy objectives within SCLP 2018 policy TI/2 and CLP 2018 policy 80:

- The movement structure through the Travel Hub site should be reviewed to ensure it is easily accessible for all potential users, including pedestrian, cyclist, public transport, car, and possibly other modes such as scooters.
- The movement structure should also be reviewed to avoid potential conflicts between users and to improve convenience and accessibility where possible.
- The Travel Hub facilities should be reviewed to cater for those travelling both shorter and longer-distances.

### Route

11.5. At the northern end, the route is well-connected to existing infrastructure within the Cambridge Biomedical Campus, including the existing Cambridge Guided Busway access to the Cambridge South Station (CSS), the NCN 11 route, the cycle link route to the south of Discovery Drive, and pedestrian and cycle routes within the campus. The Councils raised in their representation the need to ensure alignment with the CSS scheme in terms of the junction arrangements where the access to the CSS crosses the proposed cycleway. This is to ensure safe entrance and exit into the CSS and to ensure the proposed cycleway is not blocked by waiting vehicles. The applicant has explained that the proposed works along Francis Crick Avenue (FCA) in this location would be carried out under permitted development rights and therefore do not form part of the current proposals. The Councils therefore have no further comment to make on this matter for the purposes of the current application, however encourage the applicant to review this in its detailed design for the FCA works.

11.6. The route is also well-connected to the 'DNA' path which runs along the eastern side of the railway line and provides an existing route to Shelford. The proposal seeks to make improvements to the northern section of the DNA path which would be re-routed to use the proposed maintenance access alongside the busway. The DNA path is also part of the Sawston Greenway which provides a route between the CBC and Sawston village (also a GCP scheme). It is understood that the southern part of the DNA path would be improved under this scheme. The Councils raised in their representation the need to ensure alignment between the two schemes in terms of design (for example width, surfacing, wayfinding) and construction (sequencing of the two schemes to

ensure minimal disruption to users). The Councils are awaiting further information from the applicant and are unable to make further comment at this stage.

### Bus stops

11.7. The bus stops are located on the edge of villages and therefore require good pedestrian and cycle connections in order to provide connectivity and encourage the use of sustainable travel modes. The Councils consider that the layout of the bus stop areas could be improved, in particular for users of disabled car parking spaces and cyclists. Further discussions are for this reason encouraged on the detailed design. The Councils consider that amendments to the Design Principles document in relation to the bus stops should be considered in order to fully engage with the policy objectives set out in SCLP 2018 policy TI/2 and CLP 2018 policy 80:

- The bus stops are connected to the existing footpath networks on the edge of the villages with continuous footpaths on at least one side of the road. This is supported, however, the Council would encourage further consideration of whether further pedestrian crossings near the bus stops could be provided to allow users to cross from the far side to access the bus stops.
- The location of Blue Badge parking and the layout of footpaths between these spaces and the bus shelters should be considered further to minimise potential conflict.
- The positioning of crossing points over the busway should be considered further to maximise their effectiveness and safe use.
- The Council would encourage consideration of surfacing materials which provide a clear visual guide to movement priority within the bus stop areas.

11.8. Subject to further discussions with the applicant to explore the comments above, officers are confident that the proposal and use of Design Principles would satisfy SCLP 2019 policy TI/2 and CLP 2018 policy 80. Separate comments are made with specific regard to car and cycle parking provision, and accessibility in the sections below.

## **12. Car and cycle provision**

12.1. The proposed car and cycle parking would be within South Cambridgeshire at the Travel Hub and bus stops, however the number of parking spaces available

in these locations influences travel modes into Cambridge City. Therefore, the following policies from both development plans are relevant:

12.1.1. SCLP 2018 policy TI/3 'Parking Provision' sets indicative standards for car and cycle parking provision for defined land uses, however emphasises taking a design-led approach to car and cycle parking taking into account the site location, type and mix of uses, and highway and user safety issues, among other factors.

12.1.2. CLP 2018 policy 82 'Parking Management' requires compliance with car and cycle parking standards for defined land uses, however where transport patterns are difficult to generalise, parking provision should be approved on merit, on the basis of a transport assessment.

12.2. NPPF 2024 paragraph 115 emphasises prioritising sustainable transport modes taking account of the vision for the site, the type of development and its location. The design of parking areas and other transport elements should take account of national standards, including the National Design Guide and National Model Design Code.

12.3. Section M3 of the National Design Guide (2021) states that well-designed car and cycle parking should be conveniently sited so that it is well-used, safe and meets the needs of different users. It goes on, well-designed parking is attractive, well-landscaped and sensitively integrated, incorporating green infrastructure, including trees, to soften the visual impact of cars, helping to improve air quality and contributing to biodiversity.

#### Car parking

12.4. The proposal provides 1,250 car parking spaces at the Travel Hub, including 62 Blue Badge spaces and 62 electric vehicle charging spaces. The bus stops will have drop-off spaces only and parking for Blue Badge holders. This approach is supported to encourage the use of sustainable travel modes to and from the bus stops.

12.5. The number of spaces at the Travel Hub has been calculated from anticipated demand using the occupancy profile for the Babraham Park and Ride site, on the assumption that it will operate in a similar manner to the existing park and ride within the same travel corridor.

12.6. CCoC is the highway authority and responsible for reviewing the impact on the local highway network. The Councils accordingly defer to CCoC for their assessment of the proposed number of car parking spaces.

#### Cycle parking

12.7. The proposal will provide up to 200 cycle parking spaces at the Travel Hub. The number of spaces has been calculated within the Transport Assessment. This will be a combination of Sheffield stands, two-tier racks and lockers. The bus stops would have 40 spaces each. No methodology has been provided for how the number of spaces at the bus stops has been calculated.

12.8. The Councils defer to the CCoC transport assessment team on the acceptability of the Transport Assessment and the number of spaces proposed. The Councils recommend the number of spaces is secured by condition, which would also secure implementation in accordance with agreed Design Principles. Further discussion with the Councils on the wording of an appropriate condition alongside the County Council is encouraged.

12.9. The Council also seeks further discussion on the Design Principles document to ensure high-quality cycle parking facilities are brought forward at the detailed design stage to encourage their use and to improve the scheme's contribution to the policy objectives within SCLP 2018 policy TI/3 and CLP 2018 policy 82. The Councils propose the following amendments to the Design Principles document:

#### 12.10. Travel Hub

- The location of cycle parking should be further considered to locate it as close as possible to key points of interchange. There should be clear and safe routes in and out of the Travel Hub for cyclists, which will also help to reduce potential conflicts between cyclists and large pedestrian flows.
- Cycle parking should provide a combination of long-stay and short-stay parking. Long-stay parking should include secure cycle boxes, offering covered, lockable spaces that are suitable for bikes to be kept overnight. Cycle parking should also accommodate a range of bike sizes (such as cargo bikes, hand bikes and tricycles) and a bike maintenance area should also be provided.
- Further clarity is needed on whether the Travel Hub will accommodate cycle/e-bike/e-scooter hire facilities operated by commercial providers. If



such facilities are to be included, the parking requirements for hire schemes should be considered and shown on the proposed plans. For example, docked hire schemes typically require bespoke parking spaces and a power supply.

#### 12.11. Bus stops

- The location of cycle parking racks should be further considered to create a secure, spacious, and sheltered facility with the addition of canopies to provide weather protection where possible.

12.12. Subject to further discussions with the applicant to explore the comments above, officers are confident that the proposal and use of Design Principles and an appropriately worded condition to secure cycle parking facilities would satisfy SCLP 2018 policy TI/2 and policy 5 of the CLP 2018.

## **13. Accessibility and Inclusive Design**

13.1. The accessibility and inclusivity of the design is considered for the scheme as a whole. Therefore, the following policies from both development plans are relevant:

13.1.1. SCLP 2018 policy HQ/1 'Design Principles' states that proposals must provide safe and convenient access for all users and abilities to public buildings and spaces, including those with limited mobility or those with impairment such as sight or hearing.

13.1.2. SCLP 2018 policy TI/2 'Planning for Sustainable Travel' requires developments to provide safe and convenient access to public transport, walking, and cycling routes, thereby enhancing accessibility for all residents, including those without access to private vehicles.

13.1.3. SCLP 2018 policy TI/3 'Parking Provision' outlines the standards for parking in new developments, emphasising the need for adequate and accessible parking facilities including provisions for people with disabilities.

13.1.4. CLP 2018 policy 56 'Creating Successful Places' requires development to be accessible and to meet the principles of inclusive design, in particular to meet the needs of disabled people, the elderly and those with young children.

13.1.5. CLP 2018 policy 80 'Supporting Sustainable Access to Development' supports proposals which are accessible and ensure accessibility for those with impaired mobility.

13.1.6. CLP 2018 policy 82 'Parking Management' includes requirements for disabled and inclusive parking.

13.2. The Councils propose the following amendments to the Design Principles document in order to provide high quality development which is accessible for all users, and to improve the scheme's contribution to the policy objectives within SCLP 2018 policies HQ/1, TI/2 and TI/3, and CLP 2018 policies 80 and 82:

#### Travel Hub

- The Design Principles should reference compliance with British Standard BS 8300 for designing accessible and inclusive environments in terms of the detailed design of the Travel Hub and bus stop areas.
- The proposal should promote natural surveillance and include appropriate lighting to enhance personal security. References should be made to compliance with Secured by Design principles where possible.
- Commitment should be made to providing a Changing Places facility within the Travel Hub.

#### Bus Stops

- The location of Blue Badge parking and the layout of footpaths between these spaces and the bus shelters should be considered further to minimise conflict for those with reduced mobility and other users.
- The position of crossing points over the busway should be reviewed in relation to the location of Blue Badge parking.
- The Design Principles should include details of surfacing material to provide a clear visual guide to movement priority within the bus stop areas, based on an understanding of the key users at bus stops and other key locations, their movement direction, and frequency.

- The Design Principles should specify bus shelters which accommodate wheelchair users.

13.3. Subject to further discussions with the applicant to explore the comments above, officers are confident that the proposal and use of Design Principles would satisfy SCLP 2018 policies HQ/1, TI/2 and TI/3, and CLP 2018 policies 56, 80 and 82.

## **14. Carbon reduction and sustainable design**

14.1. The carbon reduction and sustainable design is considered for the scheme as a whole. Therefore, the following policies from both development plans are relevant:

14.1.1. SCLP 2018 policy CC/1 'Mitigation and Adaptation to Climate Change' states that permission will only be granted for proposals that demonstrate and embed the principles of climate change mitigation and adaptation. Applicants must submit a Sustainability Statement to demonstrate how these principles have been embedded into the development proposal.

14.1.2. SCLP 2018 policy CC/3 'Renewable and Low Carbon Energy in New Developments' requires proposals for new non-residential buildings of 1,000m<sup>2</sup> or more to reduce carbon emissions by a minimum of 10% through the use of on-site renewable energy and low carbon technologies.

14.1.3. Similarly, CLP 2018 policy 23 'Carbon Reduction, Community Energy Networks, Sustainable Design and Construction, and Water Use' states that all development should take available opportunities to integrate the principles of sustainable design and construction into the proposals. It requires all new development to meet minimum requirements for BREEAM 'excellent' including for on-site carbon reduction.

14.2. The Sustainable Design and Construction SPD (2020) sets out a framework for proposals to demonstrate they have been designed to minimise their carbon footprint, energy and water consumption and to ensure they are capable of responding to climate change to support the development plan policies.

14.3. NPPF 2024 paragraph 163 states that the need to mitigate and adapt to climate change should also be considered in assessing planning applications, taking into account the full range of potential climate change impacts. New developments should help to reduce greenhouse gas emissions and avoid increased vulnerability to the range of impacts arising from climate change (paragraph 164).

#### Greenhouse Gas Emissions

14.4. The applicant has submitted a Carbon Management Plan. The estimated emissions throughout the construction phase are estimated at 43,234 tCO<sub>2</sub>e, which accounts for 0.002 per cent of the UK's fourth carbon budget. During the operational phase, the emissions from energy use for lighting, electric vehicle charging and road user emissions due to change in traffic flows will be partially offset by power generated from the proposed solar canopies at the Travel Hub and carbon sequestration associated with new habitat creation. These operational emissions account for 0.0002 per cent of the UK Fourth Carbon Budget (2023 to 2027), 0.0007 per cent of the UK Fifth Carbon Budget (2028 to 2032) and 0.0015 per cent of the UK Sixth Carbon Budget (2033 to 2037). This is supported.

14.5. The Carbon Management Plan is intended to be a live document which will be updated through the project life cycle to report on the implemented opportunities and any associated carbon reductions achieved. This approach is welcomed to help identify further opportunities for greenhouse gas emissions reductions throughout the detailed design stage. It is also noted that in relation to reducing operational emissions, reference is made in the Design and Access Statement to fully electric buses being operated on the route at the earliest practicable time. The Councils support this intention.

#### Climate resilience

14.6. With regards to climate resilience, the approach utilises the high emissions scenario for the purposes of the assessment, an approach that is welcomed. The climate impacts considered include changes in precipitation and resultant flood risk, and damage caused by hotter summers. The Councils consider that further measures should be considered at the detailed design stage, for example the use of cool pavements and surfaces which reflect heat to help reduce the risk of changes to the local micro-climate as a result of heat absorption from the busway and maintenance track; and finding opportunities for further tree planting along the route, at bus stops and any rest areas to help provide shelter and comfort during extreme weather events. Consideration

should be given to the adaptability of the Travel Hub to future needs. The Councils request that this is reflected in the agreed Design Principles document.

#### Water efficiency

14.7. With specific regard to water quality, the relevant policies from both development plans are:

14.7.1. SCLP 2018 policy CC/4 Water Efficiency requires that non-residential buildings to achieve a BREEAM efficiency standard equivalence of 2 credits.

14.7.2. CLP 2018 policy 28 Carbon Reduction, Community Energy Networks, Sustainable Design and Construction, and Water Use requires all new developments to meet minimum standards of water efficiency, setting out the requirement for all non-residential development to achieve full credits for category WAT 01 of BREEAM.

14.8. The consideration of likely significant effects on water resources and flooding is focused on impacts on watercourses and groundwater resources and flood risk. The Councils consider that further measures should be incorporated at the detailed design stage to consider the effects on potable water supply, given the level of water scarcity facing the region and the need for all projects to reduce potable water use. This should consider reducing any water required as part of construction as well as installing water efficient sanitary ware in the toilet block within the Travel Hub and the welfare facilities provided in the construction compound(s) where possible. The Councils also recommend for the construction phase that water efficiency is included within the CoCP. The Council recommends that the water efficiency requirement secured by conditions is strengthened to ensure that water efficiency measures are considered for both the construction and operational phases and to seek a minimum of 3 Wat01 credits.

#### Sustainability Statement

14.9. The proposed conditions do not cover all the policy requirements in the development plans. These requirements include submission of a Sustainability Statement setting out the approach to integrating measures related to both climate change mitigation and adaptation (SCLP 2018 policy CC/1) and specific requirements around renewable energy generation (SCLP 2018 policy CC/3). As such, the Councils recommend an all-encompassing condition for a

Sustainability and Carbon Management Plan which would incorporate and replace the wording of proposed condition on water efficiency (amended to seek a minimum 3 Wat01 credits).

### Summary

14.10. Subject to these comments being addressed through appropriately worded planning conditions, officers are confident that the proposal would satisfy SCLP 2018 policies CC/1 and CC/3, and CLP 2018 policy 28 and the Greater Cambridge Sustainable Design and Construction SPD (2020).

## **15. Contaminated Land**

15.1. The following policies from both development plans are relevant:

15.1.1. SCLP 2018 policy SC/11 'Contaminated Land' requires that development proposals address land contamination risks, ensuring that sites are safely remediated and suitable for their intended use without unacceptable risks to human health or the environment.

15.1.2. CLP 2018 policy 33 'Contaminated Land' states that development will be permitted where the applicant can demonstrate that ground contamination from existing/previous uses will not have adverse health impacts on the future occupiers, surrounding occupiers, controlled waters or the environment.

15.2. NPPF 2024 paragraph 196 emphasises the need to ensure that a site is suitable for its proposed use taking account of ground conditions and any risks arising contamination. Adequate site investigation information should be available to inform assessments.

15.3. The Councils are in general agreement with the conclusion in the ES that land contamination is not deemed to give rise to significant effect, subject to securing appropriate mitigation measures detailed within the ES including the Construction Environmental Management Plan and Construction Code of Practice, production of Risk Assessment Method Statements and adoption of Personal Protective Equipment, unexpected contamination protocols, contaminated land watching briefing, and ground gas and vapour assessment at detailed design stage if enclosed buildings are to be included.

- 15.4. Subject to an appropriately worded condition (which could be within the CEMP or a new condition), officers are confident that the proposal would satisfy SCLP 2018 policy SC/11 and CLP 2018 policy 33 in terms of the risks to human health.
- 15.5. Risks to controlled waters have not been considered by the Council. Given the site overlies a Principal Aquifer, the Council recommends that the Environment Agency should be satisfied with the proposal in relation to controlled waters risks.

## **16. Noise Impacts**

- 16.1. The construction and operation stages would be within both administrative areas. Therefore, the following policies from both development plans are relevant:
- 16.1.1. SCLP 2018 policy CC/6 'Construction Methods' focuses on mitigating pollution and ensuring that development proposals do not result in unacceptable levels of air, noise, light, or odour pollution.
  - 16.1.2. SCLP 2018 policy SC/10 'Noise Pollution' seeks to prevent noise-generating developments from having an unacceptable adverse impact on health and quality of life, ensuring that appropriate mitigation is in place.
  - 16.1.3. Specifically, SCLP 2018 policy TI/2 'Planning for Sustainable Travel' emphasises the importance of ensuring that transport proposals minimise adverse impacts on communities and the environment, and effectively mitigate impacts on residential amenity.
  - 16.1.4. CLP 2018 policy 35 'Protection of Human Health and Quality of Life from Noise and Vibration' states that development will be permitted where it is demonstrated that it will not lead to significant adverse effects and impacts on human health and quality of life/amenity from noise and vibration, including cumulative effects, requiring appropriate reduction and/or mitigation to be secured.
- 16.2. NPPF paragraph 198 emphasises that planning decisions should ensure new development appropriately considers noise impacts. It requires that adverse effects from noise be mitigated and minimized to protect health and quality of

life. Developments should avoid significant noise disturbances and safeguard tranquil areas valued for recreation and well-being.

16.3. The noise and vibration assessment shows that the impact of construction on most nearby sensitive receptors will either have negligible or minor adverse effects. Some sites have been identified as having moderate adverse effects, however proposed conditions 4 (Construction Environmental Management Plan) and 22 (Construction Hours) should minimise this impact and reduce the likelihood of complaints arising. During the operational phase, the assessment shows all nearby sensitive receptors will either have negligible or minor adverse effects. The Councils agree with this assessment

16.4. Subject to the proposed conditions to secure mitigation, the proposal would satisfy SCLP 2018 policies CC/6, SC/10 and TI/2, and CLP 2018 policy 35.

## **17. Air Quality**

17.1. The construction stage would be within both administrative areas, and the operational stage would entail buses operating along the route and continuing into the city, thereby affecting air quality in both areas. Therefore, the following policies from both development plans are relevant:

17.1.1. SCLP 2018 policy SC/12 Air Quality sets criteria against which proposals will be assessed, including that new development must not lead to significant adverse effects on health, the environment or amenity from emissions to air; and that development will not be permitted where it would adversely affect air quality in an Air Quality Management Area (AQMA) or lead to the declaration of a new AQMA through causing a significant deterioration in local air quality.

17.1.2. CLP 2018 policy 36 Air Quality states that development will be permitted where it does not lead to significant adverse effects on health, the environment or amenity. Applicants must demonstrate that there is no adverse impact on air quality in an AQMA or lead to the declaration of a new AQMA.

17.2. The operational assessment from potential changes in traffic movements confirms that the increase in nitrogen dioxide levels would be, at worst, negligible at modelled sensitive human receptor locations. A small number of receptor locations were modelled as having a decrease in pollution levels, due to the reduction in vehicle movements along roads as people transition from cars to the guided busway. The air quality model is based on the current traffic



levels within the modelling undertaken to date. Should the traffic modelling change, the air quality model may need to be revised to account for these changes.

17.3. The submission confirms that in the long-term buses operating on the busway will be fully electric, however, in the short term, hybrid buses will be used. The hybrid buses will operate on a Euro VI diesel engine along the busway, and switch to electric upon entering the CBC. The operation of low / zero emission buses is key in maintaining air quality in the city, particularly given the potential cumulative impact from increased bus numbers from wider development within this part of the city, including the Cambridge to Cambourne Busway. The air quality assessment concludes no significant impacts are predicted within the city using electric buses.

17.4. The Council supports draft planning condition 28. Although, ideally, the buses used should be electric to minimise emissions, the Council recognises that electric buses may not be suitable and the condition ensures that the buses will remain high standard prior to the transition to zero emission vehicles and is therefore supported.

17.5. For these reasons, subject to the proposed planning conditions, the construction and operational phases of the proposed development would satisfy SCLP policy SC/12 and CLP 2018 policy 36.

## **18. Other Matters**

### Flood Risk

18.1. The following policies from both development plans are relevant:

18.1.1. SCLP 2018 policy CC/9 'Managing Flood Risk' sets out the framework for minimising flood risk and ensuring that new development is resilient to flooding. The policy aligns with national flood risk management strategies and seeks to protect both existing and future communities from the impacts of flooding.

18.1.2. SCLP 2018 policy CC/8 'Sustainable Drainage Systems' sets out the requirements for incorporating Sustainable Drainage Systems (SuDS) into new developments to effectively manage surface water, reduce flood risk, and enhance water quality. The policy ensures that developments contribute to sustainable water management while also delivering biodiversity and amenity benefits.

18.1.3. CLP 2018 policy 32 'Flood Risk' sets out requirements for minimising flood risk to and from the proposed development.

18.1.4. CLP2018 policy 31 'Integrated Water Management and the Water Cycle' sets out requirements for managing surface water close to its source, prioritising the use of nature services, re-using water as a resource. It supports the use of SuDS and ensuring that such features are multi-functional and make an active contribution to making places for people. The policy also requires any flat roofs to be green or brown.

18.2. CCoC, as the Lead Local Flood Authority (LLFA), is responsible for assessing and managing flood risk across the region. As part of its statutory role, the LLFA ensures that new developments comply with national and local flood risk policies, including the implementation of SuDS and adherence to flood risk management strategies. The LLFA plays a key role in reviewing Flood Risk Assessments (FRAs) and ensuring that developments incorporate appropriate measures to mitigate surface water flooding and enhance climate resilience. The Councils would therefore defer to CoCC as the LLFA to consider the flood risk and drainage impacts of the proposals against the above policies.

#### Transport Impact Assessment and Highway Safety

18.3. The following policies from both development plans are relevant:

18.3.1. SCLP 2018 policy TI/2 'Planning for Sustainable Travel' requires that developments are designed to reduce car dependency and promote sustainable travel through walking, cycling, and public transport.

18.3.2. CLP 2018 policy 80 'Supporting sustainable access to development' supports prioritisation of access by walking, cycling and public transport, and accessibility for all.

18.4. The proposal intrinsically aligns with these objectives by providing public transport, walking, cycling and options, and supports strategies for sustainable growth within the development plans, as set out in the earlier sections of this report.

18.5. Nonetheless, CCoC, as the highway authority, is responsible for overseeing the transport network and ensuring that the scheme meets strategic transport objectives while enhancing connectivity and accessibility for communities. The

Councils therefore would defer to CCoC to consider the transport and highway safety impacts of the proposals against the above policies.

### Archaeology

18.6. The following policies from both development plans are relevant:

18.6.1. SCLP policy NH/14 sets out the framework for the protection, conservation, and enhancement of designated and non-designated heritage assets within the district, including archaeology.

18.6.2. Similarly, CLP 2018 policy 61 'Conservation and enhancement of Cambridge's historic environment' provides the framework for the conservation and enhancement of Cambridge's historic environment.

18.7. CCoC, as the local authority responsible for archaeology, assesses and protects archaeological heritage across the region. It ensures that development proposals comply with national and local policies for heritage conservation. As part of its responsibilities, it reviews archaeological assessments, advises on necessary investigations or mitigation measures, and ensures that any significant archaeological remains are recorded, preserved, or appropriately managed before development proceeds.

18.8. Whilst noting both Councils statutory obligations in respect of safeguarding heritage interests, on the basis of the CCoC assessment and expertise in this area, it is not proposed to comment on this matter further in the Statement of Case.

## **19. Conditions**

19.1. The Council acknowledges the extensive discussions held with the Applicant regarding planning conditions and mitigation measures. While significant progress has been made, certain aspects require further refinement to ensure that the proposed mitigation is both robust and effectively secured. **Table 1** below summarises the substantial changes to proposed conditions requested by the Councils. **Table 2** puts forward additional conditions requested by the Councils. This is in addition to minor changes to other conditions to make those conditions useable and enforceable. These measures are considered proportionate, reasonable, and necessary to ensure the scheme delivers its intended benefits while achieving meaningful environmental and planning betterment. The Councils look forward to further engaging with the Applicant to agree a full set of conditions.

**Table 1: Substantial changes to conditions requested by the Councils**

<p><b>Condition 4 – Construction Environmental Management Plan</b></p> <ul style="list-style-type: none"> <li>• Code of Construction Practice needs to include water efficiency measures which should seek a minimum of 3 Wat01 credits.</li> <li>• should secure implementation of contamination mitigation.</li> <li>• production of Risk Assessment Method Statements and adoption of Personal Protective Equipment</li> <li>• unexpected contamination protocols</li> <li>• contaminated land watching briefing, and ground gas</li> <li>• vapour assessment at detailed design stage if enclosed buildings are to be included.</li> </ul>
<p><b>Design conditions</b></p> <ul style="list-style-type: none"> <li>• Further discussion on design conditions is required subject to any changes that are made to the plans submitted for approval as a result of the issues raised during the application process.</li> </ul>
<p><b>Condition 13 – design and external finishing and enclosures</b></p> <ul style="list-style-type: none"> <li>• Bridges should be included in the text</li> <li>• Reinforced, vegetated structures should be listed in the text</li> </ul>
<p><b>Condition 14 – busway detailed</b></p> <ul style="list-style-type: none"> <li>• Details of pedestrian and vehicle barriers should be added to the text</li> </ul>
<p><b>Condition 17 – soft and hard landscaping</b></p> <ul style="list-style-type: none"> <li>• Details of water sources or watering methods during planting operations should be included to make sure that watering is planned for and designed into the scheme.</li> <li>• Information on the proposed colour and material of the tree guards and shelters is required because these will be used in large quantities along the busway and potentially impact on landscape character.</li> </ul>

<ul style="list-style-type: none"> <li>Reinforced, vegetated structures to be listed in the text</li> </ul>
<b>Condition 18 – 5-Year Landscape Establishment</b> <ul style="list-style-type: none"> <li>This should secure 10-year period rather than 5-year. Further justification to be provided within the Statement of Case.</li> </ul>
<b>Condition 20 – landscape ecological management plan</b> <ul style="list-style-type: none"> <li>The condition is confusing as it requires both compliance with the LEMP and submission of a LEMP for approval.</li> <li>The LEMP should include details and locations of water sources for watering planting during the establishment period.</li> <li>The LEMP should include details of the timing and operations to remove tree and hedge shelters .</li> </ul>
<b>Condition 23 – Water Efficiency</b> <ul style="list-style-type: none"> <li>Clarification that this condition relates to operational water use only and does not include construction phase (covered under Code of Construction Practice).</li> <li>Water efficiency measures for both the construction and operational phases should seek a minimum of 3 Wat01 credits</li> </ul>

**Table 2: Additional conditions**

<b>Heritage Mitigation Plan</b> <p>The ES identifies mitigation through submission of a Heritage Mitigation Plan including any mitigation in the form of advance planting or screening to reduce visual intrusion on the setting of nearby buildings. This is not reflected in condition 9 which is limited to archaeology. As such, a separate condition for approval of a Heritage Mitigation Plan for built heritage assets is requested.</p>
<b>Sustainability and Carbon Management Plan</b> <p>The proposed conditions do not cover all of the policy requirements contained in the SCLP 2018 and CLP 2018. These requirements include submission of a Sustainability Statement setting out the approach to integrating measures related to both climate change mitigation and</p>

adaptation and specific requirements around renewable energy generation. As such, a new condition for an all-encompassing Sustainability and Carbon Management Plan is requested.
<b>Cycle Parking</b>  A condition is requested for best practice to secure the delivery of parking spaces in accordance with approved details prior to commencement of operation of the Travel Hub and bus stops or another timescale to be agreed, to ensure facilities are made available for use in a timely manner.
<b>Soil Management Strategy</b>  A condition is requested for a soil management strategy to secure necessary mitigation in relation to the loss of agricultural land.

## 20. Conclusion

- 20.1. On the basis of the above assessment, officers consider that the CSET scheme meets the objectives within the Transport Strategy (2014) to create a high-quality passenger transport corridor within the Haverhill to Cambridge cluster of research and knowledge-based sites. The scheme is necessary for the delivery of planned and anticipated development for significant areas of growth on allocated sites, including the Cambridge Biomedical Campus (SCLP 2018 policy E/2 and CLP 2018 policy 17) and Granta Park (SCLP 2018 policy E/15). The proposal therefore supports the delivery of the spatial development strategy contained within the SCLP 2018, CLP 2018 and the emerging Greater Cambridge Local Plan. Noting the scheme's interaction with the Cambridge Green Belt, the Councils have no objection to the principle of development, having regard to the need case and the benefits of the scheme in terms of reducing congestion and pollution, improving connectivity and sustainable transport modes, and supporting economic growth and planned housing within Greater Cambridge.
- 20.2. The Councils agree that the proposal amounts to 'local transport infrastructure which can demonstrate a requirement for a Green Belt location' and agree with the applicant's assessment which identifies some Moderate to Moderate-minor to Minor impacts on the openness and purposes of the Green Belt. Officers are still reviewing whether the proposals amount to 'inappropriate development' so

that “very special circumstances” would be required. A settled conclusion on this matter would not however change officers view that subject to appropriate mitigations, there is a clear and compelling need for the development in accordance with adopted and emerging development plan policies which outweigh the identified harm to the Green Belt, the impact on heritage assets and the loss of agricultural land.

20.3. The Councils agree with the applicant’s assessment within the ES that the proposal would result in harm to heritage assets. The Councils consider this to be less than substantial harm at the lower end of the spectrum, and acceptable mitigation can be secured by conditions in accordance with SCLP 2018 policy NH/14 and CLP 2018 policy 61. The NPPF 2024 at paragraph 215 requires less than substantial harm to be balanced against the public benefits of the proposal. Strong public benefits have been identified, as set out in this report, including that the proposal would provide a high-quality passenger transport corridor and a vital piece of infrastructure to support the delivery of planned development for significant areas of growth. For these reasons, the public benefits of the proposal should be given great weight, which would outweigh the low level of assessed harm to heritage assets.

20.4. While acknowledging the collaborative approach of the applicant to-date and the ongoing discussions, currently the Councils consider that further engagement is required in respect of those matters identified in the report above in order to reach a shared conclusion on the environmental mitigation proposed. This includes further work to assess the impacts, reduce avoidable impacts and secure appropriate mitigation. Officers consider that, subject to the conclusion of that engagement, the proposals should be able to satisfy the policy expectations within SCLP 2018 policies NH/4 and NH/5, CLP 2018 policy 70 and the NPPF (2024). The Councils nevertheless require further discussions and the submission of additional information before it can be satisfied that the proposals can be appropriately mitigated through conditions.

20.5. In addition, further discussions are required to update and agree the Design Principles document to ensure high quality design is brought forward at the discharge of condition stage in order to improve the scheme’s contribution to the policy objectives within SCLP 2018 policies HQ/1, NH/2, NH/6, NH/8, TI/2, TI/3 and CLP 2018 policies 5, 8, 17, 55, 58, 59, 70, 80 in relation to connectivity, accessibility cycle parking, landscape, trees and sustainability. The Councils also seek further discussions to agree appropriately worded conditions. The Councils expect these issues to be overcome through ongoing discussions with the applicant which would be captured in a Statement of Common Ground to be submitted to the public inquiry in due course.

## 21. Appendix 1 – Evidence Library

### 1) South Cambridgeshire Local Plan 2018

Adopted/Published: 2018

Link: <https://www.scambs.gov.uk/media/17793/south-cambridgeshire-adopted-local-plan-2018.pdf> <https://www.scambs.gov.uk/media/17793/south-cambridgeshire-adopted-local-plan-2018.pdf>

### 2) Cambridge City Local Plan 2018

Adopted/Published: 2018

Author: Cambridge City Council

Link: <https://www.cambridge.gov.uk/media/6890/local-plan-2018.pdf>

### 3) Cambridge City and South Cambs Transport Strategy

Adopted/Published: 4 March 2014

Author: Cambridgeshire County Council

Link: <https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-plans-and-policies/cambridge-city-and-south-cambs-transport-strategy>

### 4) Local Transport and Connectivity Plan 2023

Approved: 29 November 2023

Author: Cambridgeshire & Peterborough Combined Authority

Link: <https://cambridgeshirepeterborough-ca.gov.uk/what-we-deliver/transport/local-transport-plan/>

### 5) Greater Cambridge Local Plan – First Proposals

Published: 1 November 2021

Author: Greater Cambridge Shared Planning

Link: <https://consultations.greatercambridgeplanning.org/greater-cambridge-local-plan-first-proposals>

### 6) Greater Cambridge Local Plan Transport Evidence Report Preferred Option Update

Published: October 2021

Author: Cambridgeshire County Council

Link: <https://consultations.greatercambridgeplanning.org/sites/gcp/files/2021-10/Transport%20Evidence%20Report%20October%202021.pdf>

### 7) Greater Cambridge Growth Sectors Study: Life science and ICT locational, land and accommodation needs report



Published: September 2024

Author: Icen Projects Limited on behalf of Greater Cambridge Shared Planning

Link: <https://consultations.greatercambridgeplanning.org/sites/gcp/files/2024-09/EBGCLPGSSSep24v1Sep24.pdf>

**8) Housing Minister letter on Greater Cambridge**

Letter date: 23 August 2024

Link:

<https://assets.publishing.service.gov.uk/media/66cdf3f68e33f28aae7e1f67/holding-minister-letter-to-greater-cambridge-leaders.pdf>

**9) The Case for Cambridge**

Published: March 2024

Author: HM Government

<https://assets.publishing.service.gov.uk/media/65f1d8edff11704896615973/The Case for Cambridge March 2024.pdf>

**10) Greater Cambridge Green Belt Assessment – Final Report**

Published: August 2021

Author: South Cambridgeshire District Council Anywhere

Link: <https://www.scambs.gov.uk/media/19120/cd512-greater-cambridge-green-belt-assessment-excerpts.pdf>

**11) The Conservation of Habitats and Species (Amendment) (EU Exit) Regulations 2019**

Link: <https://www.legislation.gov.uk/ukdsi/2019/9780111176573>

**12) Inclusive Mobility. A Guide to Best Practice on Access to Pedestrian and Transport Infrastructure**

Published: December 2021

Author: Department of Transport

Link: <https://assets.publishing.service.gov.uk/media/61d32bb7d3bf7f1f72b5ffd2/inclusive-mobility-a-guide-to-best-practice-on-access-to-pedestrian-and-transport-infrastructure.pdf>

**13) Guidance Note 8 Bats and Artificial Lighting at Night**

Published: 2023

Author: Bat Conservation Trust

Link: <https://theilp.org.uk/publication/guidance-note-8-bats-and-artificial-lighting/>

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## REPORT TITLE: S106 Projects for Sports, Communities and Open Spaces

### To:

Mike Todd-Jones, Cabinet Member for Safety, Wellbeing and Tackling Homelessness

Cabinet on 15<sup>th</sup> July 2025

### Report by:

Ian Ross – Recreation Development Manager

Tel: (01223) 458638 Email: [Ian.Ross@cambridge.gov.uk](mailto:Ian.Ross@cambridge.gov.uk)

### Wards affected:

Chesterton, Petersfield, Market

Director Approval: Director Sam Scharf confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to the Cabinet/Cabinet Member for decision.

## 1. Recommendations

### 1.1

It is recommended that the Cabinet Member for Safety, Wellbeing and Tackling Homelessness

1. Approves the use of Generic and Specific S106 contributions for the following capital projects;

	Project proposals	Amount	S106 type
A	Chesterton Indoor Bowls Club: Changing Room & Toilet Facilities Upgrades	£80,000	Indoor Sports
B	Kelsey Kerridge Sports Centre: Creation of new Studio	£60,000	Indoor Sports (**)
C	Guildhall Main and Small Halls: AV Kit & Equipment	£7,000	Community Facilities

**KEY:** (\*\*) designates use of specific site contributions may be used.

## 2. Purpose and reason for the report

2.1 This report seeks investment into both Council and local Community facilities for Indoor Sports and Community developer contributions, and recommends allocating £147,000

	of S106 funds to three proposals utilising remaining sums of generic S106 contributions, or combinations of both generic and site specific allocations in some instances.
<b>3.</b>	<b>Alternative options considered</b>
3.1	<p>From October 2023 to January 2025 Officers have presented (and Councilors approved) a range of projects submitted through four separate S106 funding rounds to Environment &amp; Communities Scrutiny Committee for investment in local community and sports facilities. These rounds produced over 55 projects with allocations of over £1,200,000 of S106 contributions improving equipment, storage and facilities at a range of sports venues or community buildings and spaces across Cambridge.</p> <p>These investments affirm the Council's approach to investing S106 funding in both Council and Community owned facilities whilst using the funds for their intended purpose of mitigating the impact of growth. This investment strategy helps to address the risk that, if S106 funds cannot be used for their intended purposes on time, developers could ask for unspent amounts to be returned.</p> <p>Alternatives considered are therefore limited to either spending funds within the allotted timeframes on viable and appropriate schemes, or returning funds to developers and therefore would not be mitigating the impact of growth that the contributions were originally committed to via the planning processes.</p>
<b>4.</b>	<b>Background and key issues</b>
4.1	<p><b>Background to S106 funding</b></p> <p>S106 funds (or developer contributions) are payments from developers aimed at mitigating the impact of housing and other development. Every part of Cambridge has benefitted from new or improved facilities funded from S106 contributions. See the Council's <a href="#">Developer Contributions</a> web pages, including information about the S106 funding rounds and S106-funded projects (with a <a href="#">photo gallery</a> of projects in each ward).</p> <p>The Council's approach to managing S106 funding is summarised in the <a href="#">overview</a> briefing note on these web pages.</p>

The Council's generic S106 funding rounds over the last decade or so have helped to make sure that developer contributions are used on time and for their intended purposes.

Prior to this S106 funding round, a report to this Committee in October 2021 recognised that, for the community facilities, outdoor sports and indoor sports categories, parts of the city still had pockets of contributions available. It highlighted that S106 funding round arrangements needed to be adapted over the short term so that these remaining generic S106 contributions could be allocated to relevant projects that could be delivered quickly.

The same criteria has been used for allocation of the S106 funds to the named projects in 1.1 as all other previous reports which have to be;

**eligible** for the S106 contribution types on offer in this funding round. S106 funds cannot be used for repairs, maintenance, running costs or like-for-like replacements, nor for improvements that have already been purchased/made, nor for overtly profit-making purposes.

**affordable** from the relevant S106 funds available which can be justified for spend on that sort of facility in that part of the city.

**effective** and legitimate **use** of S106 funding. The proposals need to mitigate the impact of development (i.e., meeting increased needs for community meeting space or outdoor/indoor sports facilities arising from new housing) and provide additional benefit.

**accessible** in line with the Council's equalities and diversity policies. S106 small grant recipients will need to sign a legally binding community use agreement, undertaking to serve all parts of the community and to make their facilities (related to the small grant) available for wider community use/affordable hire for an agreed number of hours per week for a period of five years.

realistic, ready and **deliverable** within the implementation timescales set for projects in this S106 funding round.

Many of the previous projects have now been delivered or are in the final processes of being delivered and installed, or are on order and a summary list of previous projects

	<p>are attached in Appendix 2 showing progress of projects approved over the last four committee reports to date.</p> <p>Reports to the cabinet Member will now be brought forward on a regular basis requesting allocations based on strategic delivery of Sports Facilities linked to the Playing Pitch, Indoor Sports, Informal Open Space, Play and Community Facility Strategies to assign the final amounts of local Generic S106 developer contributions that need to be allocated as time limited funds begin to draw near including the use of some site specific funds for improvements in Leisure Facilities within the City.</p> <p>The range of projects proposed in this report are proposed to complete by the 31/03/2026 as some funds to be used to deliver these proposed projects are timed limited to be used by the end of this period.</p> <p>All of the proposals recommended for S106 funding in section 1.1 are subject to business case approval (and community use agreements, as appropriate).</p> <p>The key in 1.1 highlights where it might be possible to part-fund several of the proposals from specific S106 contributions for particular facilities that have already been received. The recommendations in paragraph 1.1 for Cabinet Member approval is mainly to fund the entire amount requested for projects from generic S106 contributions. This is to ensure generic S106 funds which tend to have earlier time limits or shelf-lives over specific S106 contributions are used timely. Even so, officers may use discretion about whether/how much specific contributions to use in appropriate cases in order to help manage the overall programme of S106 funded projects effectively.</p>
<b>5.</b>	<b>Corporate plan</b>
5.1	<p>The proposed projects link to three main areas of the corporate plan and projects will help deliver against;</p> <p><b>Priority 1: Leading Cambridge's response to the climate change and biodiversity emergencies</b></p> <ul style="list-style-type: none"> <li>• reduce carbon emissions from council buildings, land, vehicles and services to net zero by 2030,</li> </ul>

	<ul style="list-style-type: none"> <li>• reduce energy consumption and carbon emissions from homes and buildings in Cambridge</li> <li>• reduce carbon emissions from transport in Cambridge</li> </ul> <p>The refurbishment of the Chesterton Bowling changing rooms and new studio at Kelsey Kerridge will contribute to reducing carbon impacts with new and improved LED lighting and ventilation.</p> <p><b>Priority 2: Tackling poverty and inequality and helping people in the greatest need</b></p> <ul style="list-style-type: none"> <li>• improve health outcomes, including mental health, for people on low incomes, including by playing a leading role in the Integrated Care System to prioritise action on health inequalities.</li> <li>• work towards a situation where all residents have equal access to public activities and spaces in Cambridge and are able to participate fully in the community and in making decisions about the places where they live</li> </ul> <p>Mostly all of the proposed projects will impact on improving local facilities and community groups and sports clubs to help improve the mental and physical well-being of residents.</p> <p><b>Priority 4: Modernising the council to lead a greener city that is fair for all</b></p> <ul style="list-style-type: none"> <li>• develop co-operative, collaborative ways of working with our communities and partners, increasing our collective ability to achieve the council's vision and improve the quality of life and wellbeing of everyone in the city</li> <li>• use innovation, including new technologies, to provide high quality services</li> <li>• continuously improve the services we provide so that they best meet the needs of those who use them</li> <li>• run our services in an efficient way, generating income where appropriate to reinvest into other council services</li> <li>• review our assets to ensure they are delivering optimum value to the Council and wider community, increasing social capital.</li> </ul> <p>All of the proposed projects will improve local facilities and help modernise existing assets.</p>
<b>6.</b>	<b>Consultation, engagement and communication</b>
<b>6.1</b>	<p>A range of local consultation and engagement opportunities have, or will be undertaken to include;</p> <ul style="list-style-type: none"> <li>• Communications to local Ward Councillors around the investment for projects requested by local groups, clubs and sports facilities around the City.</li> <li>• Consultation with local resident and user groups and clubs</li> <li>• Direct applications from Sports facilities operators and Academy school sites.</li> <li>• Projects that are noted for investment within the current Playing Pitch and Indoor</li> </ul>

	<p>Sports Strategies</p> <p>Once the Cabinet Member has made their decision on the recommendations, officers will consider (as part of the business case process) whether any further local consultation is necessary.</p>
<b>7.</b>	<b>Anticipated outcomes, benefits or impact</b>
7.1	<ul style="list-style-type: none"> <li>• Strategic investment of developer contributions around the City into Council and Community facilities to mitigate the impact of growth from local developments.</li> <li>• Projects will be allocated funding based on utilising the last of the generic sums collected to ensure that they are spent within any expiry dates.</li> <li>• The investments will improve and update a range of facilities that are all accessible to the public to use, and can improve provide opportunities for improving both physical and mental well-being.</li> <li>• Meeting visions and aspirations of the Corporate Plan</li> </ul> <p>Alignment with strategic investment plans for facilities across the City with recommendations from the Indoor Sports and Playing Pitch Strategies</p>
<b>8.</b>	<b>Implications</b>
8.1	<b>Relevant risks</b>
	<p>The Council's approach to S106 funding over the last year has helped to address the risk that, if S106 funds cannot be used for their intended purposes on time, developers could ask for unspent amounts to be returned.</p> <p>Funds are invested in local facilities that help mitigate the impact of Growth within new and expanding neighbourhoods and within the allotted timeframes.</p> <p><b>Staff implications</b></p> <p>This S106 funding round is being managed within existing resources by the Recreation Team now within the City Ops Group. Other managers are involved to ensure that S106 selection criteria, business case and project management requirements are applied consistently, and that advice is sought from relevant services (e.g. relating to potential noise or light pollution risks, and Community Safety concerns).</p>



	<b>Financial Implications</b>
8.2	<p>The recommendations in this report would enable the Council to invest over £147,000 of S106 funds to help mitigate the impact of development in Cambridge.</p> <p>The Council's approach to S106 funding also helps to address the risk that, if S106 funds cannot be used for their intended purposes on time, developers could ask for unspent amounts to be returned.</p>
	<b>Legal Implications</b>
8.3	Any S106 funding that is delivered via a grant to a community group, sports club or Academy will require a 5-year Community Use Agreement. (CUA)
	<b>Equalities and socio-economic Implications</b>
8.4	<p>An initial impact assessment has been undertaken as part of checking the applications against the selection criteria. This has not revealed any particular equalities or poverty implications.</p> <p>a. A further impact assessment of projects allocated S106 funding will be carried out as part of the completion of business cases by council officers once S106 funding awards have been confirmed.</p> <p>b. Any S106 funding that is delivered via a grant to a community group, sports club or Academy will require a 5-year Community Use Agreement. This will include an undertaking from grant recipients that facilities supported by an S106 grant will serve all parts of the community, regardless of age, disability, gender reassignment, marriage &amp; civil partnership, pregnancy and maternity, race, religion &amp; belief, sex and sexual orientation.</p>
	<b>Net Zero Carbon, Climate Change and Environmental implications</b>
8.5	The Indoor Sports projects will contribute to facilities being able to be run more cost effectively by replacing outdated technology and improved environmental impacts such as changes to new LED technology and ventilation upgrades, that will reduce energy consumption over existing dated technology.
	<b>Procurement Implications</b>
8.6	<p>There are no identified Procurement implications for these projects.</p> <p>They will either be procured works by the Recreation team inline with the Council's</p>

	Procurement Strategy or they will be grants to third party organisations who will procure directly or have already had a range of quotations for the works or equipment they have requested.
	<b>Community Safety Implications</b>
8.7	There are no community Safety implications as a result of these proposed projects
<b>9.</b>	<b>Background documents</b> Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985
9.1	<b>Background papers</b> Background papers used in the preparation of this report: <ul style="list-style-type: none"> <li>• Report to Community Services Scrutiny Committee on “S106 Funding Round for Community Facilities and Indoor/Outdoor Sports Facilities” on 05/10/2023.</li> <li>• Report to Community Services Scrutiny Committee on “S106 Funding Round for Community Facilities and Indoor/Outdoor Sports Facilities” on 18/01/2024.</li> <li>• Report to Community Services Scrutiny Committee on “S106 Funding Round for Community Facilities and Indoor/Outdoor Sports Facilities” on 27/06/2024.</li> <li>• Report to Community Services Scrutiny Committee on “S106 Funding Round for Community Facilities and Indoor/Outdoor Sports Facilities” on 16/01/2025.</li> <li>• S106 small grants for community &amp; sports facility improvements funding round <a href="#">guidance</a>.</li> </ul>
<b>10.</b>	<b>Appendices</b>
10.1	<i>List any appendices to the report.</i> <b>Appendix 1</b> – Proposed Projects – June 2025 <b>Appendix 2</b> - Previous Projects Update
	To inspect the background papers or if you have a query on the report please contact <b>Ian Ross</b> Recreation Development Manager Tel: 01223–458638 Email: <a href="mailto:ian.ross@cambridge.gov.uk">ian.ross@cambridge.gov.uk</a>

## Appendix 1 – Proposed Projects June 2025

	Project proposals	Amount	S106 type
<b>A</b>	<b>Chesterton Indoor Bowls Club</b>		
	Changing Room & Toilet Facilities Upgrades	£80,000	Indoor Sports
	<p>This project is to upgrade the changing rooms, toilets and disabled toilet at the indoor bowls club which are currently dated and go back to the 1990's since the last refurbishment took place. With a wider range of users now coming to the club not only for indoor bowling but more community activities, low impact exercise sessions and social sport sessions these are the last spaces within the club to modernise and help open the facilities up for wider use by the local community. The Indoor club now hosts a range of social groups and recreational sessions and in the UK bowling circuit is now recognised as one of the top centres in the country.</p> <p>The facility upgrade will provide new modern changing facilities that will be in keeping with the rest of the building that the club has been modernising over the last couple of years. Water saving taps and Wcs will help reduce water usage and new ventilation and LED lighting will help reduce energy usage within the centre. It will also upgrade and improved disabled changing and toilet facilities within the centre.</p>		
<b>B</b>	<b>Kelsey Kerridge Sports Centre</b>		
	Creation of new Studio	£45,000	Indoor Sports
	<p>This project is to create a new studio space at Kelsey Kerridge to help facilitate the wider investment in climbing and bouldering. The planned upgrade for the expansion of the bouldering and climbing facilities into the room adjoining the existing facility is an old squash court and is currently used for a range of activities from spin classes to U3A Table Tennis sessions.</p> <p>This project is to convert an alternative space opposite the climbing facilities into a purpose built studio to accommodate a range of classes and activities by different user groups and will included improved LED lighting and ventilation and cooling. These works will be in conjunction with the previously approved project to upgrade the climbing and bouldering facilities and provide a range of new</p>		

offers and activities within the indoor sports centre for public use.			
<b>C</b>	<b>Guildhall Main and Small Halls</b>		
AV Kit & Equipment		£7,000	Community
<p>This project is from officers to invest within the Guildhall small and large hall facilities for upgrades to AV equipment and storage to improve community hires of the spaces for community, social and public events. It is to provide new storage cases for equipment and AV equipment and microphones to be used and stored at the halls.</p>			

## Appendix 2. Summary of Previously Approved Projects Update

Phase	Project	Funding	Type	Status
05/10/2023	<b>Jesus Green Lido:</b>			
	Improved lighting within the facility	£36,000	Outdoor Sports	Complete
05/10/2023	<b>Nightingale Avenue Pavilion:</b>			
	Furnishings and equipment	£20,000	Community facilities	Complete
05/10/2023	<b>Chesterton Rec Pavilion:</b>			
	Additional equipment	£15,000	Community facilities	Complete
05/10/2023	<b>Basketball court improvements</b>			
	Coldham's Common, St Matthews Piece, Green End Rd, Scotland Rd	£20,000	Outdoor Sports	Complete
05/10/2023	<b>Football goal improvements</b>			
	Cherry Hinton, Nightingale Avenue Rec, Coldham's Common	£10,000	Outdoor Sports	Complete
05/10/2023	<b>Netherhall Sports gym:</b>			
	Grant to Cambridge Dive for specialist equipment for diving training	£9,050	Indoor Sports	Complete
05/10/2023	<b>Parkside Pool:</b>			
	New competition lane ropes & improved access to 1-metre diving board	£11,600	Indoor Sports	Complete
05/10/2023	<b>Parkside Pool:</b>			
	Grant to City of Cambridge Swimming Club for additional storage	£5,000	Indoor Sports	Complete
05/10/2023	<b>The Meadows Community Centre:</b>			
	Equipment for social events	£8,650	Community facilities	Complete
Jan-24	<b>Chesterton Indoor Bowls Club:</b>			
	lighting upgrades	£14,847	Indoor sports	Complete
Jan-24	<b>Trumpington Village Hall:</b>			
	furniture provision	£8,565	Community facilities	Complete
Jan-24	<b>Netherhall Sports Centre:</b>			
	outdoor court improvements	£39,606	Outdoor sports	Complete

Jan-24	<b>Netherhall Sports Centre:</b>			
	fitness equipment provision	£10,285	Indoor sports	Complete
Jan-24	<b>Campkin Road Community Centre:</b>			
	equipment & furnishings	£30,000	Community facilities	Complete
Jan-24	<b>Squared Circle Boxing Club:</b>			
	storage and equipment	£5,242	Indoor sports	Complete
Jan-24	<b>St Matthew's Piece:</b>			
	basketball improvements	£17,722	Outdoor sports	Complete
Jan-24	<b>Scotland Road Rec Ground:</b>			
	basketball improvements	£12,115	Outdoor sports	Complete
Jan-24	<b>Green End Road Rec Ground:</b>			
	basketball improvements	£14,184	Outdoor sports	Complete
Jan-24	<b>Cambridge Dive Club:</b>			
	diving facility improvements	£16,250	Indoor sports	Complete
Jan-24	<b>St Paul's Primary School:</b>			
	football equipment and storage	-	Outdoor sports	Withdrawn
Jan-24	<b>Ross Street Community Centre:</b>			
	kitchen improvements	£28,000	Community facilities	Complete
Jan-24	<b>Ross Street Community Centre:</b>			
	audio-visual (AV) equipment & Storage	£10,000	Community facilities	Complete
Jan-24	<b>The Junction:</b>			
	AV & presentation equipment	£24,852	Community facilities	Complete
Jan-24	<b>Christ The Redeemer Church:</b>			
	storage, furniture & equipment	£8,275	Community facilities	Complete
Jan-24	<b>Coldham's Common:</b>			
	outdoor fit kit storage	£7,500	Outdoor sports	Complete
Jan-24	<b>Abbey Pool Fitness Studio:</b>			
	gym equipment provision	£22,687	Indoor sports	Complete
Jan-24	<b>St. Philip's School:</b>			
	community meeting area & canopy	£25,000	Community facilities	Complete

Jan-24	<b>Cambridge United Foundation:</b>			
	AV equipment	£15,000	Community facilities	Complete
Jan-24	<b>King's Hedges Learner Pool:</b>			
	pool-based fitness equipment	£20,000	Indoor sports	On Order
Jan-24	<b>Christ's Pieces Tennis Courts:</b>			
	court improvements	£37,371	Outdoor sports	Complete
Jan-24	<b>Parkside Pools:</b>			
	Hyprolyser and UV water treatment systems	£73,666	Swimming Pool	Complete
27/06/2024	<b>Chesterton Indoor Bowls Club</b>			
	Indoor sports equipment	£7,000	Indoor Sports	Complete
27/06/2024	<b>Cambridge Gymnastics Academy</b>			
	New gym training equipment	£20,000	Indoor Sports	Complete
27/06/2024	<b>Abbey Leisure Complex</b>			
	sports changing room upgrades	£20,000	Indoor Sports	Installing
27/06/2024	<b>Kelsey Kerridge Sports Centre</b>			
	new gym equipment	£35,000	Indoor Sports	Complete
27/06/2024	<b>CamSkate</b>			
	Indoor skate equipment at RailPen sites at Newmarket Road Retail Park	£45,000	Indoor Sports	Complete
27/06/2024	<b>Pickleball markings at tennis courts</b>			
	South, East & West/Central areas	£10,000	Outdoor Sports	Complete
27/06/2024	<b>Nightingale Recreation Ground</b>			
	upgrade tennis courts	£65,000	Outdoor Sports	Complete
27/06/2024	<b>Nightingale Recreation Ground</b>			
	playing pitch improvements	£30,000	Outdoor Sports	Autumn 2025
27/06/2024	<b>Abbey Astro turf pitch</b>			
	new benches and team shelters around the new 3G pitch	£20,000	Outdoor Sports	Complete
27/06/2024	<b>Coldham's Common</b>			
	new Gaelic football posts	£3,000	Outdoor Sports	Complete
27/06/2024	<b>Four Bowls Clubs within Cambridge</b>			
	Additional tables and chairs	£10,000	Outdoor Sports	On Order

27/06/2024	<b>Jesus Green skate park</b>			
	Flood lighting and CCTV coverage	£20,000	Outdoor Sports	Installing
27/06/2024	<b>Abbey Leisure Complex</b>			
	Joint funding with NHS England for mental health space "The Cabin"	£50,000	Community Facilities	In Delivery
27/06/2024	<b>Kings Hedges Learner Pool</b>			
	Light & sound equipment for pool users	£25,000	Swimming	Awaiting install
Jan-25	<b>Chesterton Indoor Bowls Club</b>			
	LED Digital Display and Scoreboard	£25,000	Indoor Sports	Complete
Jan-25	<b>Chesterton Indoor Bowls Club</b>			
	works to create community spaces	£50,000	Indoor Sports	Installing
Jan-25	<b>Kelsey Kerridge Sports Centre</b>			
	Conversion of Studio into additional climbing and bouldering walls	£50,000	Indoor Sports (**)	Scoping
Jan-25	<b>Netherhall Sports Centre:</b>			
	LED Digital Display and Scoreboard	£12,500	Indoor Sports (**)	Complete
Jan-25	<b>Parkside Swimming Pool:</b>			
	LED Digital Display and Scoreboard	£12,500	Indoor Sports	On Order
Jan-25	<b>Parkside Swimming Pools:</b>			
	Poolside Learn to dive platforms	£10,200	Indoor Sports	On Order
Jan-25	<b>Various Recreation Grounds:</b>			
	New Football Goals	£16,230	Outdoor Sports	Complete
Jan-25	<b>Nuns Way Rec:</b>			
	Upgrade Nunns Way Pavilion Sports Changing Rooms and kitchen area.	£12,500	Outdoor Sports	Scoping
Jan-25	<b>Nunns Way Rec:</b>			
	Upgrade Nunns Way Pavilion kitchen area & Community space & storage	£22,000	Community Facilities	Scoping
Jan-25	<b>Armed Forces Veterans Club - Barnwell:</b>			
	New Vinyl Flooring	£4,000	Community Facilities	Complete
Jan-25	<b>St. James Church – Queen Ediths:</b>			
	Community Kitchen upgrades	£30,000	Community Facilities	Scoping
Jan-25	<b>Trumpington Pavilion:</b>			



	Upgrade AV kit & Equipment, tables chairs storage and secure external space.	£26,700	Community Facilities	On Order
Jan-25	<b>BrownsField Community Centre:</b>			
	Additional Tables & Chairs and Softplay Equipment. Kitchen Equipment.	£10,000	Community Facilities	On Order
Jan-25	<b>Guildhall Main and Small Halls:</b>			
	Tables & Chairs	£10,000	Community Facilities	On Order
Jan-25	<b>Abbey Leisure Complex:</b>			
	Hyprolyser and UV water treatment systems for the pools.	£62,250	Swimming Pool	Commissioning
		<b>£1,303,623</b>		

S106 Contribution Type	
Community Facilities	£346,042
Indoor Sports	£402,161
Outdoor Sports	£381,228
Swimming Pool	£160,916
Total	<b>£1,290,347</b>

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