



Cambridge City Council Cabinet

Date: Thursday, 25 September 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 of the Meeting Held on 24 June 2025 (Pages 5 - 8)
- 3a Minutes of the meeting held on 15 July 2025
Minutes to follow.
- 4 Public Questions

Key Decisions

- 5 **Cambridge Civic Quarter Project Update** (Pages 9 - 120)
Approval to proceed with the submission of a planning application and funding to deliver the next stage of the project.

The public appendices for the report can be found here: [Cambridge Civic Quarter: Scrutiny committee and Cabinet reports - Cambridge City Council](#)

This report contains confidential appendices relating to information which following a public interest test the public is likely to be excluded by virtue of paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972. Members will need to agree to go into exempt session to discuss these appendices.

- 6 **Procurement Pipeline for Repairs, Maintenance and Compliance Works** (Pages 121 - 150)

To bring forward the procurement pipeline for repairs, maintenance and compliance works and to request delegated authority to award contracts following appropriate procurement processes.

Non-Key Decisions & Monitoring Items

- 7 **Greater Cambridge Impact - Council's Investment** (Pages 151 - 166)

Drawdown from Reserves for Council's £0.8m investment in Greater Cambridge Impact.

This report contains a confidential appendix relating to information which following a public interest test the public is likely to be excluded by virtue of paragraph 1 and 3 of Schedule 12A of Part 1 of the Local Government Act 1972. Members will need to agree to go into exempt session to discuss this appendix.

- 8 **Development of the Climate Change Strategy 2026-2031** (Pages 167 - 220)

To approve the plans to progress to public engagement to inform the new Climate Change Strategy.

- 9 **Urban Forest Strategy Consultation** (Pages 221 - 252)

To approved draft strategy and consultation plan.

To note Appendix 3 and 4 to follow.

- 10 **Establishment of new loan facilities for Cambridge Investment Partnership** (Pages 253 - 260)

- 11 **2025/26 Finance Monitoring Report Quarter 1 (April to June)** (Pages 261 - 308)

- 12 **2024/25 Treasury Management Outturn Report** (Pages 309 - 332)

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

Emergency Evacuation Procedure

In the event of the fire alarm sounding all persons should vacate the building by way of the nearest escape route and proceed directly to the assembly point in front St Mary's Church. The duty Officer will assume overall control during any evacuation, however in the unlikely event the duty Officer is unavailable, this responsibility will be assumed by the Committee Chair.

Information for the public

The public may record (e.g. film, audio, tweet, blog) meetings which are open to the public.

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

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

This Meeting will be live streamed to the Council's YouTube page. You can watch proceedings on the livestream or attend the meeting in person.

Those wishing to address the meeting will be able to do so virtually via Microsoft Teams, or by attending to speak in person. You must contact Democratic Services democratic.services@cambridge.gov.uk by 12 noon two working days before the meeting.

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

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

This page is intentionally left blank

CABINET

24 June 2025

5.35 - 7.15 pm

Present: Councillors Holloway (Chair), Wade (Vice-Chair), Bird, Moore, Nestor, Smart, S. Smith and Thornburrow

Via Teams: A Smith and Todd-Jones

Other Councillors Present: Bennett, Blackburn-Horgan, Gawthroe-Wood, Hauk, Porrer and Young

FOR THE INFORMATION OF THE COUNCIL

2025/1/Cab Welcome and Introduction to Cabinet

The Leader of the Council welcomed members of Cabinet and those in attendance to the first meeting of Cambridge City Council's Cabinet.

The Leader set out some of the key aspects of the Cabinet moving forward and welcomed attendance at the meeting from the Chair's of the two Overview and Scrutiny Committee's.

Members of Cabinet introduced themselves, whilst outlining their portfolio and areas of responsibility.

2025/2/Cab Apologies

There were no apologies for absence received.

2025/3/Cab Declarations of Interest

There were no declarations of interest received.

2025/4/Cab Minutes of the Executive held on 10 February 2025

The minutes of the Executive meeting held on 10 February 2025 were agreed as a true and accurate record.

2025/5/Cab Public Questions

There were no public questions received for the meeting.

2025/6/Cab Expansion of the Smoke Control Area to cover the whole city (excluding permanent residential moored vessels)

The Cabinet Member for Climate Action and Environment introduced the report to Cabinet. The purpose of the report was to seek approval to revoke the existing Smoke Control Areas (SCAs) and implement a single, city-wide SCA, excluding permanent residential moored vessels.

The Cabinet Member responded to questions from Cabinet and Councillors in attendance as follows:

- i) With regards to assessing indoor stoves, this could be done by measuring around the indoor air, however it was difficult to know how much this would cost to roll-out.
- ii) Smokeless fuels were readily available to purchase for those on the boats, although these would be more expensive than traditional fuels.
- iii) Previous work had been done to look at electric charge points along the riverbank, although nothing was carried out it could be looked at in the future.
- iv) Solar panels would be beneficial to those on the boats, however it would not be enough to solve their heating and hot water needs.
- v) There was no plan to ban wood burning stoves, they needed to be Department for Environment, Food and Rural Affairs (DEFRA) approved and these could be purchased online or from local suppliers.
- vi) There were still some risks to burning fuels, even smokeless, within a closed space.
- vii) Smokeless fuels were more expensive, however this needed to be weighed against risk to health.
- viii) Following wide public consultation, including with the boaters, there were a number of responses from the boaters who relied on wood stove burning for heating and hot water. Removing this access to them without a full solution was deemed inappropriate at this time.
- ix) There was to be a public education campaign, it was believed that most residents would be happy to follow the new guidelines. In the first instance if there were reports of indoor burning then the team would work with the household to educate on the dangers of doing so. If they failed to comply fixed penalty notices could be issued.
- x) Air quality was regularly tested across Cambridge, officers would be able to see if this policy was making a difference.

- xi) Scrutiny could request that a review was presented to their committee at a later date.
- xii) It was now illegal to sell non-compliant fuels.
- xiii) There were unlikely to be signs put up, rather the Council would look to use other channels to educate residents.
- xiv) The Council would be looking at ways of supporting the boaters move to smokeless burning, so that they could be included in the city-wide smoke control area.
- xv) A DEFRA compliant stove could burn any dry wood. Those available commercially would have to be legally compliant.
- xvi) Any communications would clearly outline what was compliant. This could include Open Door magazine and regular articles being published.

Cabinet resolved (**unanimous**) to:

Approve revoking the existing Smoke Control Areas (SCAs) and implementing a single, city-wide SCA, excluding permanent residential moored vessels.

2025/7/Cab Procurement of Contractor(s) to deliver energy efficiency and associated works to Council homes

The Cabinet Member for Climate Action & Environment introduced the report. The report sought approval for the procurement and the award of a new contract(s) to support the continued delivery of the Council's housing energy efficiency (retrofit) programme, which contributes to achieving the objectives set out in the Council's Climate Change Strategy 2021– 2026.

The Cabinet Member responded to questions from the Cabinet and Councillors as follows:

- i) It was important to work with residents whose homes were being proposed to be worked on. There was expertise in this area as the Council had already retrofitted around 200 homes.
- ii) The Council monitored works that had been completed to see if there had been improvements to the energy efficiency of the homes.
- iii) There were many ways to measure whether the efficiency had improved, including looking at EPC ratings, as well as looking at the fabric of homes, for example insulating homes was one way to show improvements in efficiency.

- iv) Surveys were carried out pre and post changes to gather the views of residents.
- v) Each property would have a tailored retrofit programme, depending on the needs of the property.
- vi) The new team would also be looking at how the retrofit programme could be rolled out at scale across the city.
- vii) As with any tenders those that apply would need to meet the requirements set out in the Council's procurement rules.
- viii) The contract had the potential to create newly skilled and well-paid jobs for people to take on in the city.
- ix) Overall, there were a number of benefits to retrofitting, including having better quality homes for residents, whilst also reducing the costs to the Council to keep the homes energy efficient.
- x) Including leaseholders was a new part of the contract, this enabled them to be included when there were works to be done for example on leaseholder flats.

Cabinet resolved (**unanimous**) to:

Approve the issue of tenders and, following the evaluation of tenders, authorise the Director of Economy and Place to award a contract(s) to a contractor(s) to deliver energy efficiency (retrofit) and associated maintenance works to Council Housing for three years from 2026-29, with an option to extend for one or more periods up to a maximum of two years.

2025/8/Cab Verbal Update on Public Health Contract for Tier 1 & 2 Services

The Cabinet Member for Safety, Wellbeing and Homelessness update the Cabinet and confirmed a final decision would be presented to the meeting in July.

Cabinet resolved (**unanimous**) to note the verbal update on Public Health Contract for Tier 1 & 2 Services.

The meeting ended at 7.15 pm

CHAIR



REPORT TITLE: CIVIC QUARTER PROJECT UPDATE

To: Cabinet, Thursday 25th September 2025

Lead Members: Simon Smith, Cabinet Member for Finance and Resources, Rosy Moore, Cabinet Member for Climate Action and Environment and Antoinette Nestor, Cabinet Member for Culture, Economy and Skills

Report by:

Benedict Binns, Assistant Director, Development

Tel: 01223 450000 Email: ben.binns@cambridge.gov.uk

Wards affected:

ALL

Director Approval: Director Lynne Miles 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	<p>Recommendations</p> <p>It is recommended that Cabinet:</p>
1.1	<ul style="list-style-type: none"> I. agrees to support this transformative project to restore and modernise the Guildhall, Corn Exchange, Market Square and Public Realm in the historic heart of Cambridge. II. agrees to Option 4 to take it forward - that a recommendation is made to Full Council for a capital budget of up to £4.4m to be allocated to fund the technical design development, detailed development programme and to finalise the total direct and indirect costs of the project. III. agrees to develop technical designs with traders and stakeholders IV. delegate authority to the Assistant Director for Development to submit the designs as put forward for the Guildhall, Corn Exchange, Market Square and associated public realm for Planning Consideration; V. delegate authority to the Assistant Director for Development in consultation with the Leader and CEO to approve non-material amendments and/or s73 amendments to the designs as put forward;

	VI. delegate authority to the Director of Economy and Place in consultation with the Chief Finance Officer regarding the disposal of Mandela House.
1.2	<p>That Cabinet notes that:</p> <ul style="list-style-type: none"> I. the Capital Budget is to be allocated from the existing earmarked Civic Quarter Development reserve II. the project is affordable at the current estimated project cost which could be up to £92.3m III. a report will be issued to Cabinet and then to Full Council in September 2026 regarding the final proposals and costs IV. feedback to Cabinet from the Performance, Assets and Strategy Overview and Scrutiny Committee meeting of 9 September 2025 will be issued separately.
2	Exec Summary
2.1	<p>The proposed designs for the Civic Quarter are transformative. They include:</p> <ul style="list-style-type: none"> 1. The most significant investment in public realm in the city centre for 50 years 2. Creating a modern, thriving and inclusive market square to support existing and new business 3. Much needed investment in the Corn Exchange to widen its appeal 4. Modernisation and opening up the Guildhall to the community 5. Providing an option for the headquarters for a new unitary council
2.2	<p>The ambition of the Civic Quarter project is to make the city centre more inclusive and accessible, with better public spaces where people can meet, visit the market, and enjoy cultural events, while also enhancing these heritage sites by reducing water use and carbon emissions. As custodian of these historic sites – including the market - the council needs to invest in their upkeep and plans to do so in a way that will generate income and reduce operational costs, contributing to its wider plans to balance its budget.</p>
2.3	<p>The business case supports the viability of the Civic Quarter project in terms of cost, revenue design and financial implications for the council.</p> <p>Four options have been explored and members need to consider at what point to allocate the full budget for a contract sum – this September or in September 2026 considering having more development certainty by committing to a higher capital budget this September or retaining more financial certainty by committing to the next design stage only.</p>

2.4	<p>The report sets out the latest high-level proposals for the Guildhall, Market, Corn Exchange and associated public realm and financial modelling for the next stage of the project.</p> <p>These designs have evolved since the project was initiated in January 2024 with feedback from two public engagement programmes and stakeholders including council staff, the Civic Quarter Liaison Group and through monthly market trader meetings.</p>
2.5	<p>Proposals for the Guildhall include: conserving and modernising the Grade II listed building to operate at net zero operational carbon; making it accessible to wheelchair users; a new customer service centre for people visiting the council; and a welcoming public café, along with a Changing Places toilet open to the public.</p> <p>Work spaces and meeting rooms are proposed for council staff, as well as work space for commercial tenants, making the Chamber an accessible and multi-functional space usable for different types of events including community events, and able to accommodate an increasing number of councillors following local government reorganisation.</p> <p>The large and small halls will have sensitive modern interventions to deliver high quality multifunctional space improving conference facilities generating income for the council.</p>
2.6	<p>The proposed designs build on the vision for the Market Square that was agreed in March 2022, for a bustling seven-day market which is an accessible, attractive, welcoming, exciting and safe place to visit, shop and gather during the day and into the evening.</p> <p>The setts will be preserved but made accessible, with covered seating provided by parasols and new trees around the fountain which will be brought back into use.</p> <p>A total of 96 new stalls are proposed – comprising 44 fixed stalls and 52 demountable stalls – offering flexibility to accommodate daily trading while also creating opportunities for events and cultural activities to animate the square throughout the year.</p>
2.7	<p>Current proposals are working on the assumption of a shorter decant and construction programme for the setts to minimise disruption for traders and businesses around market square.</p> <p>This will mean the council can offer a decant support package equivalent to at least reducing rents by half. All current traders will have the opportunity to trade on the new market.</p>

2.8	<p>Proposals to improve the Corn Exchange include energy-saving measures (increased insulation and solar panels), accessibility in all areas, and better sound quality and new audio visual systems for events to ensure performances and events meet higher standards for audiences and performers.</p> <p>Also, introducing more concessions and bar areas – including outside in Parson's Court – will enable quicker service and more food and drink options. There is a small increase in standing event capacity.</p>
2.9	<p>The proposals for the public realm for the civic quarter will be the most transformative change in the city centre for 50 years with a shared surface restricting traffic to the civic quarter area. Proposals include increasing Blue Badge Parking from 5 to 6 and cycle parking by 10% to 219 bays and a biodiverse route along Peas Hill and St Mary's Street/ Market Street</p>
2.10	<p>Approval of the recommendations in this report would fix the broad outline of the proposals.</p> <p>Proposals will evolve further and involve trade-offs as technical development, planning and financial constraints are identified. Further engagement with traders, council staff, members and other stakeholders will be essential to ensure the right specifications are included.</p>
2.11	<p>Business Plans have been produced for each of the three assets to test the proposed interventions. These have followed the Treasury's recommended Five Case Model approach, ensuring compatibility with any future funding bid.</p>
2.12	<p>The proposals for the Guildhall unlock new sources of increased income from commercial tenants and the conferencing market, and the business plan suggests that, before the cost of capital, the current £1.24m operational deficit will improve by c. £2m to a £0.87m surplus by year 5.</p>
2.13	<p>The Corn Exchange business plan supports the existing model and combines design interventions with operational measures to project significantly enhanced revenues. The business plan suggests that, before the cost of capital, the £0.674m operational surplus will improve by c. £2m to a £2.63m surplus by year</p>
2.14	<p>Whilst the proposed investment won't improve the operational surplus of the market, the proposals will preserve a vital tradition and support local economic activity. Investment proposals include an increase in operational staff, enabling enhanced cleaning, introduction of security, and establishment of an events schedule designed to complement the market and drive footfall.</p> <p>The business plan suggests that, before the cost of capital, the £0.45m surplus will reduce marginally to a £0.38m surplus by year 5.</p>

2.15	<p>The total projected expenditure for the design, build and associated on costs including decant costs to complete all three projects is as follows:</p> <table border="1" data-bbox="245 353 963 539"> <tr> <td>Guildhall</td><td>£52.160m</td></tr> <tr> <td>Corn Exchange</td><td>£26.491m</td></tr> <tr> <td>Market Square</td><td>£13.624m</td></tr> <tr> <td></td><td></td></tr> <tr> <td>Total</td><td>£92.275m</td></tr> </table> <p>This includes £4.4m required for technical design and the development of contract sum proposals.</p> <p>This is in addition to the £4m already spent/committed to date in bringing forward concept design work (RIBA Stage 2) and detailed design work (RIBA Stage 3)</p>	Guildhall	£52.160m	Corn Exchange	£26.491m	Market Square	£13.624m			Total	£92.275m
Guildhall	£52.160m										
Corn Exchange	£26.491m										
Market Square	£13.624m										
Total	£92.275m										
2.16	<p>It is always prudent to consider opportunities to reduce costs through design or phasing changes.</p> <p>The cost plans include a design risk allowance of 5% and a construction risk allowance of 5%.</p> <p>The appointed contractor, Sir Robert McAlpine (SRM), have also identified an optimal programme approach which would enable shared prelims across projects if the projects are delivered concurrently, providing an opportunity for savings in the region of £1m- £1.5m. These need to be explored further and are not yet included in the cost plan.</p> <p>In addition, SRM have identified value and cost efficiencies in the design process and include reviewing:</p> <ul style="list-style-type: none"> • Guildhall 4th floor extension • Roof design of the Guildhall • Tiered chamber • Review of number and specification of lifts and atrium in the Guildhall • Early supply chain engagement • Alternative materials • Alternative phasing – for example Parson Court and/or Corn Exchange at a later date <p>If the project is approved to proceed to the next stage, both opportunities will be included in contract sum proposals as well as reviewing any impact to loss of future revenue.</p>										
2.17	<p>The Financial implications of funding the Civic Quarter work have been reviewed by the Council's Section 151 Officer.</p>										

2.18	<p>Four options have been considered by officers:</p> <ol style="list-style-type: none"> 1) Option 1 Do nothing – project is paused. The council will have to make decisions on compliance with legislation and its current Net Zero policies. These are estimated to be at least £60m 2) Option 2 recommend approval for a capital budget of £92.3m, submit planning for all three assets and associated public realm, continue with technical design to develop a contract sum proposal for Cabinet approval in September 2026 3) Option 3 recommend approval for partial investment – to reduce the scope by excluding one or more of the assets, submit planning for all three assets and associated public realm, continue with technical design to develop contract sum proposals with a reduced scope for approval in September 2026 noting that the council will have to make decisions on compliance with legislation and its current Net Zero policies 4) Option 4 recommend approval for a capital budget of £4.4m only, submit planning for all three assets and associated public realm, continue with technical design to develop a detailed development programme and contract sum proposal for cabinet and Full Council approval in Autumn 2026 <p>Officers do not recommend Option 1 as it would not be possible to take forward the detailed design stage without further investment. The implication of this decision would be to effectively defer any decisions on the future of the Civic Quarter assets to a future unitary authority.</p> <p>Officers do not recommend Option 3 as any savings on the capital budget may be minimal given that the council will still have to invest to meet compliance and its net zero policies. In addition, proceeding with Option 2 or 4 will mean the council can make a final decision with all of the detail in September 2026</p>
2.19	<p><i>There is an exempt annex attached to this report that is NOT FOR PUBLICATION by reason of paragraph 3 of Schedule 12A of Part 1 of the Local Government Act 1972 because it contains commercial letting assumptions for the Guildhall , commercial assumptions for the Corn Exchange and estimated contract sum and design consortia cost information. The public interest test has been applied to the information contained within this exempt annex and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.</i></p> <p>The exempt annexes include: Appendix 1: Corn Exchange and Guildhall Business Plan – Carter Jonas and Blue Horizon (Partly redacted) Appendix 3: Calford Seaden Cost and Procurement Report (Fully exempt)</p>

3	Alternative options considered																
3.1	See section 8																
4	Progress to date:																
4.1	<p>This report refers to RIBA Stages. The RIBA is a widely recognized framework established by the Royal Institute of British Architects (RIBA) for Construction work. They organise the process of managing and designing construction projects into eight easy-to- understand stages.</p> <table> <tr> <td>Stage 0 Strategic definition</td><td>Project Brief which outlines key objectives</td></tr> <tr> <td>Stage 1 Preparation and Briefing</td><td>Initial design concepts: The outputs of this stage are the “proof of concept” designs included in the S&R January 2024 report.</td></tr> <tr> <td>Stage 2 Concept Design</td><td>Testing of concepts and public consultation, which culminated in a Stage 2 Report (S&R November 2024 Report) and outcomes of public consultation (July 2024)</td></tr> <tr> <td>Stage 3 Detailed Design</td><td>Design refinement, public consultation 2 and planning submission. This is what is being presented in this report. To ensure deliverability a main contractor was additionally brought on board for this stage to ensure accurate budget setting to inform the Business Case for each of the Guildhall, Corn Exchange and Market Square.</td></tr> <tr> <td>Stage 4 Technical Design</td><td>Technical designs for contractors; often part of the build contract</td></tr> <tr> <td>Stage 5 Construction</td><td>Refurbishment and Build contract</td></tr> <tr> <td>Stage 6 Handover</td><td>Handover to the council with defects period</td></tr> <tr> <td>Stage 7 Use and Maintenance</td><td>Management and operation of the buildings/spaces</td></tr> </table>	Stage 0 Strategic definition	Project Brief which outlines key objectives	Stage 1 Preparation and Briefing	Initial design concepts: The outputs of this stage are the “proof of concept” designs included in the S&R January 2024 report.	Stage 2 Concept Design	Testing of concepts and public consultation, which culminated in a Stage 2 Report (S&R November 2024 Report) and outcomes of public consultation (July 2024)	Stage 3 Detailed Design	Design refinement, public consultation 2 and planning submission. This is what is being presented in this report. To ensure deliverability a main contractor was additionally brought on board for this stage to ensure accurate budget setting to inform the Business Case for each of the Guildhall, Corn Exchange and Market Square.	Stage 4 Technical Design	Technical designs for contractors; often part of the build contract	Stage 5 Construction	Refurbishment and Build contract	Stage 6 Handover	Handover to the council with defects period	Stage 7 Use and Maintenance	Management and operation of the buildings/spaces
Stage 0 Strategic definition	Project Brief which outlines key objectives																
Stage 1 Preparation and Briefing	Initial design concepts: The outputs of this stage are the “proof of concept” designs included in the S&R January 2024 report.																
Stage 2 Concept Design	Testing of concepts and public consultation, which culminated in a Stage 2 Report (S&R November 2024 Report) and outcomes of public consultation (July 2024)																
Stage 3 Detailed Design	Design refinement, public consultation 2 and planning submission. This is what is being presented in this report. To ensure deliverability a main contractor was additionally brought on board for this stage to ensure accurate budget setting to inform the Business Case for each of the Guildhall, Corn Exchange and Market Square.																
Stage 4 Technical Design	Technical designs for contractors; often part of the build contract																
Stage 5 Construction	Refurbishment and Build contract																
Stage 6 Handover	Handover to the council with defects period																
Stage 7 Use and Maintenance	Management and operation of the buildings/spaces																
5	Key Project Milestones																
5.1	Development consortium																
5.1.1	The design consortium led by Cartwright Pickard Architects (CPA – for ease, the consortium will be referred to as CPA) and cost consultant and employer’s agent, Calford Seaden were re-appointed by the council for RIBA stage 3 to ensure continuity.																
5.2	Appointment of Business Plan consultants																

5.2.1	Consultants Carter Jonas for the Guildhall, Blue Horizon for the Corn Exchange and Place Partnerships for the Market were appointed by the council and developed, with support from Council Services, operational business plans for each of the assets.
5.3	Appointment of contractor
5.3.1	Following an open tender process, Sir Robert McAlpine Ltd (SRM) were appointed by the council under a Pre-Construction Service Agreement (PCSA), which has enabled early collaboration before the main construction contract is signed. This has covered, design development support, cost planning, risk management and programme development. This key objective under the PCSA is to de-risk the project, refine scope, and ensure readiness for construction when the scheme is approved/achieves planning approval.
5.3.2	If this report is approved, then SRM will develop proposals for a fixed price contract sum for further approval in September 2026. If cabinet and Council approves the fixed price contract sum SRM's appointment will be extended to deliver the works.
5.4	2nd Consultation in May-June 2025
5.4.1	<p>A second public consultation took place between 12th May and 22Nd June.</p> <p>Concurrently, the consortium engaged in a Planning Performance Agreement with Greater Cambridge Shared Planning Services, ensuring significant feedback from planning officers during Stage 3. In addition, both staff and Councillors provided additional feedback on the designs and proposals.</p>
5.4.2	The consortium's Engagement specialists, ECF Communications developed the second public engagement programme that was delivered between 12 May and 22 June 2025, inviting feedback on updated designs for the Civic Quarter, which had been developed building on feedback from 2024 and early 2025. Appendix 4 Cambridge Civic Quarter Phase 3 Engagement Report July 2025 highlights the designs that were put forward for consultation and the consultation report.

5.4.3	<p>During the engagement period, 543 survey responses, through the Council's online consultation portal, were received.</p> <p>As part of the community engagement programme 9 pop-ups were organised across Cambridge, and 100+ people were engaged. 2 Community drop in events with a workshop element were also held.</p> <p>3 themed 1-2-1 stakeholder meetings were also held on Youth (Cambridge Students' Union), Accessibility (Access Officer and Camsight) and Heritage (Museum of Cambridge).</p> <p>Approximately 70+ market trader interactions engaged through pop-ups, surveying and online engagement. This included seven meetings, four pop-ups, three surveys and the demountable stall trials.</p>
6	Proposed Designs for planning submission
6.1	<p>The proposed designs for the Civic Quarter are transformative. They include:</p> <ol style="list-style-type: none"> 1) The most significant investment in public realm in the city centre for 50 years 2) Creating a modern, thriving and inclusive market square to support existing and new business 3) Transforming the Corn Exchange to widen its appeal 4) Opening up the Guildhall to the community 5) Providing an option for the headquarters for a new unitary council
6.2	The Civic Quarter project has evolved since the project was initiated in January 2024 with feedback from two public engagement programmes, as well as stakeholders including the Civic Quarter Liaison Group and monthly Traders Meetings
6.3	Guildhall
6.3.1	<p>Appendix 5 Planning Executive Summary Pages 2-4 and Appendix 6 outlines proposed designs.</p> <p>The proposal is to conserve the Grade II listed building while enabling it to operate at net zero operational carbon, using EnerPHit principles (the Passivhaus standard for retrofit) to reduce energy use and installing Air Source Heat Pumps and solar panels.</p>
6.3.2	<p>Integral to the design is to make it accessible to wheelchair users. The Ground Floor would feature a new customer service centre for people visiting the council, a welcoming public café, along with a Changing Places toilet open to the public. Work spaces and meeting rooms are proposed for council staff, as well as work space for commercial tenants, and publicly bookable rooms for meetings or events, spanning the other floors.</p>

6.3.3	<p>The Council Chamber currently has fixed furniture and an uneven floor which makes the space difficult to access, and inflexible in terms of how it can be used, with wheelchair users forced to sit in gaps between furniture making participation in meetings difficult.</p> <p>While considering the Chamber's heritage status, the latest proposals would see the fixed furniture removed (while retained and refurbished for use in other parts of the Guildhall) in order for the Chamber to become accessible and multi-functional space usable for different types of events including community events, and able to adapt to changing requirements such as increasing number of councillors following local government reorganisation. Designs include an accessible level floor that can tiered for council meetings.</p>
6.3.4	The large and small halls will have sensitive modern interventions to deliver high quality multifunctional space improving conference facilities generating income for the council.
6.4	<p>Market Square</p> <p>The proposed designs build on the vision for the Market Square that was agreed in March 2022, for a bustling seven-day market which is an accessible, attractive, welcoming, exciting and safe place to visit, shop and gather during the day and into the evening. Appendix 5 and Appendix 7 outlines proposed designs.</p>
6.4.1	Resurfacing the whole area to make it more accessible , while preserving the Victorian granite setts. Currently the pavement, road and setts on and around the market prevent people from accessing the market if they are wheelchair or pushchair users.
6.4.2	Traffic Management. While vehicular access for blue badge holders and emergency vehicles is maintained, the shared surface approach, promotes and prioritises greater pedestrian use. Section 6.6.1 outlines proposals for extending the Traffic Regulation Orders (TROs) to manage this pedestrianisation and restriction of traffic.
6.4.3	Retaining and refurbishing the existing fountain to make it fully functioning, with covered seating provided by parasols around the fountain. The proposals respond to feedback about wanting to retain the fountain, and about antisocial behaviour taking place in the current market which is hidden from CCTV cameras by the vacant stalls
6.4.4	Replacing the current stalls with 96 new stalls, including 44 fixed stalls, and 52 demountable stalls. Traders who trade most often will benefit from new lockable stalls, while the demountable stalls will make it possible to create a more flexible space to allow events on the square when there isn't the demand from traders to have all 96 stalls in use. This is a similar approach to other markets across the UK and Europe which also use demountable stalls to create flexibility

6.4.5	Increased biodiversity, by introducing trees around the fountain and the edge of the market square to provide shelter and shade.
6.4.6	Renovating and retaining the toilets in the Market Square basement to support traders, together with an above ground accessible toilet.
6.4.7	New underground bin facilities to significantly improve waste storage and collection processes
6.5	Corn Exchange Appendix 5 and Appendix 8 outlines proposed designs.
6.5.1	<p>The proposal is to improve the venue with energy-saving measures (including insulation and solar panels), accessibility in all areas, and better sound quality and new audio visual systems for events to ensure performances and events meet higher standards for audiences and performers.</p> <p>Also, introducing more concessions and bar areas – including outside in Parson's Court – to enable quicker service and more food and drink options. There is a small increase in standing capacity.</p>
6.6	Public Realm The proposals for the public realm for the civic quarter will be the most transformative change in the city centre for 50 years. Appendix 5 and Appendix 5 outlines proposed designs. Proposals include:
6.6.1	<p>Traffic Management. While vehicular access for blue badge holders and emergency vehicles is maintained, the shared surface approach, promotes and prioritises greater pedestrian use through the use of TROs including:</p> <ol style="list-style-type: none"> 1) Expanding the existing TRO for market square to include Sunday 10am-4pm 2) implementing a new TRO to prohibit vehicles other than permit holders between 10am - 4pm Monday – Sunday for Corn Exchange Street/ Wheeler Street/ Guildhall Street/ Bene't Street 3) Ban the right turn out of the Grand Arcade car park, applied to all users with no exceptions or permit holders, 24/7 Monday - Sunday.
6.6.2	Increased cycle parking and blue badge parking. Proposals include increasing Blue Badge Parking from 5 to 6 and cycle parking by 10% to 219 bays. There will also be 131 additional cycle spaces in the Guildhall, for office users.
6.6.3	Increased biodiversity, green spaces and seating areas. Proposals include creating a green route along Peas Hill, St Mary's Street and Market Street linking together green spaces with seating outside the churches as well as connecting to other green spaces and street trees within the historic area.

6.7	<p>Decant Arrangements</p> <p>Work has been developed on the impact of closing the Guildhall and Corn Exchange and relocating the market during works.</p> <p>There is a monthly traders meeting where decant options are being worked through and Guildhall and Corn Exchange Decant Working Groups have been set up to develop plans.</p>
6.7.1	<p>Guildhall</p> <p>Plans are being developed to decant the Guildhall into Mandela House during works. Other council assets, particularly community centres will be considered for planning, council, cabinet and committee meetings.</p>
6.7.2	<p>Corn Exchange</p> <p>The impact of the closure the of the Corn Exchange has been estimated and advice has been provided on options to consider temporary alternative venues. The business plan for the future operation of the Corn Exchange assumes a closure of 18-24 months and a recovery period to year 5.</p> <p>In addition, there is a cost of closure of c.£2m/annum. The impact of the closure period remains a key risk from both a financial and cultural perspective. BHV have undertaken a high level study of options that mitigate the cultural and financial loss and recommend progressing with an alternative to the default 'mothball' option. However, these all require investment in their own right which is not currently incorporated into the project's financial models. This analysis is included at Appendix 9.</p>

6.7.3	<p>Market Square Decant and Support Package</p> <p>Current proposals are working on the assumption of a shorter decant and construction programme for the setts than previously proposed, which has the following advantages:</p> <ol style="list-style-type: none"> 1) Less disruption for traders and shops around the market 2) A quicker return to the market square 3) With a shorter programme this option is more cost effective 4) Due to the savings, the council can offer a decant support package of at least the equivalent of reducing rents by half. <p>There has been extensive engagement with traders and the most up to date proposals on the decant location was shared with traders on August 21st. Peas Hill, Guildhall Street, Petty Cury, Sidney Street and King's Parade are identified as locations that could house market stalls during the decant period.</p> <p>The next steps are to work with traders and stakeholders to develop details around servicing, waste and ensuring requisite permissions are agreed and tested. Consideration will need to be given to engagement with local businesses as part of the development of the decant approach.</p> <p>The option for the market to move 'off-site' further away from market square to another location in the city during the works is not being considered. Traders have expressed a strong preference to remain close to the Market Square and the council is committed to working with traders to find a workable solution.</p>
6.7.4	<p>Support will also include:</p> <ol style="list-style-type: none"> 1) upgrading the market web site – this is already underway with market trader representatives assisting the council's communication and market management teams 2) signage to assist shoppers 3) Business support advice
7	<p>Business Case</p> <p>Business Plans have been produced for each of the three assets to test the proposed interventions. These have followed the Treasury's recommended Five Case Model approach, ensuring compatibility with any future funding bid. The Strategic, Economic, Commercial, Financial and Management cases have been assessed, and the full Business Plans are included at Appendices 1-3.</p>
7.1	<p>Guildhall revenue projections</p>

7.1.1	<p>Currently, the Guildhall and Mandela House have a combined deficit of £1.12m per annum.</p> <p>There is a clear strategic case for investment In the Guildhall with the project aligning with the Council’s net zero ambitions and future civic and office requirements.</p> <p>The proposals unlock new sources of increased income from commercial tenants and the conferencing market, and the business plan suggests that the £1.24m deficit will improve by c £2m to a £0.87m surplus by year 5.</p> <p>The Commercial Case reviewing revenue assumptions from commercial tenants has been robustly tested with recent leased and managed space transactions, underpinning the core revenue assumptions, notably £450/desk for managed desk space, and £50/sq ft for leased office areas.</p>
7.1.2	<p>The business plan also assumes an increased use of the Guildhall Halls and subsequent revenue uplift from the current position. While there is a risk that the reduced availability of the committee rooms and break out spaces may reduce the opportunity for the Guildhall to host weddings and large-scale conferences, the analysis suggests any loss will be mitigated by a greater variety of events and smaller conferences, attracted by the enhanced facilities offered.</p>
7.1.3	<p>With a number of different tenants in the building: council officers, the community, conferencing attendees and commercial tenants, the Business Plan recommends that an operator takes management responsibility for the communal areas, ensuring a consistency and quality of facilities management for the various proposed occupiers.</p>
7.2	<p>The Corn Exchange revenue projections</p>
7.2.1	<p>The 24/25 Corn Exchange surplus is £0.67m showing an improvement on the previous year.</p> <p>The Corn Exchange business plan supports the existing dry-hire model and combines design interventions with operational measures to project significantly enhanced revenues. In particular, the Food and Beverage offer is improved, with an increase from two to four bars resulting in significantly higher spend per person. The reduction in servicing ‘dark days’, facilitated by new equipment also enables additional programming days across the year, while a significant increase in marketing allowance is a further driver in the improved financial position. The business plan suggests that the £0.67m surplus will improve by c. £2m to a £2.63m surplus by year 5.</p>
7.3	<p>Market Revenue Projections</p>

7.3.1	<p>The 24/25 Market surplus is £0.45m</p> <p>The Market Business Plan confirms the importance of a thriving market to the city and validates the existing balance of trade. However, the case for investment includes taking the opportunity to address some deep-rooted problems through the proposed works, including Anti-Social Behaviour, poor accessibility and very limited shading and biodiversity.</p> <p>While the proposed design interventions do not result in an uplift to the financial surplus to the market in the short term, the fundamental fragility to the market's viability is addressed through the long-term investment that delivers the vision for the market. This includes an increase in operational staff, enabling enhanced cleaning and setting up and taking down of demountable stalls, introduction of security, and establishment of an events schedule designed to complement the market and drive footfall.</p> <p>The business plan suggests that the £0.45m surplus will reduce marginally to a £0.38m surplus by year 5 and continue to rise thereafter.</p>
7.4	<p>Costs</p> <p>A detailed cost plan has been produced by Calford Seaden. This has been developed iteratively over the Stage 3 period to respond to the evolved design. The cost plans are included in Appendix 3. In addition to construction costs, associated design and on-costs for each project have been considered. The following summary sets out the key cost components for the project.</p>
7.4.1	<p>RIBA Stage 4 – Technical Designs and development of a contract sum for all three assets and associated public realm including surveys, designs, employer's agent fees and other on costs is estimated to be £4.4m</p> <p>This figure represents the total required to complete RIBA stage 4 and develop a full contract sum for approval. The majority of this expenditure would be post planning approval, minimising risk of abortive spend ahead of determination.</p>
7.4.2	<p>Guildhall and associated public realm Technical Design, Construction and required on-costs is estimated to be £52.16m</p>
7.4.3	<p>Corn Exchange and associated Technical Design, Construction and required on-costs is estimated to be £26.49m</p> <p>Cost of closure costs excluded currently – commentary on this and mitigation options included above in Business Plan section</p>
7.4.4	<p>Market Square and associated public realm Technical Design, Construction and required on-costs is estimated to be £13.62m</p>

7.4.5	<p>Therefore, the total projected expenditure to complete all three projects is as follows:</p> <table border="1" data-bbox="245 353 963 539"> <tr> <td>Guildhall</td><td>£52.160m</td></tr> <tr> <td>Corn Exchange</td><td>£26.491m</td></tr> <tr> <td>Market Square</td><td>£13.624m</td></tr> <tr> <td></td><td></td></tr> <tr> <td>Total</td><td>£92.275m</td></tr> </table>	Guildhall	£52.160m	Corn Exchange	£26.491m	Market Square	£13.624m			Total	£92.275m
Guildhall	£52.160m										
Corn Exchange	£26.491m										
Market Square	£13.624m										
Total	£92.275m										
7.4.6	<p>Cost Risks and Opportunities</p> <p>As part of the Stage 3 Process, the appointed contractor, Sir Robert McAlpine (SRM), have also undertaken an initial cost estimate. Overall construction costs sit within 5% of Calford Seaden's cost estimate. SRM have also identified an optimal programme approach which would enable shared prelims across projects if the projects are delivered concurrently, providing an opportunity for savings in the region of £1m- £1.5m. This approach will be finalised during RIBA stage 4 and will form part of the fixed price contract sum development. The engagement with SRM during Stage 3 has provided additional reassurance that current budget estimates are appropriate.</p> <p>Key construction risks remain in relation to asbestos remediation. Allowances have been included within the Guildhall and Corn Exchange cost plans based on the Management Surveys. However, this remains a key project risk. The cost plans include a design risk allowance of 5% and a construction risk allowance of 5%.</p>										
7.4.7	<p>Opportunities to reduce costs through design changes or phasing changes</p> <p>SRM have already identified value and cost efficiencies in the design process which, if the project is approved to proceed to the next stage, will be further developed.</p> <p>Areas under consideration include:</p> <ul style="list-style-type: none"> • 4th floor extension (Noting linked loss of revenue) • Roof design of the Guildhall • Early supply chain engagement • Review of number and specification of lifts and atrium • Alternative materials • Alternative phasing – for example Parsons Court and/or Corn Exchange at a later date 										
7.5	Programme										

7.5.1	<p>The indicative programme for delivery of the Civic Quarter, subject to further work on phasing and transitional arrangements and to September 2026 Cabinet and Full Council approval is set out below:</p> <table border="1" data-bbox="244 336 1406 1133"> <thead> <tr> <th data-bbox="244 336 868 405">Milestone</th><th data-bbox="868 336 1406 405">Date</th></tr> </thead> <tbody> <tr> <td data-bbox="244 405 868 474">Cabinet approval for Stage 4</td><td data-bbox="868 405 1406 474">September 2025</td></tr> <tr> <td data-bbox="244 474 868 544">Planning and Listed Building submission</td><td data-bbox="868 474 1406 544">October 2025</td></tr> <tr> <td data-bbox="244 544 868 613">Planning and Listed Building Consent</td><td data-bbox="868 544 1406 613">March 2026</td></tr> <tr> <td data-bbox="244 613 868 683">Contract sum approval</td><td data-bbox="868 613 1406 683">September 2026</td></tr> <tr> <td data-bbox="244 683 868 801">Earliest Decant of Guildhall and Corn Exchange complete</td><td data-bbox="868 683 1406 801">November 2026</td></tr> <tr> <td data-bbox="244 801 868 871">Earliest Decant of Market complete</td><td data-bbox="868 801 1406 871">January 2027</td></tr> <tr> <td data-bbox="244 871 868 940">Start on Site</td><td data-bbox="868 871 1406 940">January 2027</td></tr> <tr> <td data-bbox="244 940 868 1133" rowspan="2">Completion (assuming concurrent construction across all three sites)</td><td data-bbox="868 940 1406 1043">November 2027- January 2028 (Market)</td></tr> <tr> <td data-bbox="868 1043 1406 1133">December 2028 (Guildhall and Corn Exchange)</td></tr> </tbody> </table> <p>The programme is subject to the target date of planning consent being achieved, and a firm decant and construction programme will form part of the outputs of the Stage 4 work.</p>	Milestone	Date	Cabinet approval for Stage 4	September 2025	Planning and Listed Building submission	October 2025	Planning and Listed Building Consent	March 2026	Contract sum approval	September 2026	Earliest Decant of Guildhall and Corn Exchange complete	November 2026	Earliest Decant of Market complete	January 2027	Start on Site	January 2027	Completion (assuming concurrent construction across all three sites)	November 2027- January 2028 (Market)	December 2028 (Guildhall and Corn Exchange)
Milestone	Date																			
Cabinet approval for Stage 4	September 2025																			
Planning and Listed Building submission	October 2025																			
Planning and Listed Building Consent	March 2026																			
Contract sum approval	September 2026																			
Earliest Decant of Guildhall and Corn Exchange complete	November 2026																			
Earliest Decant of Market complete	January 2027																			
Start on Site	January 2027																			
Completion (assuming concurrent construction across all three sites)	November 2027- January 2028 (Market)																			
	December 2028 (Guildhall and Corn Exchange)																			
7.6	Funding																			
7.6.1	<p>The proposed Funding sources for delivery of the three projects for option 2 are set out below:</p> <p>£23m from General Fund earmarked reserve £1.5m from restricted A14 mitigation £6m from sale of Mandela House £1.5m Cambridgeshire & Peterborough Combined Authority (CPCA) grant for Market Square; £60.3m external borrowing Total: £92.3m</p> <p>For Option 4 £4.4m will be funded from earmarked reserves</p>																			

7.6.2	<p>Further Funding options</p> <p>Securing further funding sources, such as additional grant, philanthropic funding or venue sponsorship/naming rights will reduce the level of borrowing required. These options will continue to be explored during Stage 4. Securing planning across all three assets will also increase the attractiveness of the project to funding bodies.</p>
8	<p>Options</p> <p>The Financial implications of the Civic Quarter work are set out below and have been reviewed by the Council's Section 151 Officer.</p>
8.1	<p>Officers have explored four options:</p> <ol style="list-style-type: none"> 1) do nothing 2) full investment 3) partial investment 4) commit to technical design
8.2	<p>Option 1: Do Nothing - £0 for this project but rising to at least £60m to meet compliance</p>
8.2.1	<p>The Do Nothing option assumes that the council writes off the initial investment in design and considers an alternative direction. No planning submission will be made.</p> <ol style="list-style-type: none"> 1) Finances – the council will not be able to able to capitalise the £4m spent to date 2) LGR – the current Guildhall chamber does not have enough seats for a unitary Council 3) Asset compliance – all assets will not be compliant nor meet the council's Net Zero Policy or accessibility. The council will be unable to let these premises. 4) Reputational impact – the council may have reduced funding opportunities due to this project being stalled

8.2.2	<p>The Council will need to make the following choices:</p> <p>To make a commitment to investment to ensure the four assets meet the minimum compliance standards and/or the Council policies by March 2030,</p> <p>OR</p> <p>to sell the Corn Exchange, Guildhall, Mandela and consider third party management of the market</p> <p>High level cost estimates to meet compliance for the four assets assume:</p> <p>Guildhall c.£42m</p> <p>Mandela House c.£7-10m</p> <p>Corn Exchange c. £6-7m</p> <p>Market c. £5.5m</p> <p>The projected revenue will also be significantly impacted.</p> <p>This option is not recommended by officers</p>
8.3	Option 2: Full investment: £92.3m

8.3.1

Option 2 assumes that the council funds the £92.3m from £32m reserve funding, property sale and capital reserves, and £60.3m from borrowing, submits planning for all three assets and proceeds to technical design to develop a fixed price contract sum. £4.4m will be earmarked to develop proposals for such a contract sum to be approved by Cabinet and Council in Autumn 2026.

- 1) Finances – the Council will need to commit a capital budget. There is a risk that contract sum may be higher (it could also be lower) due to the heritage risks that this project has.

This option provides greater development certainty, however, levels of borrowing are high, and members will need to consider the trade-offs of lower reserves and less revenue in the first five years to finance the level of debt. The level of external borrowing required would be £60.3m.

Current financial modelling shows that the council's revenue budgets would be in a worse position than currently for the first 6 years following completion of the projects, as it would take time for commercial revenue streams, particularly from the Corn Exchange, to reach their full potential. In addition to the capital cost of the project, it is estimated that a total of £12.3m would need to be set aside in an earmarked reserve to cover the revenue losses over this period. This amount would be fully recovered by year 19, and over a 30 year period the project would generate a net positive revenue impact of £36.283m. In real terms (taking into account the effect of future inflation) the net benefit over 30 years would be £7.863m.

The approval to commit to a contract sum in 2026 allows the council to make a final decision with more detailed proposals.

Option 2	Current Net Revenue	Net Revenue following works pre-Finance (5 year position)	Annual cost of Finance (5 year position)	Net Revenue following works post Finance (5 year position)	30 year revenue position (in real terms)
Guildhall	-£1.238m	£870k			
Corn Exchange	£676k	£2.634m			
Market	£446k	£382k			
Combined	£-116k	£3.886m	(£4.183m)	-£297k	£7.863m

- 2) LGR – investment will ensure that the Guildhall chamber will be fit for purpose for a Unitary Council. Approval to commit to a contract sum in 2026 allows the council to make a final decision with the knowledge of the impact of LGR.
- 3) Asset compliance – all assets will be compliant and meet the council's Net Zero Policy

	4) Reputational impact – the council is more likely to have increased funding opportunities due to this project being shovel/investment ready.
8.4	Option 3: partial investment £60m-92m
8.4.1	<p>Option 3 assumes the council commits a capital budget for a reduced scope – larger than £60m but less than £92m, submit planning for all three assets and associated public realm, continue with technical design (£4.4m) to develop contract sum proposals for a reduced scope for approval by Cabinet in September 2026:</p> <p>1) Finances – the council will need to commit a capital budget. There is a risk that contract sum may be higher (it could also be lower) due to the heritage risks that this project has. The capital budget will be lower than option 2, and therefore lower risk.</p> <p>Levels of borrowing would be lower than option 2 leaving more reserves and more revenue for the council however, depending on the reduced scope there will be a negative impact on projected revenues making the project less viable.</p> <p>Officer advice on this option is that it is too early to confirm a reduced scope and that a final decision on the contract sum should be made in September 2026</p> <p>2) LGR – investment will ensure that the Guildhall chamber could be fit for purpose for a Unitary Council. Approval to commit to a contract sum in 2026 allows the council to make a final decision with the knowledge of the impact of LGR.</p> <p>3) Asset compliance – all assets will be compliant and may meet the council's Net Zero Policy.</p> <p>4) Reputational impact – the council is more likely to have increased funding opportunities due to this project being shovel ready.</p> <p>This option is not recommended by officers.</p>
8.5	Option 4: commit to technical design £4.4m

8.5.1	<p>Option 4 assumes that the council commits to £4.4m to submit planning for all three assets and proceed to technical design to develop a detailed development programme and contract sum and to seek approval from Cabinet and Full Council for a contract sum in Autumn 2026</p> <ol style="list-style-type: none"> 1) Finances – the council will need to commit a much smaller budget - £4.4m. The business case supports the viability of the project as a whole as detailed in 8.3.1 for option 2. <p>Option 4 provides less development certainty, however, it is more financially cautious with a commitment to investing £4.4m and to return to cabinet and the council with more detailed contract sum proposals so that the council can allocate the right capital budget to allow the council to enter into a contact to proceed with the works.</p> <ol style="list-style-type: none"> 2) LGR – investment will ensure that the Guildhall chamber design will be fit for purpose for a unitary Council. The design is flexible enough to allow the entire Guildhall to be used for a unitary council. Approval to commit to a contract sum in 2026 allows the council to make a final decision with the knowledge of the impact of LGR. 3) Asset compliance – all assets will be designed to be compliant and have the potential to meet the council’s Net Zero Policy 4) Reputational impact – the council is more likely to have increased funding opportunities due to this project being shovel ready.
9	Corporate plan

9.1	<p>The decision to proceed to the next stage of the Cambridge Civic Quarter project continues to demonstrate strong alignment with the Council's Corporate Plan. Most specifically the Civic Quarter directly addresses three out of the Council's 4 key priorities:</p> <p>Priority 1: Leading Cambridge's response to the climate and biodiversity emergencies and creating a net zero council by 2030</p> <p>Priority 2: Tackling poverty and inequality and helping people in the greatest need</p> <p>Priority 4: Modernizing the council to lead a greener city that is fair for all</p> <p>The strategic objectives for each priority which are directly addressed by bringing forward the regeneration of the civic quarter are expressed below:</p> <p>Priority 1: Leading Cambridge's response to the climate and biodiversity emergencies and creating a net zero council by 2030</p> <ul style="list-style-type: none"> • reduce carbon emissions from council buildings, land, vehicles and services to net zero by 2030, • reduce energy consumption and carbon emissions from homes and buildings in Cambridge • reduce consumption of resources, increase recycling and reduce waste; • support Council services, residents and businesses to thrive and adapt to the impacts of the climate change emergency; • mainstream our approach to biodiversity to secure a measurable net gain in biodiversity across the City by 2025 and support the Natural Cambridgeshire Doubling Nature Vision by 2030 • to ensure that biodiversity is considered by all council service functions and projects • maximise the potential of our buildings, parks, open spaces, watercourses and tree stock to support biodiversity, whilst balancing their multifunctional needs • Plan for the sustainable development of Cambridge and support the creation of vibrant, integrated and inclusive new communities. Specifically, to develop and implement a new Local Plan for Greater Cambridge that: <ul style="list-style-type: none"> • enhances biodiversity and green spaces, • increases wellbeing and social inclusion, • provides for great places (including by safeguarding our unique heritage and landscapes), • encourages a wide range of jobs, • plans for the right infrastructure in the right places at the right times to
-----	---

serve our growing communities.

Priority 2: Tackling poverty and inequality and helping people in the greatest need

- strengthen families and communities and support people who are more likely to experience poverty, inequality and vulnerability.
- make sure that everyone shares in our city's success by promoting an inclusive economy, by raising skills, and by improving access to a range of employment opportunities for people on low incomes.
- 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

Priority 4: Modernizing the council to lead a greener city that is fair for all

- 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
- use innovation, including new technologies, to provide high quality services continuously improve the services we provide so that they best meet the needs of those who use them
- run our services in an efficient way, generating income where appropriate to reinvest into other council services
- review our assets to ensure they are delivering optimum value to the Council and wider community, increasing social capital

10	Anticipated outcomes, benefits or impact
10.1	Reference to other sections of the report
11	Implications
11.1	Relevant risks
11.1.1	<p>Project Costs</p> <p>Risk: Failure to deliver project objectives due to a non-viable business case, resulting in potential termination, sunk costs, and reputational impact.</p> <p>Mitigation: Extensive surveys have been completed across all assets to improve cost and scope certainty. A structured gateway approach ensures the project is regularly assessed for viability, with business plans developed for each component to align with the strategic goals outlined in the November 2024 Strategy & Resources Report. Crucially, the Council is not committed to further expenditure beyond September 2026 unless viability is confirmed, allowing for a controlled and informed decision-making process.</p>
11.1.2	<p>Asbestos</p> <p>Risk: The failure to identify and manage asbestos early may pose health risks to employees, tenants, contractors, and visitors. It can delay design development, leading to unforeseen works during construction, increased costs, project delays, operational disruption, loss of income, and reputational damage.</p> <p>Mitigation: Extensive surveys have been carried out across all the assets, to provide greater certainty on what refurbishment work is required and provide assurance on costs. Contractor to confirm arrangements for asbestos removal works post stage RIBA Stage 3 completion. Service areas to ensure business continuity plans are up to date in the event of an unplanned building/part closure.</p>
11.1.3	<p>Local Government Reorganisation (LGR)</p> <p>Risk: Local Government Reorganisation / devolution impacting project governance, brief, funding and timelines for implementation.</p> <p>Mitigation: Early identification of potential impacts of LGR including changes to funding, shifts in project priorities or alterations in regulatory requirements. Build in flexibility to the design and use of the Guildhall. Cross Party Member Steering Group is integral part of project governance. Crucially, the Council is not committed to further expenditure beyond September 2026 unless viability is confirmed, allowing for a controlled and informed decision-making process.</p>

11.1.4	<p>Planning</p> <p>Risk: Risk of failure to meet project objectives around sustainability, public realm and the design for the flexible use of Council Chamber in the Guildhall due to conflict of views from statutory bodies and key stakeholders. Potential risk of 'Call-in' to objections on planning proposals where requirements conflict.</p> <p>Mitigation: Pre-application advice has been sought from Greater Cambridge Planning Service and Historic England. Heritage and Planning consultancy advice from Design Consortia. Designs have been critiqued through the Design Review Panel.</p>
11.1.5	<p>Works Programme Delivery</p> <p>Risk: Delays in programme delivery due to interdependencies between enabling works, planning approvals, funding decisions, and contractor mobilisation may impact overall project timelines and cost.</p> <p>Mitigation: A detailed programme with critical path analysis, supported by gateway reviews and contingency planning. Regular progress monitoring and escalation protocols to address emerging risks. Procurement and mobilisation strategies are aligned with funding and planning milestones to maintain momentum.</p>
11.1.6	<p>Stakeholder Engagement</p> <p>Risk: The project touches upon a wide range of stakeholders, many with a significant interest and if not effectively managed there is a risk that future changes are not well received nor meet needs and that emotive risks around the project will emerge.</p> <p>Mitigation: - Key role for communications consultancy in the design consortium, working alongside Council's Communications team. Communications Strategy and comprehensive stakeholder list in place. Project governance includes the continuing of key groups, Civic Quarter Liaison and Market Traders Groups. 121's with Market Traders scheduled at key stages of the project. Meetings with key stakeholders to highlight project progress and work through issues.</p>

11.1.7	<p>Future Income Risk</p> <p>Risk: The financial viability of the project depends heavily upon future commercial income streams from the Guildhall and Corn Exchange. For the Guildhall, it assumes full letting of commercial space for most of the time, with only short void periods between lettings and inflationary rent uplifts every 5 years. For the Corn Exchange, it assumes net revenue of £2.6m per year by year 4, compared to the current £0.6m per year, again with future inflationary increases. There is a risk to council finances in the future should the income not meet expectations. If this were the case, significant external financing costs (£3.4m per year) would still need to be paid, which could put pressure on council services.</p> <p>Mitigation: Financial models have been developed with the support of external specialist advice. The position will be reviewed throughout the next 12 months to ensure that the assumptions used remain valid at the point of contractual commitment.</p>
11.1.8	<p>Financing Risk</p> <p>Risk: The high level of borrowing required means that the project finances are extremely sensitive to the interest rates assumed, which are currently based upon forecasts. A 1% increase in interest rates, for example, would increase initial revenue losses from £12.3m to £15.7m, defer the point at which these losses were recovered in cash terms from year 19 to year 25, and move the 30 year revenue impact of the project (in real terms) from a net benefit of £7.9m to a net loss of £1.8m.</p> <p>Mitigation: Should the project go ahead, the council would work with its treasury advisers to explore the most advantageous approach to borrowing. It may be possible to secure lower rates by fixing borrowing for a shorter period, but this needs to be balanced against the risk that rates may have increased further at the point that borrowing needs to be refinanced.</p>
11.1.9	<p>Impact on General Fund reserves</p> <p>The council's latest financial projections show a General Fund balance of £23.4m at 31 March 2028, against a forecast target level of £8.5m, i.e. a headroom of £14.9m. This project would fully utilise the council's Development Reserve, and would reduce the forecast headroom on the General Fund to £11.1m. There may be other unavoidable capital pressures which emerge over the next few years, and there will also be a need to ensure that a new unitary authority has sufficient reserves to be financially sustainable following Local Government Reorganisation. A decision to proceed with Civic Quarter is therefore likely to severely restrict the level of funding which may be available for other capital projects for the next several years at least.</p>
12	<p>Financial Implications</p>

12.1	<p>The Financial implications of the Civic Quarter work are set out below and has been reviewed by the Council's Section 151 Officer.</p> <p>See sections 8 and 11.17-11.19</p>
13	Legal Implications
13.1	<p>The roof of the Guildhall currently holds telecommunications equipment. An 18 month Notice has been served on the operator Cornerstone to remove equipment. This will continue to be monitored.</p>
14	Equalities and socio-economic Implications
14.1	<p>Three separate Equalities Impact assessments have been completed covering The Guildhall, Corn Exchange and Market Square.</p> <p>The recent community engagement has shaped the detailed design stage work. The impact assessments will also continue to be “live” documents and reviewed at key stages during the project.</p> <p>The sections below highlight the key impacts. See Appendix 10 for the Equalities Impact Assessments</p>
14.2	<p>The Guildhall</p> <p>The Guildhall redevelopment brings significant positive impacts, especially for:</p> <ul style="list-style-type: none"> • Disability – provision of a wellness room protecting mental wellbeing of staff members; a quiet/low stimulation area for the public protecting wellbeing, a changing places toilet for anyone to use; provision of platform lifts and step free access to the building; evacuation lifts, automated doors; hearing loops; and improved lighting. • Gender reassignment and sex in the provision of gender neutral, women’s and men’s toilets available for all users. • Marriage and civil partnership - improvements to the large and small halls could increase the wedding market. • Pregnancy and maternity – provision of breastfeeding room open to the public and baby changing facilities. • Religion or belief – provision of a prayer room. <p>The creation of a welcoming “Heart Space” and flexible civic areas encourages broader public engagement across age groups and backgrounds.</p> <p>However, potential negative impacts include concerns about affordability and access for low-income and marginalised groups, particularly if commercial uses dominate community access. Improvements around safeguarding and safety considerations for groups that might be subject to hate crime/harassment have been flagged for further attention in technical design stages.</p>

14.3	<p>Corn Exchange</p> <p>Positive impacts of the proposals include:</p> <ul style="list-style-type: none"> • Aspects improving accessibility, especially for disabled people, such as improved lighting that will benefit people with visual impairments and improved audio equipment that will especially benefit people with hearing impairments. There will be benefits for people with mobility impairments like step free access throughout the venue, three new lifts, 1% auditorium capacity for wheelchair users and accessible dressing room and showers backstage. Accessible toilets shall also be provided on multiple floors. • Toilet provision will be improved, especially benefitting women by providing more women-only toilets to help address historic under-provision for women in the venue which has caused queueing during show intervals. • Improvements to the Parsons Court area that will help reduce anti-social behaviour that may benefit groups who experience hate crime/incidents. <p>In the next stage of the design consideration needs to be given to accessibility of auditorium space for people using prams and buggies (of benefit relating to maternity). Also, a potential negative impact of the designs is lack of gender-neutral toilets on the auditorium for use by transgender and non-binary people. Concerns were also raised in the consultation about ticket affordability, especially for low-income groups, and the risk that upgrades could lead to higher prices and reduced access.</p>
------	--

14.4	<p>Market Square</p> <p>The most significant benefits of the market square redesign include:</p> <ul style="list-style-type: none"> • Improving accessibility through exploration of levelling historic setts, improving pedestrian safety, alignment of stalls, signage, lighting and increasing variety of seating options (including canopied seating). This will be of benefit for disability and pregnancy and maternity especially. • Reducing ASB (that may especially impact on groups who experience hate crime and have an impact on reducing gender-based violence) through design features such as improving sight lines, lighting and use of CCTV. • Blue badge parking provision, and spaces increase from 5 to 6 • Provision of accessible toilet at ground level for market traders. <p>The market's diverse offer and civic space will support multicultural events (enabling some of space in the square to be used for other functions by removing some demountable stalls on quieter trading days) and low-income communities</p> <p>However, negative impacts include not providing a gender-neutral toilet facilities for market traders, potential barriers for mobility-impaired individuals due to stall density, safety concerns for people who may be subject to harassment and in relation to gender-based violence at night were raised and clear communication and processes relating to permits for blue badge holders</p>
15	<p>Net Zero Carbon, Climate Change and Environmental implications</p>

15.1	<p>One of the restricting factors at commencement of design was the absence of an agreed Net Zero standard. Therefore, delivering to Enerphit standards - which can be characterised as Passivhaus for existing buildings – was agreed with the Planning Officer as the appropriate tool to drive the required improvements to existing buildings. Subsequently, the team was additionally successful in receiving an agreement for the Guildhall to be incorporated into the UK Net Zero Carbon Building Pilot Study.</p> <p>Energy</p> <p>Through the application of Enerphit principles it has been shown that it should be possible to reduce the energy consumption of the Guildhall by approximately 66%. A decision to verify the project as Net Zero Carbon can only be made once the first version of the Standard has been released, however based on the definition contained within the draft Standard, the Guildhall would be defined as a Net Zero Carbon (in operation) building without the need for any Carbon offsetting.</p> <p>The Guildhall's existing building water usage baseline is 4945m³/year. Through the use of water efficiency fittings and water recycling, it is proposed that the refurbishment will result in a decrease in potable water usage despite an increase in building use intensity.</p> <p>The Corn Exchange presents a larger set of challenges than the Guildhall due to the decorative features present internally and externally. Given constraints, focus has been on the roof, floor, extension and the MEP systems. Coupling numerous measures together PV installation, modelling shows that a 61-79% reduction in energy use is possible.</p> <p>The refurbishment of the Market Square proposes the mixed use of collapsible and permanent market stalls. The permanent market stalls therefore have the opportunity for mounted photovoltaics (PVs) to provide renewable energy generation. These PVs will be placed on the side of the market stalls pitched roofs with the highest irradiance to maximize benefit.</p> <p>Water</p> <p>Using the BREEAM Wat01 calculator and proposed sanitaryware information, we currently forecast achieving 5/5 credits with a 55% improvement over baseline potable water usage for the Guildhall.</p> <p>For the Market Square and the Corn exchange the modelling is not as advanced. Design commitments include water efficiency fitting installations in line with BREEAM Wat01 targeting 5/5 credits to reduce water consumption (if thought not technically achievable, 4 Wat 01 credits)</p>
------	--

Component	Performance levels (quoted numbers are minimum performance required to achieve the targeted level)		
	4 Credits	5 Credits	Unit
WC (effective flush)	3.5	3	Litres
Wash hand basin tap	3.5	3	Litres/min
Shower	4	3	Litres/min
Communal Kitchen Sink	5	5	Litres/min
Domestic Washing Machine	35	30	Litres/use
Domestic Dishwasher	11	10	Litres/cyle
Rainwater harvesting	50%	75%	% of buildings flushing demand

BREEAM Wat 01 Performance Levels

Further investigation into recycling water (rainwater and condensate recycling) remains ongoing and will be implemented if found to be feasible.

Biodiversity

The Council continues to be committed to a targeted 20% Biodiversity net gain across the Civic Quarter

15.2	Climate Change rating Climate Change assessment rating has been assessed as Medium Positive overall. See Appendix 11 for Climate Change Assessments concluded for the Guildhall, Corn Exchange and Market Square
16	Procurement Implications
16.1	See sections 5.1-5.3 and Appendix 3
17	Community Safety Implications
17.1	<p>Whilst Cambridge is a safe city, violence against the person offences accounted for 27% of crimes. Market ward, which is the focus of Cambridge's nighttime economy, has higher rates of both violent crime and drug offences.</p> <p>The project team met with the Designing Out Crime Officers, Cambridgeshire Police and the Council's Senior ASB Officer as part of the stage 3 design work.</p> <p>We have also been working with the Community Safety team to ensure that crime prevention principles are key to the Civic Quarter redevelopment and are captured within the Cambridge Community Safety Plan (2025-27).</p>
18	Community Wealth Building
18.1	<p>The Civic Quarter Project integrates Community Wealth Building principles by prioritising inclusive design shaped by community input, enhancing public access and democratic participation, and creating spaces for cultural and social use.</p> <p>The main contractor will employ 20% local labour, when we reach the construction phase of the project, and work with the Council and partner with schools, colleges and universities to provide work experience and apprenticeship opportunities.</p> <p>No community ownership or management is planned at this stage.</p> <p>See Appendix 12 for the full assessment</p>
19	Project Interdependencies
19.1	The District Heating Feasibility Study and the proposals for the Guildhall have been designed to enable future connection to the District Heating Network.
20	Background documents Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

20.1	<ul style="list-style-type: none"> 1) S&R Report November 2024 Civic Quarter Project Update 2) S&R January 2024 Civic Quarter Project 3) S&R October 2022 Future Office Accommodation Strategy 4) Environment and Community Scrutiny Committee March 2022 Proposed Improvement to Market Square
21	Appendices
21.1	<p>Link to appendices can be found here – Cambridge Civic Quarter: Scrutiny committee and Cabinet reports - Cambridge City Council</p> <p>Appendix 1: Corn Exchange and Guildhall Business Plan – Carter Jonas and Blue Horizon</p> <p>Appendix 2: Business Case for Securing the Future of Cambridge City Market – Place Partnerships</p> <p>Appendix 3: Calford Seaden Cost and Procurement Report</p> <p>Appendix 4 Cambridge Civic Quarter Phase 3 Engagement Report August 2025</p> <p>Appendix 5 Planning Executive Summary</p> <p>Appendix 6 Draft Guildhall Design and Access Statement</p> <p>Appendix 7 Draft Market Design and Access Statement</p> <p>Appendix 8 Draft Corn Exchange Design and Access Statement</p> <p>Appendix 9 Corn Exchange options for continuity of service</p> <p>Appendix 10 Equalities Impact Assessments for Guildhall, Market Square and Corn Exchange</p> <p>Appendix 11 Climate Change Assessments</p> <p>Appendix 12 Community Wealth Building</p>
21.2	<p>Exempt</p> <p>Appendix 1: Corn Exchange and Guildhall Business Plan – Carter Jonas and Blue Horizon (Partial)</p> <p>Appendix 3: Calford Seaden Cost and Procurement Report</p>
21.3	<p>To inspect the background papers or if you have a query on the report please contact Ben Binns, Assistant Director, Development: email: ben.binns@cambridge.gov.uk</p>

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank



REPORT TITLE: Strategic Procurement Pipeline for Repairs, Maintenance, and Compliance Contracts

To:

Cabinet, 25 September 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 the Cabinet/Cabinet Member for decision.

1. Recommendations

1.1 It is recommended that Cabinet:

1. **Note** the procurement pipeline for repairs, maintenance, and compliance works as set out in the appendix to this report.
2. **Delegate authority** to the Director of City Services, in consultation with relevant Cabinet Members and Chief Officers, to award contracts within this pipeline following completion of the appropriate procurement processes

2. Purpose and reason for the report

- 2.1 A medium-term procurement pipeline has been developed for repairs, maintenance, and building compliance work. This covers planned and responsive maintenance as well as specialist compliance activities, including damp, condensation, and mould treatment. The coordinated approach strengthens in-house delivery, helps the Council

meet its statutory obligations, and supports wider goals such as improving tenant satisfaction and service resilience. By publishing the contract pipeline in line with the Procurement Act 2023, the Council is ensuring transparency, enabling providers to plan effectively, and aligning activity with its corporate direction.

Bringing this pipeline together provides visibility over the medium term and supports the achievement of best value for the Council. It does not require additional funding and is already incorporated into approved budgets and the Council's Medium-Term Financial Strategy (MTFS).

The purpose of this report is to present the pipeline for public visibility and to seek formal approval and delegated authority to proceed with the procurements and award the resulting contracts, ensuring best value for the Council.

3. Alternative options considered

3.1 As each procurement and its resulting contract exceeds the threshold for a key decision, Member approval is required. In determining how best to secure this approval, two alternative approaches were considered:

1. **Separate approvals for each procurement** – Requires multiple Cabinet reports and decisions, reducing visibility of the overall programme, increasing administrative effort, and making it harder to coordinate procurement activity to achieve best value. Option discounted.
2. **Urgent decisions by the lead member outside Cabinet** – This would bypass the planned, transparent decision-making process the pipeline is intended to provide. Relying on urgent, out-of-cycle decisions would reduce scrutiny, increase the risk of fragmented procurement activity, and undermine the benefits of a coordinated approach. Option discounted.

4. Background and key issues

4.1 4.1 In order to comply with the Procurement Act 2023 (PA23), the Council is required

to maintain and publish a pipeline of contracts that shows a clear schedule of letting. This ensures transparency, forward planning, and compliance with statutory procurement obligations. It also provides greater foresight for potential providers which supports market development and widens opportunities for providers and partnerships to plan ahead for new business opportunities.

4.2 As a starting point, the pipeline has been developed for the City Services Directorate, where contractual requirements are most concentrated. This focus will support the service with properly let and managed contracts and is expected to deliver measurable benefits for tenants of our housing stock and for all users of council-owned buildings across Cambridge. Where possible, the Council will review the feasibility of delivering works **in-house** before proceeding to external procurement, ensuring that internal capacity is fully utilised before engaging external providers.

4.3 The programme covers both statutory obligations and compliance requirements for the housing portfolio, as well as support for the Council's commercial properties and operational facilities, including community centres and office buildings.

4.4 This report presents a schedule of approximately **13 contracts with a combined value of approximately £74m** that will be let as a coordinated programme over the next six months. Bringing this forward as a single schedule allows the Council to secure delegated authority for contract awards, avoiding the need to bring forward multiple individual reports, and making more efficient use of committee time.

4.5 **This is not a request for additional funds** — it is a consolidation of budgets already approved within the Medium-Term Financial Strategy (MTFS) to maintain and improve the property portfolio. Spend will be actively managed in-year to ensure delivery remains within existing budget allocations and avoids overspending. The full amount is unlikely to be spent – this figure builds in headroom for contingency in key areas (such as DCM) to ensure resilience, continuity of service, and compliance with procurement law.

4.6 Delivering the pipeline as a coordinated programme will allow officers to monitor progress closely, adapt to changing needs during the letting process, and manage dependencies between contracts. Sequencing will be planned to minimise disruption to tenants, avoid clashes with other council works, and ensure the best use of in-house delivery capacity.

4.7 The pipeline approach will also provide a blueprint for the next phase of scheduled procurements, enabling lessons learned from this programme to inform future activity.

4.8 The new legislation strengthens the role of contract management across the organisation. With a mandatory reporting obligation to the Cabinet Office for contracts in excess of £4.4m, consolidating contracts will make oversight easier, give a clearer picture of organisational needs, and enable targeted interventions where necessary. The onus will rest with the Council's Procurement Service to maintain accurate reporting, ensure robust service driven contract management arrangements are in place, and coordinate with service managers to address performance issues promptly.

4.9 Attached at Appendix 1 is the proposed programme, showing outline dates for letting the contracts, their indicative durations, and total lifetime values.

5. Corporate plan

5.1 This decision supports the Council's Corporate Plan [Corporate plan 2022-27: our priorities for Cambridge - Cambridge City Council](#) by contributing to the priorities of:

- **Leading Cambridge's response to the climate change and biodiversity emergencies** ensuring all building works and maintenance meet high environmental standards and contribute to sustainability goals.
- **Tackling poverty and inequality and helping people in the greatest need** by maintaining safe, compliant, and energy-efficient homes and community facilities.
- **Modernising the council to lead a greener city that is fair for all** by delivering a transparent procurement programme that embeds sustainability,

ensures fairness across all wards, and maintains safe, compliant, and energy-efficient buildings.

6. Consultation, engagement and communication

6.1 Supplier Engagement

A supplier engagement event is planned for early to mid-September to alert the marketplace to the forthcoming procurement opportunities and to encourage a wide and competitive field of bidders. This event is a requirement as part of the new procurement legislation and will provide an overview of the planned works, indicative timescales, and the Council's expectations in terms of quality, compliance, and social value.

The engagement will be publicised through the Council's website, the procurement portal, and targeted outreach to existing and potential suppliers, including small and medium-sized enterprises and local contractors. By signalling the scale and range of opportunities in advance, the Council aims to stimulate market interest, build capacity, and support suppliers in preparing high-quality bids.

6.2 Internal Stakeholder Engagement

In parallel with supplier engagement, the Council will ensure early and ongoing communication with internal stakeholders. This includes TUs, housing officers, asset managers, compliance team. Regular briefings will be scheduled to ensure operational teams are aware of the procurement timetable and contract scopes. This will allow service managers to plan workloads, align internal resources, and coordinate with other projects or works programmes to minimise disruption.

6.3 Post-Award Communication

Following contract awards, a structured communication plan will be implemented to keep tenants, councillors, and community stakeholders informed of forthcoming works.

- **Tenants** will receive clear, accessible notifications in advance of works, including scope, timetable, and any likely impacts on property access or services.
- **Ward councillors** will be provided with updates to enable them to respond to

resident enquiries and support positive engagement.

- **Community stakeholders** (including resident associations and local facilities managers) will be briefed where works affect community centres, public buildings, or shared spaces.

This approach will help build trust, reduce complaints, and ensure that the benefits of the procurement pipeline are visible and understood by those affected

7. Anticipated outcomes, benefits or impact

7.1 Anticipated outcomes, benefits or impact: A fuller set of anticipated outcomes and benefits, including detailed compliance, financial efficiency, and asset management measures, is set out in the supporting documentation - **Repairs and Maintenance Procurement Approach**.

The anticipated outcome is a clear and consistent procurement pipeline, giving City Services a structured approach to commissioning that secures statutory compliance, delivers value for money, and sustains high-quality repairs and maintenance across the property portfolio.

Where possible, the Council will review the feasibility of delivering works **in-house** before proceeding to external procurement, ensuring that internal capacity is maximised and that contracts are let where specialist expertise, additional capacity, or statutory compliance requirements cannot be met internally.

This approach will reduce the risk of gaps in provision, enable better planning and coordination of works, and strengthen relationships with suppliers. It will also support the in-house delivery teams by providing reliable external capacity, specialist expertise where required, and a consistent standard of quality across all contracted works.

Tenant-Facing Outcomes & Benefits

- **Quicker resolution of repairs** – including damp, mould, and disrepair – leading to faster improvements in homes.

- **Improved tenant safety** – through stronger compliance on fire, asbestos, water testing, and other key risks.
- **More reliable repairs service** – reducing disruption, repeat visits, and complaints.
- **Clearer communication with tenants** – keeping residents better informed on the status of repairs and works.
- **Faster turnaround of voids** – helping to meet housing need and reduce homelessness pressures.
- **Greater consistency of service standards** – ensuring tenants across the city receive the same quality response.
- **Improved tenant satisfaction and confidence** – through transparent, well-managed contracts and visible service improvements.

In addition, the procurement pipeline will contribute to the Council's **community wealth building** objectives by:

- **Maximising local economic benefit** – Structuring contracts and lots to be, where feasible, accessible to small and medium-sized enterprises (SMEs), social enterprises, and locally based contractors, enabling more public spending to circulate within the Cambridge economy.
- **Creating skills and employment opportunities** – Embedding requirements for apprenticeships, work placements, and upskilling of the local workforce into contract specifications.
- **Encouraging ethical supply chains** – Applying social value criteria that promote fair wages, safe working conditions, and environmentally sustainable sourcing throughout the supply chain.
- **Strengthening community resilience** – Investing in works that improve the safety, efficiency, and longevity of housing and public buildings, reducing maintenance needs and associated costs over time.

By aligning procurement with these principles, the Council will not only secure best value in a financial sense but will also deliver wider economic, social, and environmental returns for Cambridge tenants.

8. Implications

8.1 Relevant risks

1. **Market capacity and competition** – Limited supplier interest or insufficient market capacity could lead to higher prices or reduced quality. **Mitigation:** Early supplier engagement led by the Council's Procurement Team, clear pipeline communication, and breaking opportunities into lots to encourage SME participation.
2. **Procurement delays** – Delays could lead to gaps in service provision or continued reliance on short-term arrangements. **Mitigation:** Forward planning of the pipeline with active oversight from the Procurement Team and delegated authority to award contracts, reducing the need for urgent or out-of-cycle decisions.
3. **Cost inflation** – Increases in material or labour costs could affect contract cost. **Mitigation:** Cost monitoring by the Procurement Team in liaison with Finance and the assigned Contract Manager, inclusion of contingency in the MTFS, and competitive tendering to secure best value.
4. **Contractor performance** – Contractors may fail to deliver to required standards or timescales. **Mitigation:** Procurement Team in conjunction to ensure robust contract terms, with ongoing contract management by service managers, including performance monitoring and clear escalation processes.
5. **Compliance risk** – Failure to have suitable contracts in place could result in breaches of statutory obligations. **Mitigation:** Procurement Team to ensure all contracts are compliant with procurement regulations and relevant legislation, directed by specialist compliance officers as necessary.
6. **Operational risks** – The delivery of multiple contracts within the same period may place pressure on in-house delivery teams, particularly in scheduling inspections, coordinating access, and managing contractor interfaces. There is

also a risk of programme slippage if contract sequencing is not carefully planned, leading to clashes or inefficient mobilisation of contractors.

Mitigation: The programme will be sequenced to spread workloads across the delivery period, with early engagement of in-house teams in scheduling. Dependencies on other projects or planned works will be mapped at the outset, and contingency built into timelines to allow for unforeseen delays.

7. **Tenant and community disruption** – Repairs and compliance works may require access to tenant homes and community facilities, which can cause short-term inconvenience. **Mitigation:** Early and clear communication with tenants, community users, and other building occupants to agree access arrangements and minimise disruption. Works will be grouped geographically where possible to reduce repeat visits and improve efficiency.
8. **Reputational risk** – Failure to put effective contracts in place, delays in procurement or poor contractor performance could lead to safety compliance failures, tenant dissatisfaction, or public criticism of the Council's ability to maintain its housing and building stock. **Mitigation:** Maintain close monitoring of procurement progress, ensure robust contract management arrangements are in place, collecting and assessing performance metrics from contracts. Proactively update councillors, tenants, and the public on progress and resolution of any serious issues.

Financial Implications

- 8.2 The value of these procurements and subsequent contracts is already incorporated into approved budgets and the Council's Medium-Term Financial Strategy (MTFS). They represent planned expenditure within existing allocations for the maintenance, repair, and compliance of the Council's building stock, rather than any request for additional funding. This approach provides a structured and efficient route to deliver the works already anticipated in the financial plans, ensuring that resources are used effectively to maintain statutory compliance, service standards, and value for money.

Legal Implications

- 8.3 This decision is part of the due process required under the Procurement Act 2023 (PA23), which mandates the publication of a procurement pipeline for contracts above set thresholds. Compliance with PA23 ensures transparency, fair competition, and accountability in public sector procurement. All contracts will be let in accordance with the Council's Contract Procedure Rules, and, where applicable, relevant UK procurement regulations.

Equalities and socio-economic Implications

- 8.4 An Equality Impact Assessment has been completed and confirms that any potential effects of the procurement pipeline have been identified, considered, and will be appropriately managed. Particular attention will be paid to supporting vulnerable tenants, ensuring that works do not disproportionately disadvantage any protected group, and making reasonable adjustments where required.

Net Zero Carbon, Climate Change and Environmental implications

8.5 **Climate Change Rating – High Positive**

The procurement pipeline for repairs, maintenance, and compliance works has been designed to deliver significant and sustained positive environmental impacts, fully aligned with the Council's Net Zero Carbon target and wider climate change objectives. All procurement specifications will require contractors to minimise carbon emissions, maximise energy efficiency, and prioritise the use of renewable energy sources. Measures will include installing high-efficiency systems, improving insulation, and integrating low-carbon technologies where possible.

Waste minimisation is embedded in the programme, with contractual obligations for segregation, recycling, and the reuse of materials. This not only reduces landfill but also cuts emissions associated with manufacturing and transport of new materials. Local sourcing will be prioritised, reducing transport miles and supporting low-emission or electric vehicle use within the contractor fleet.

Through these combined measures, the programme is expected to make a high positive contribution to reducing operational carbon emissions, enhancing resource

efficiency, and increasing climate resilience across the Council's property portfolio. It demonstrates a proactive approach to embedding environmental sustainability into all stages of procurement, delivery, and ongoing contract management.

Procurement Implications

- 8.6 The Procurement implications are clearly laid out in Section 4

Community Safety Implications

- 8.7 The procurement pipeline includes works that will directly improve building safety, including compliance with fire safety regulations, electrical safety, and asbestos management. By maintaining safe and secure housing and community buildings, the programme supports overall community wellbeing and reduces potential risks to residents and visitors.

9. Background documents

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

- 9.1
- Procurement Act 2023 (PA23) and Procurement Regulation 2024 (PR24) – Government guidance and statutory requirements
 - Cambridge City Council Corporate Plan 2022–2027
 - Cambridge City Council Contract Procedure Rules
 - Equality Impact Assessment – Procurement Pipeline for Repairs, Maintenance and Compliance

10. Appendices

- 10.1 Appendix 1. Repairs and Maintenance Procurement Approach
- 10.2 Appendix 2. Climate Change Rating Tool
- 10.3 Appendix 3. Equality Impact Assessment
- 10.4 Appendix 4. Market Engagement Event - Multiple Responsive Repairs Contracts

To inspect the background papers or if you have a query on the report please contact: Sean Cleary, Strategic Delivery Manager

Tel: 01223 458287

Email: Sean.Cleary@cambridge.gov.uk

This page is intentionally left blank

Repairs and Maintenance Procurement Approach

This Approach: Aims to establish a consistent suite of contracts that supports the delivery of services across the property portfolio and ensure compliance with Procurement Regulations.

The Need: To support the delivery of responsive repairs across the housing and commercial estate, the Council requires a structured procurement approach. This programme will embed standardised contracts that provide consistency, strengthen compliance, and ensure the service can respond effectively to demand. The requirements and timetable outlined below will meet both immediate and medium-term needs, while providing a robust foundation for future service delivery.

Context and Rationale: This approach ensures transparent, well-structured contractual arrangements with providers. Integrating specialist contracts will support continued alignment with Council policies and Procurement legislation, offering greater consistency in governance and a robust framework for service delivery.

Strategic Fit and Impact: By embedding a consistent approach to contract oversight, governance, and transparency, the approach supports the timely delivery of safe, well-maintained homes and ensures effective management across the wider property portfolio.

Impact on ongoing projects: Existing suppliers will remain in place during the transition, with engagement focused on maintaining responsiveness and ensuring a smooth handover to the new contractual framework.

Outcomes:

- Faster resolution of DCM and legal disrepair cases through better coordination, leading to quicker improvements for tenants experiencing urgent issues.
- Streamlined processes, reduced risks, and more efficient use of funds, ensuring resources are directed to works that have the greatest impact on residents.
- Improved financial transparency and reporting, giving tenants confidence in how services are managed and delivered.
- Compliance more consistently embedded across services, helping to protect tenant health, safety, and wellbeing.
- More reliable delivery of responsive repairs and planned works, reducing disruption for tenants and improving satisfaction.
- Stronger oversight of the wider property portfolio, contributing to better maintained homes and estates.

Appendix 1 to Strategic Procurement Pipeline for Repairs, Maintenance, and Compliance Contracts

- Reduced repeat repairs through accurate diagnosis and long-term solutions, giving tenants more reliable outcomes and fewer disruptions.
- Improved communication with tenants about the status of repairs and works, helping residents feel informed and reassured.
- Shorter void turnaround times, meaning homes are available for re-let more quickly to those in housing need.
- Better integration of health and safety measures (asbestos, fire, water testing), directly improving tenant safety in their homes.
- More predictable scheduling of works, reducing inconvenience to tenants and supporting better planning of estate improvements.

Benefits:

Financial

- Cost avoidance: By proactively strengthening compliance, the Council reduces reputational and legal risks, avoiding significant future costs.
- Better value for money through transparent procurement and more efficient use of resources, ensuring public funds deliver maximum benefit to residents.
- Reduced risk of costly litigation or compensation claims, by resolving issues earlier and more effectively.
- Longer asset life through more accurate diagnosis and quality repairs, lowering long-term costs of maintenance.

Non-financial

- Compliance with legislation, ensuring services meet evolving government and regulatory standards.
- Improved tenant satisfaction through clearer, transparent service delivery and faster resolution of issues.
- Reduced escalation to Ombudsman, with complaints resolved earlier and more effectively.
- Reputational risk mitigated, helping the Council maintain trust with tenants and stakeholders.
- Improved tenant safety, through stronger focus on health and safety compliance (fire, asbestos, water testing).
- Enhanced communication with residents, ensuring they are informed, reassured, and engaged throughout the repairs process.

Appendix 1 to Strategic Procurement Pipeline for Repairs, Maintenance, and Compliance Contracts

- Faster re-letting of void properties, helping to meet housing demand more effectively.
- Strengthened partnership with suppliers, supporting continuity of service and better outcomes for tenants.
- Support for community wealth building, by designing procurements that generate wider social and economic value for the city.
- Opportunities for local SMEs, ensuring that smaller businesses can access Council supply chains and contribute to local service delivery.

Success Criteria

- RICS-qualified surveyors and specialist managers in place
Metric: Professional qualifications and training records
- Accurate diagnosis and long-term solutions
Metric: Rate of repeat repairs within 12 months
- Transparent contracts mitigating liabilities
Metric: Audit assurance of contract governance
- Effective response to legislative demands
Metric: Compliance audit outcomes
- Public confidence and assurance in service delivery
Metric: Tenant satisfaction (TSM)
- Reduction in backlogs and tenant complaints
Metric: Volume of outstanding cases / complaints resolved within target times
- Improved tenant satisfaction scores
Metric: Tenant satisfaction (TSM)
- Demonstrable tenant safety improvements
Metric: Health & safety compliance inspections
- Faster re-letting of void properties
Metric: Average void turnaround time
- Evidence of community wealth building
Metric: Social value reporting
- Participation of local SMEs within supply chains
Metric: Proportion of spend with SMEs
- Consistent service standards across the housing and commercial portfolio
Metric: Service performance monitoring by estate/portfolio segment

Performance Target: By Summer 2026, all formal contract appointments will be completed and embedded, with transparent reporting in place to demonstrate value for money. Within six months of implementation, measurable improvements will be evident in tenant satisfaction, reduced repair backlogs, and consistent service standards across the housing and wider property portfolio.

Key Activities

- ASB1 – Asbestos Removal – Replace current arrangement with a 3-year contract (2 plus 1) procured using a framework supplier.
- ASB2 – Asbestos Surveying and Monitoring – Current contract expires Mar'26, extend agreement for up to 3 years (2 plus 1).
- WAT1 – Water Testing – Current contract expires Mar'26. Replace with contract procured via framework supplier for up to 3 years (2 plus 1).
- HEAT1 – Heating Services Maintenance – Current contract expires Aug'26, extend by up to 3 years (2 plus 1).
- FIRE1 – Fire Remediation urgent works and fire door replacements – Extend existing planned works contract (Foster and/or TSG).
- DCM1 – Surveying Services – Immediate 1-year compliant contract to address Awaab's Law, followed by procurement of a long-term provider up to 5 years (3 plus 2).
- DCM2 – Rectification Works – Extend existing planned works contract until Mar'26.
- DCM3 – Rectification Works (All) – Procure term service provider up to 7 years (5 plus 2) commencing Apr'26.
- GEN1 – General builders' disrepair rectification works, minor structural repairs, responsive repairs multi-trade contract – Extend existing planned works contract until Mar'26.
- GEN2 – General builders' contract (North) – Procure provider up to 8 years (5 plus 3) commencing Apr'26.
- GEN3 – General builders' contract (South) – Procure provider up to 7 years (5 plus 2) commencing Apr'26.
- VOID ALL – Voids Contract – Procure term provider up to 7 years (5 plus 2) commencing Apr'26.
- Drainage – Review procurement via framework supplier or run procurement if required.

Appendix 1 to Strategic Procurement Pipeline for Repairs, Maintenance, and Compliance Contracts

- LOTS – DCM, General Builders North and South, and Voids contract may be undertaken in Lots under two procurement exercises.

Programme Table

Service	Start Procurement	Value	Duration	Route
• ASB1 – Asbestos Removal	Aug 2025	£0.90m	2+1 yrs	Framework
• ASB2 – Asbestos Surveying	Jan 2026	£1.0m	2+1 yrs	Framework
• WAT1 – Water Testing	Sept 2025	£0.15m	2+1 yrs	Framework
• HEAT1 – Heating	Mar 2026	£3.30m	2+1 yrs	Extend
• FIRE1 – Fire Doors	Aug 2025	£2.75m	Agreed	Planned Maint.
• DCM1 – Surveying	Apr 2026	£1.80m	3+2 yrs	In-house tender
• DCM2 – Variation	Sept/Oct 2025	£4.0m	6 months	Contract variation
• DCM3 – Remedial	Aug 2025	£20.0m	5+2 yrs	In-house tender
• GEN1 – Variation	Sept/Oct 2025	£1.0m	6 months	Contract variation
• GEN2 – North	Aug/Sept 2025	£16.0m	5+3 yrs	In-house tender
• GEN3 – South	Aug/Sept 2025	£14.0m	5+2 yrs	In-house tender
• VOID ALL	Aug/Sept 2025	£8.10m	5+3 yrs	In-house tender
• Drainage	Aug/Sept 2025	£0.50m	2+1 yrs	FW or tender

This page is intentionally left blank

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	High 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) - Will you use recycled goods? - Will recycling facilities be increased? - 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?	All specifications require minimising energy use, maximising energy efficiency, and prioritising renewable energy sources in building works.	
		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	High Positive	Yes	Yes	Consider: - Will resources be reduced or reused? - Will you use recycled goods? - Will recycling facilities be increased?	Contracts to include requirements for waste minimisation, segregation, and recycling; preference for reuse of materials where possible.	
		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	High Positive	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?	Encourage local suppliers and contractors to reduce travel distances, require low-emission or electric vehicles where feasible.	
		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	Low Positive	Yes	Yes	Consider: - Use of locally grown/ produced food - Reducing use of imported food - Reducing use of meat	Where catering or food provision is involved, source locally and reduce meat-based options to lower carbon footprint.	
		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?	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	High Positive	Yes	Yes	Consider: Building orientation and installing measures such as Brise Soleil to reduce heat gain and plant hydration methods.	External works to incorporate shade, tree planting, and natural ventilation improvements to reduce heat impacts	
		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	High Positive	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.	Specify water-efficient fixtures and encourage rainwater harvesting to reduce demand on mains supply.	
		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	High Positive	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)	Incorporate sustainable drainage systems and permeable surfaces to reduce surface water runoff.	
		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	High Positive	Yes	Yes	Consider: the need to install stabilisation measures and ensure robust structures resilient to high winds	Strengthen building envelopes and fixings to withstand extreme weather conditions.	
		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	Low Positive	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	Source food locally where relevant and promote lower-carbon, seasonal produce.	
		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	High Positive	Yes	Yes	Provide net gain mitigation if required and seek enhancement in projects of all types and scale	Enhance green spaces with native planting and features to support pollinators and wildlife habitats.	
		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?:				High Positive	This overall rating is what you need to include in your report/ budget proposal, together with your explanation to be included in the red box below				

Guidance on Assessing the Degree of Negative and Positive Impacts:	
<i>Note: Not all of the considerations/ criteria listed below will necessarily be relevant to your project</i>	
Low Impact (L)	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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).

Climate Change Rating – Narrative (High Positive)

The procurement pipeline for repairs, maintenance, and compliance works has been designed to deliver significant and sustained positive environmental impacts, fully aligned with the Council's Net Zero Carbon target and wider climate change objectives. All procurement specifications will require contractors to minimise carbon emissions, maximise energy efficiency, and prioritise the use of renewable energy sources. Measures will include installing high-efficiency systems, improving insulation, and integrating low-carbon technologies where possible.

Waste minimisation is embedded in the programme, with contractual obligations for segregation, recycling, and the reuse of materials. This not only reduces landfill but also cuts emissions associated with manufacturing and transport of new materials. Local sourcing will be prioritised, reducing transport miles and supporting low-emission or electric vehicle use within the contractor fleet.

Through these combined measures, the programme is expected to make a high positive contribution to reducing operational carbon emissions, enhancing resource efficiency, and increasing climate resilience across the Council's property portfolio. It demonstrates a

This page is intentionally left blank

Appendix 3

Cambridge City Council Equality Impact Assessment (EqIA)

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

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

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

Once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking.

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

Strategic Procurement Pipeline for Repairs, Maintenance, and Compliance Contracts

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

(To be added once Cabinet papers are published)

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

To deliver a coordinated, medium-term programme of procurements for building repairs, maintenance, and statutory compliance across the Council's housing, commercial, and community property portfolio. This will ensure statutory obligations are met, service continuity is maintained, and value for money is achieved through planned, transparent procurement.

4. Responsible Team and Group

City Services.

5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service?

(Please tick all that apply)

☒ Residents

☐ Visitors

☒ Staff

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

City Council tenants (including elderly residents, disabled people, families with children, and low-income households)

Users of community centres and other council facilities

In-house delivery teams and contractors

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

Procurement, Housing Services, Finance, ICT, Legal, Communications, and external contractors

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

Yes – To be considered by Cabinet on 25 September 2025.

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?

Review of statutory compliance obligations

Internal housing data and service records

Feedback from previous procurement exercises and contractor performance

Equality data on the Council's housing tenants

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: Improved safety, comfort, and compliance of homes benefits all age groups; targeted improvements for elderly and vulnerable tenants.

Negative: Some works may be disruptive to older residents or families with young children.

Mitigation: Advance notice, flexible scheduling, and sensitive contractor conduct.

(b) Disability

Positive: Compliance works (e.g., lifts, alarms, adaptations) directly improve accessibility and safety.

Negative: Works may temporarily restrict access or cause sensory disruption for some tenants.

Mitigation: Reasonable adjustments, alternative formats for communications, and coordination with carers/support workers.

(c) Gender reassignment

Neutral overall.

Negative: Risk of misgendering or inappropriate behaviour by contractor staff.

Mitigation: Mandatory equalities training and behaviour standards in contracts.

(d) Marriage and civil partnership

No specific impacts identified.

(e) Pregnancy and maternity

Positive: Improvements in living conditions, safety, and comfort benefit parents and infants.

Negative: Works could cause noise and disruption during pregnancy or with newborns.

Mitigation: Offer priority scheduling, avoid intrusive works where possible.

(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.

Negative: Language barriers may affect understanding of notices and instructions.

Mitigation: Translated communications and access to interpreters.

(g) Religion or belief

Positive: Neutral overall.

Negative: Works could clash with religious observance or require access to areas with religious significance.

Mitigation: Respect scheduling requests and cultural sensitivities.

(h) Sex

Positive: Equal benefit to all.

Negative: Lone residents may have concerns about contractor access.

Mitigation: Offer choice of appointment times and ensure all contractors carry identification and follow safeguarding protocols.

(i) Sexual orientation

Neutral overall.

Negative: Potential for discrimination or insensitivity from contractor staff.

Mitigation: Inclusion of conduct and equality requirements in procurement and contractor training.

(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_I59kt25q).

Low-income households – Benefit from safer, more energy-efficient homes, reducing energy costs.

Care-experienced individuals – Increased focus on safeguarding and maintaining safe, stable housing.

Intersectionality – Works planning will account for overlapping vulnerabilities (e.g., elderly low-income disabled residents).

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

Equality impacts to be reviewed at procurement planning stage for each contract lot.

Contractor induction to include equality and safeguarding expectations.

Service managers to monitor complaints or access issues during works.

EqlA to be updated annually in line with pipeline refresh.

12. Do you have any additional comments?

Embedding equality considerations into the procurement pipeline will help ensure that the benefits of repairs, maintenance, and compliance works are delivered fairly and consistently across all wards, with particular support for those most at risk of disadvantage.

13. Sign off

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

Names and job titles of other assessment team members and people consulted:
Click here to enter text.

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

This page is intentionally left blank

Appendix 4: Market Engagement Event for Multiple Responsive Repairs Contracts

The Council has an ongoing requirement to deliver responsive repairs across its housing stock and commercial estate. These works support both the in-house Direct Labour Organisation (DLO) and Property Services and are essential to maintaining safe, compliant, and well-managed assets for residents and service users.

Context and Legal Framework

Growing demand and tighter delivery timescales mean the Council must establish robust, long-term contractual arrangements to underpin service delivery across its full property portfolio. Recent changes in procurement legislation – the **Procurement Act 2023 (PA23)** and **Procurement Regulations 2024 (PR24)** – have prompted the Council to release a significant batch of contracts under the new regime.

Contract Structure

The Council intends to let a number of long-term contracts, each anticipated to run for between **five (5) and eight (8) years**. It is expected that there will be **two main contracts**, each split into two lots:

Contract One – General Building Contract North (GBCN)

- **Lot 1: Responsive Repairs** – General and specialist trades including glazing, roofing, reactive maintenance, plastering, fencing, gates, scaffolding, and related services. Support to the in-house DLO may also be required at peak periods, covering works such as painting and decorating, kitchens and bathrooms, plumbing, carpentry, and electrical repairs. The scope includes both housing and selected commercial/community properties.
- **Lot 2: Voids** – Refurbishment of vacated Council housing to lettable standard, with some commercial properties included to a lesser extent. This is anticipated to form the larger share of this contract.

Contract Two – General Building Contract South (GBCS)

- **Lot 1: Responsive Repairs** – As per GBCN Lot 1, covering the southern area of the city, including housing, commercial, and community properties.
- **Lot 2: Damp, Mould, and Condensation (DMC)** – Specialist works delivered to surveyor specifications, addressing identified damp, mould, and condensation issues.

Contract Award Conditions

- Contract One and Contract Two must be awarded to **different contractors**.
- The geographic split between North and South will be broadly equal in terms of property numbers.

Appendix 4: Market Engagement Event for Multiple Responsive Repairs Contracts

- A three-way partnership approach between the Council and both contractors is expected, with a focus on improving efficiency and service quality for residents.

Contract Value and Timetable

- The combined value of these contracts is estimated at **£40–45 million**.
- The timetable is fixed and requires all contracts to be let, awarded, and mobilised by **March 2026**.
- The current plan is:
 - **Mid-October 2025** – Full tender release
 - **Mid-January 2026** – Contract award
 - **1 April 2026** – Service commencement (with an eight-week mobilisation period)

Market Engagement

An online market engagement event will be held via **Microsoft Teams on Tuesday 9 September, 14:30–16:00**. The session will include a presentation on the contracts and an opportunity to ask questions.

To receive an invitation, please register your interest via the procurement portal no later than **12:00 on Monday 8 September**.



REPORT TITLE: GREATER CAMBRIDGE IMPACT

To: Cabinet 25 September 2025

Lead Cabinet Member: Cllr Simon Smith, Cabinet Member for Finance and Resources

Report by: Jemma Little, Head of Economy, Energy and Climate

Tel: 07720 145018 **Email:** jemma.little@cambridge.gov.uk

Wards affected: All

Director Approval:

Lynne Miles Director of Economy and Place 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 Cabinet approve the drawdown of the Councils £0.8m and approve the formalisation of its investment in Greater Cambridge Impact (GCI), following consultation with the Overview and Scrutiny Chairs and Vice-Chairs, and reassurance from the Chief Executive and Chief Financial Officer that governance arrangements are in place and due diligence is completed

2. Purpose and reason for the report

- 2.1 The report provides on the basis for this decision including an update on progress made on fundraising, investment pipeline development, governance and due diligence to establish Greater Cambridge Impact (GCI) and enable the first social investments to be made.
- 2.2 There is an exempt annex attached to this report that is NOT FOR PUBLICATION by reason of paragraphs 1 and 3 of Schedule 12A of Part 1 of the Local Government Act 1972 because it contains confidential information. The public interest test has been applied to the information contained within this exempt annex and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

3. Alternative options considered

- 3.1 The alternative option considered is to continue to wait until the £6m first close is reached and draw down the funds at that point. This was rejected because the Council's commitment as an equity investor is key to unlocking other funds, the Council is protected as the terms of the investor agreement state that no investments will be made until first close is reached and if first close is not reached, the funds will be

returned.

4. Background and key issues

- 4.1 In 2023, the Council recognised that a £1m a one-off investment from reserves could leverage significant additional investment to create Greater Cambridge Impact a social impact investment vehicle to tackle systemic inequality and contribute to inclusive growth in Cambridge and the wider area.

Of the Council's £1m, £0.2m was ringfenced for development, and the balance (£0.8m) was ringfenced for investment, on the condition that a further £5m was raised.

At Strategy and Resources Committee (February 10th, 2025), the Executive Councillor for Finance and Resources (now Cabinet Member for Finance and Resources) agreed the following:

- Noted progress made with securing equity and loan finance and developing the pipeline of projects for first investment during the second half of 2025.
- Requested that a single investment of £0.8m to the Greater Cambridge Impact is included in the 2025/26 General Fund
- Budget to be recommended to Full Council (noting these funds were agreed 'in principle' by full Council on 20th July 2023 subject to progress towards funding commitments of £5m from other parties)
- Requested that drawdown is delegated to the Executive Councillor for Finance and Resources, following consultation with Chair and Opposition Spokes, following reassurance from the Chief Executive and Chief Financial Officer in consultation with that governance arrangements are in place and due diligence is completed.
- Requested approval of the nomination of the Chief Executive as the Council's representative on the Greater Cambridge Impact Company Board.

The decision to include this in the 2025/26 General Fund was agreed by Council on 24th July 2025.

- 4.2 Significant progress has been made since the last update in February in terms of securing the additional £5m investment from other parties.

Fundraising progress

Secured to date:

- i. The fundraising target set for GCI is to reach a £6m first close and £10m for a final close.
- ii. The City Council and CPCA have each committed a £1m equity investment.

Progress:

Sara Allen, GCI Executive Director has reported that

- iii. an investor has committed £2.5m – of which £1.5m will be invested at first close, followed by a further £1m at final close

- iv. another investor has committed £1m in principle
- v. two other investors are taking decisions in the Autumn to commit a further £1.5m

If these are approved, then GCI will have achieved the £6m first close target and will be able to start making investments, once legal processes are concluded.

GCI is in discussions with a pipeline of other potential investors to achieve the further £4m investment to hit the £10m final close target.

Further details are set out in confidence, at **Annex A**.

4.3 ***Investment pipeline***

Greater Cambridge Impact's investments will take a long-term approach to improving the life chances of five groups:

- Disadvantaged young people (school/ skills)
- Children in care
- Care-experienced young people
- Families in crisis and poverty
- People who are homeless

This section brings to life three potential early investments (noting that investments are subject to the GCI Investment Committee scrutiny and GCI Board agreement). Details of the likely investment proposals are at **Annex A**, in confidence.

Children in care and care-experienced young people

Issue

As a society we fail looked after children:

- Government funding is allocated for 0-16, 16-18 and 18-25 year-olds – most funding is allocated to 0-16, with notably less for those aged 16+
- this leads to 'cliff-edges' in support, at 16 and 18 – when young people's support drops away
- most 0-16 care-homes are profit-making, with many providers delivering in regions where property is inexpensive
- many children in care will lack stability, being moved often

More than 50% of Cambridgeshire's looked-after children aged 0-16 live in homes far away – making it extremely challenging to build healthy relationships, networks, or pathways to work and sustainable housing in the region

Nationally, long-term outcomes for care-experienced young people are poor – and consequently lead to pressures across a range of public services felt across the system:

- 33% of formerly looked-after children become homeless
- 50% of people in prison have had experience of the care system

Opportunity

To create a joined-up approach to care for 0-25s that prevents long-term poor outcomes including poor mental health, homelessness, worklessness for our most vulnerable young people, instead creating pathways to independent and good lives by:

- offering a local, supportive, happy, consistent homes
- delivers trauma-informed consistent support to build strong mental health and resilience; life skills; local, healthy and supportive relationships
- using surpluses to create a 'bank of Mum and Dad'
- addresses staff turnover with a strong offer, including professional training and development pathways
- sees deep collaboration including with local government, CAHMS, schools

Families

Issue

People in food poverty face multiple, intersecting disadvantages including mental ill health, housing insecurity and/or poor living conditions, social isolation and economic inactivity.

The Cambridge State of the City 2024 describes 12.5% of all benefit households (there are 7,630 in the city), and nearly 2% of all households in the city (52,456) living in food poverty.

The dependence of VCSEs addressing food poverty and insecurity in Cambridge on grant funding means the sector can be vulnerable to changes in the funding landscape

Opportunity

The opportunity is to collaborate with our existing VCSEs so that they are financially sustainable and continue to grow from addressing food poverty and food sustainability by:

- co-locating services – including around for energy, housing, benefits and health – which address these multiple, intersecting disadvantages
- developing deep and transformative relationships with some of our most vulnerable people, helping them to navigate services and address challenges
- embedding a sustainable income generation strategy, building on the corporate relationships that GCI has across the region to unlock sustained support

Disadvantaged young people

Issue

Youth social mobility in the region is poor, with just 43% of pupils with free school meals achieving KS4 benchmark and in Cambridgeshire. In 2025, 3.9% of 16-17-year-olds living in Cambridgeshire and Peterborough were identified as being not in education, employment or training, above the national average of 3.4%. The region's NEET rate has been rising for the past three years, (from 2.9% in 2022) and in 2025, was at its

highest rate since 2016 – the earliest year of comparable data

Youth unemployment has a long-lasting negative effect on mental health, partly due to its enduring impact on employment prospects, with one study estimating that it results in an 8% to 15% reduction in wages at age 42.

While there are some good examples of provision around pathways to work and skills, provision is patchy, fragmented and funding short term. There is a need to create a single codified offer that addresses young people's wants and has cumulative impacts.

Opportunity

To:

- contribute to the co-creation and delivery of a single, codified pathway for Cambridge's young people which supports them to become active, employed citizens
- support our most disadvantaged young people to participate through Link Workers delivering sustained and tailored Impact Programmes delivering measurable improvements in social, emotional, and academic wellbeing

This links with the new Better Futures Fund (£50m pa for 10 years), Inclusive Innovation, Youth Trailblazer, the work of Form the Future and Youth Social Action and will create opportunities to:

- power transformational approaches to delivering public services from collaboration between voluntary, community and social enterprises (VCSEs) and local government,
- provide long-term financial support to allow VCSEs to scale, and increase capacity and collaboration between organisations

4.4 *The Cambridge Pledge Foundation*

The Cambridge Pledge Foundation (CPF) is a new charity that is being established to make it easier for entrepreneurs and others benefiting from the Cambridge innovation and business ecosystem to help improve the life chances of individuals and communities in the area.

CPF will provide a vehicle for individuals and organisations to make donations, including through pledging a percentage of their future wealth, and will be an equity investor in GCI. As it grows, the Cambridge Pledge could provide capital for further rounds of impact investment to scale projects that have worked and support further social innovation.

Work is well underway to:

- register as a charity
- build a pipeline of donors and pledgers – there are currently ~60 warm leads, with a focus on organisation with members which can unlock further commitments.

4.5 *Governance and team*

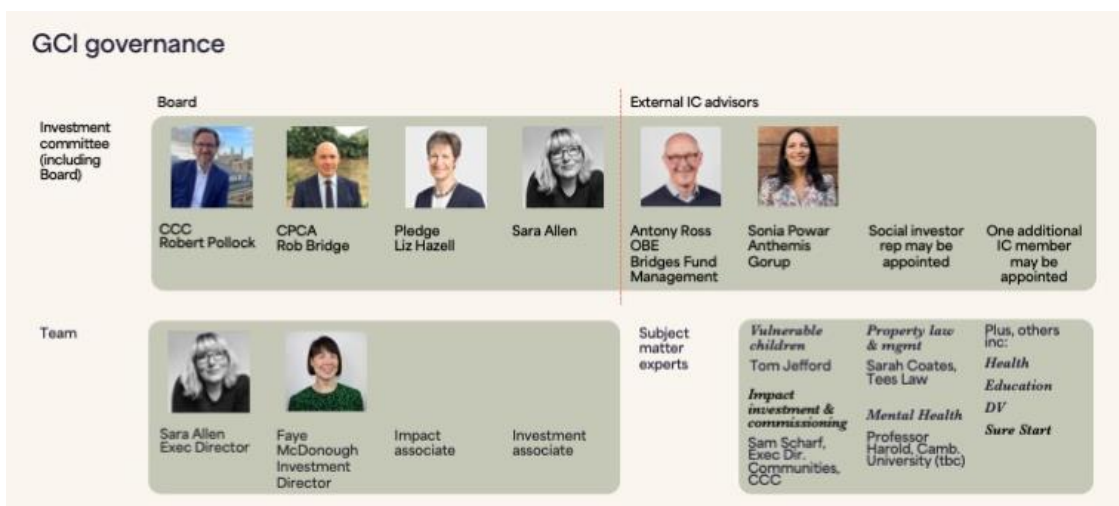
Before investments can begin, the following legal and governance arrangements are needed:

- appointment of Board members, with the Chief Executive as the Council's nominated representative, given the strategic importance of the project and his professional background in social investment – Board members have been agreed
- GCI investment company incorporation: open bank account, Anti-Money Laundering (AML) policy development and registration – the bank account is open, accountants appointed, and all outsourced support including AML is lined-up
- legal framework for investments – a term sheet for the equity investment and negotiating its contents with the initial seed equity investors – a draft term sheet for the equity investment has been developed to provide a legal framework for investments and enable due diligence with the initial seed equity investors, ahead of the detailed legal agreement documentation being developed - the term sheet is with CCC and CPCA legal teams for comment
- Cambridge Pledge charity registration - underway

The Development Board has closed as we transition to the GCI Board and Investment Committee – the first meeting will be in late September.

Based on legal advice from Mishcon de Reya, GCI has been set up as a private limited company listed on Companies House as Cambridge Social Investments Limited, company number 16453466. Directors listed for the purposes of set up are Sara Allen and Jemma Little. However, when the setup is complete the company will be managed by the Board of Directors appointed by the equity investors: the Council (Robert Pollock), CPCA (Rob Bridge), Cambridge Pledge (Liz Hazell former partner of Saffery Champness accountants specialising in the charities and not for profit sectors) and Sara Allen as the Chief Executive.

Governance is as follows:



Staffing

Faye McDonough has been appointed Investment Director, and two associates will be appointed on receipt of funding. Highlights of Faye's CV are at **Annex A, in confidence**.

The University of Cambridge Rudd Centre has offered a year-long secondment for an impact associate to work across our organisations, alongside input from academics, to ensure our investments and impact evaluation is the best it can be.

- 4.6 The Chairs and Vice-Chairs of the Overview and Scrutiny Committees for Performance, Assets and Strategy and Services, Climate and Communities have been consulted and have expressed general support following clarifications on the options considered for company structure and governance – detailed below

Clarification: Why has a limited company and not a CIC been chosen as the company structure?

Response: We considered whether a CIC would be a suitable vehicle for Greater Cambridge Impact. However, the structure, in particular the asset lock and capped returns, means that it is not a suitable vehicle for investment returns and consequently would have been a barrier to investment.

However, the structure and mission is focussed on social benefit:

- the return to social investors is modest, and necessary to secure their investment.
- any additional returns are to the equity investors - Cambridge City Council, CPCA and the Cambridge Pledge (which is being registered as a charity)
- all investees will be VCSEs or social businesses

Clarification: How will we ensure that Directors make decisions aligned to the mission?

Response: The mission, investment thesis and purpose are all focused on achieving on positive social impact. We will be amending CSI's articles of association to include a constitutional purpose statement tailored to CSI's mission before we get to 'first close' (i.e. have raised £6m and are ready to start investing). This will mean each of the CSI directors will have a company law duty to act in a way which they consider, in good faith, would be most likely to achieve the relevant purpose. (This duty would replace the "default" duty in [s.172\(1\) of the Companies Act 2006](#) which requires directors to act in a way which they consider, in good faith, would be most likely to promote the success of the company for the benefit of its shareholders.)

4.7 Due diligence

The Chief Executive, Chief Finance Officer and Head of Legal have reviewed the governance arrangements, investment plan, fund and cashflow model and draft investment term sheet and are satisfied that the governance structures will protect the council's interests noting that:

- i. the terms of the investment offered will ensure that investments will not be made until the £6m first close has been reached
- ii. the investment model offers suitable protections for the Council's investment

alongside the social impact returns and is based on sound assumptions

iii. detailed legal agreements will follow and be subject to further review by them

The impact investments will be made through a company which is a 'joint venture and that:

- the equity investors (including CCC and CPCA and the Cambridge Pledge Foundation) will form the company board and make all investment decisions, with input from unpaid expert advisors
- social loan investors will not join the company board
- equity investors will nominate their Board representative ensuring that they are well qualified and experienced
- all investment decisions will be signed off by the Board following recommendations from the Investment Committee
- all investors will receive an annual report on investments made, impacts and financial performance
- informal updates can also be provided by the Executive Director with the relevant board member

5. Corporate plan

5.1 Investment in Greater Cambridge Impact:

- aligns with the Council's "One Cambridge Fair for All" vision:
 - attracting finance to enable projects that will achieve greater equality in health, housing and educational outcomes
 - exemplifying true partnership between academic, business, and civic communities to enhance residents' prosperity
- aligns with the Corporate Plan priorities of tackling poverty and inequality and helping people in greatest need, reducing homelessness and modernising the council
- is key to our Community Wealth Building Strategy and is an example of how the Council can use its investment powers to support activity which tackles poverty and inequality and promotes a more inclusive and sustainable economy

6. Consultation, engagement and communication

6.1 As part of the development of the business case for the establishment of Greater Cambridge Impact, extensive research was undertaken. This included an open call for evidence on the council's website and direct engagement with the Community, Further consultation with VCSEs was carried out to help identify how the project could best support the sector and to identify a pipeline of investable projects which will attract investor interest.

Since then, the Executive Director has continued engagement with investors, partners and community and voluntary sector organisation to fundraise and develop the investment pipeline.

Both Greater Cambridge Impact and the Cambridge Pledge now have websites and key milestones such as the launch of the Cambridge Pledge and the CPCA's decision to invest have also been promoted with partners via press and social media.

There are no further direct consultation and communication implications associated with this report.

7. Anticipated outcomes, benefits or impact

7.1 The Council's investment in Greater Cambridge Impact will unlock wider investment and bring significant funding to benefit residents. In terms of the social and system benefits the impact investments made by GCI will take a long-term approach to:

- addressing inequality and improving people's life chances and community cohesion and resilience
- improving the long-term outcomes of the most disadvantaged groups supported by the interventions in terms of employment and social mobility
- increasing the likelihood of local people supported by the interventions being able to take up job opportunities
- increasing capacity and collaboration in the VCSE sector
- making space for – and enabling – innovation in public service delivery which is focused on impact by stimulating new approaches via social impact investment
- ensuring impact reporting is consistently deployed
- helping commissioners and VCSE organisations to move towards outcomes-based commissioning
- contributing to a blueprint for using government resources more creatively – and the role of impact investing in tackling national challenges (in a place-specific way)

The Greater Cambridge Impact Board, which includes the Council – will decide which investments are made. Therefore, it is not possible to specify impacts in any more detail at this stage. Financial ROI and Social Impact reporting will be provided to all investors.

8. Implications

8.1 Relevant risks

Summarise any potential risks to the Council if the decision is made. This could be financial/legal/reputational.

The project has a more detailed risk register with mitigation measures; however, the key known risks are as follows:

Risk	Probability and Impact	Mitigation
Insufficient investment is raised.	Low Probability / High Impact.	The first round of investment will not start until the Board decide there is sufficient funding secured

		<p>(£6m) and, in the pipeline, for the investment portfolio to be viable.</p> <p>Funds will be returned to Council if insufficient investment is raised, and this will be covered in the investor terms.</p>
<p>The financial return for the Council as an equity investor is lower than our original investment. This may be caused for example by loan repayment defaults or property value fluctuations.</p>	<p>Low Probability / Medium Impact.</p>	<p>Due diligence on investments to ensure loans can be repaid and supporting access to other funding streams such as public/outcomes commissioning partnerships.</p> <p>Taking a 10-year investment approach and building in future rounds over generations via the Cambridge Pledge.</p> <p>Expertise of the Board, Investment Committee and Team and ensuring a mix of investment types across the portfolio.</p>
<p>Lack of take up of loans or blended funding by local Social Sector Organisations.</p>	<p>Low Probability / High Impact.</p>	<p>Ongoing investment pipeline development by the Team.</p> <p>Continued work to facilitate collaboration and innovation across the system and build capacity of Community and Voluntary Sector organisations.</p>
<p>Investments do not generate the social impacts anticipated or</p>	<p>Medium Probability / Medium Impact.</p>	<p>Taking a 10-year investment approach and building in future</p>

take longer to achieve due to innovative nature of projects or complex needs of beneficiary groups.		<p>rounds over generations via the Cambridge Pledge.</p> <p>Expertise of the Board, Investment Committee and Team in understanding how social impact can be created and ensuring a mix of investment types across the portfolio.</p> <p>Working with investees to enable access to other partnerships and enabling stronger systems collaboration.</p>
Local Government Reform (LGR) could unsettle investors due to uncertainty and may pose a risk to investments.	Medium Probability / Low Impact.	<p>Investors will be reassured that the transfer of responsibilities linked to Investments and assets will be part of the LGR process.</p> <p>The direction of travel of LGR will be factored into investment decisions the majority of which will likely be taken before LGR implementation.</p> <p>LGR should create opportunities for greater social impact due to public service reform and innovation as part of the establishment of new unitary status.</p>

Financial Implications

- 8.2 The financial implications are included covered in the report. Advice from the Chief Financial Officer will be required to sign off the investor agreement between Greater Cambridge Impact and the Council.

Legal Implications

- 8.3 Legal advice has been sought on the draft investment term sheet and further advice will be sought on the final investor agreement between Greater Cambridge Impact and the Council.

Equalities and socio-economic Implications

- 8.4 This is an update report and there are no new direct equalities and socio-economic implications associated.

The report highlights again the purpose of the Council's investment in Greater Cambridge Impact to support investment projects that tackle systemic inequality and contribute to inclusive growth in Cambridge and the wider region and will focus on the needs of five groups in initial investment rounds: disadvantaged children and young people (school/ skills); children in care; care-experienced young people; families in crisis and poverty (including being at risk of homelessness); people who are homeless.

Net Zero Carbon, Climate Change and Environmental implications

- 8.5 There are no direct impacts that can be quantified at this stage because these will depend on the investments made by Greater Cambridge Impact. However, investment decisions will consider net zero, climate change and environmental impacts and support positive measures where possible, for example to reduce carbon emissions and enhance biodiversity as part of property investments or promoting access to local sustainably produced food.

Procurement Implications

- 8.6 None

Community Safety Implications

- 8.7 None

9. Background documents

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

- 9.1 Report on Greater Cambridge Impact and Cambridge Pledge to Strategy and Resources Committee 10th February 2025

<https://democracy.cambridge.gov.uk/documents/s67963/Greater%20Cambridge%20Impact%20Update%20SR%20Feb%2010%20Final%202601.pdf>

10. Appendices

- 10.1 Appendix A – Exempt – Confidential detail on fundraising and investment proposals and staff experience.

To inspect the background papers or if you have a query on the report please contact Jemma Little, Head of Economy Energy and Climate tel: 07720 145018 email: jemma.little@cambridge.gov.uk

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

Document is Restricted

This page is intentionally left blank



REPORT TITLE: Development of the Climate Change Strategy (2026-2031)

To:

Cabinet, 25th September 2025

Lead Cabinet Member: Cllr Rosy Moore, Cabinet Member for Climate Action and Environment

Report by: Jemma Little, Head of Economy, Energy and Climate

Tel: 07720 145018 Email: jemma.little@cambridge.gov.uk

Wards affected: All

Director Approval: Director Lynne Miles 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 Cabinet:

1. Provides approval to progress to public engagement to help inform the development of the new Climate Change Strategy (2026-2031)
2. Delegates finalisation of engagement documents and plans (Appendices A, B and C) to the Director of Economy and Place

2. Purpose and reason for the report

2.1 The current Climate Change Strategy (2021-2026) ends in March 2026, and an updated Climate Change Strategy is required from April 2026 to continue to direct the Council's work on addressing climate change and working towards the Council's net zero target.

The purpose of this report is to set out how the new Climate Change Strategy will build upon the previous strategy, take account of changes in national policy and context and how we will ensure the strategy reflects the views, needs and priorities of residents,

businesses and key stakeholders via public engagement.

A decision is required for approval to proceed to public engagement in October.

3. Alternative options considered

3.1 The alternative options considered were:

- i) Let the current Climate Change Strategy end after March 2026. This option was rejected as it would mean the de-prioritisation of efforts to tackle climate change, isolated and fragmented project delivery, risk slower progress in carbon reduction, and decrease the Council's ability to achieve net zero by 2030.
- ii) Extend the current Climate Change Strategy for a year to cover the period up to the elections in April/May 2027 for the new Unitary Council under Local Government Reorganisation. This option was rejected as there are important new issues to be considered in the next year, South Cambridgeshire District Council are also developing a new Strategy in parallel, and a longer time horizon is needed to plan for and deliver the Council's major decarbonisation projects in development such as the Civic Quarter and District Heat Network.
- iii) Develop a Climate Change Strategy for Greater Cambridge in partnership with South Cambridgeshire District Council. This was rejected in favour of working together on a co-ordinated approach to the development of both Councils' strategies that enable residents, stakeholders and businesses in both Council areas to participate in the engagements, be clear on the decisions being taken by each Council, understand how our shared services are involved in the delivery and enable alignment in the future as part of Local Government Reorganisation implementation.

4. Background and key issues

4.1 Background

The [Climate Change Act](#) 2008 established the world's first legally binding national framework to reduce emissions. It introduced carbon budgets to systematically reduce emissions by 2050.

The UK has committed to reaching [Net Zero by 2050](#): to reduce all greenhouse gas emissions by at least 68% by 2030 and at least [81% by 2035](#) (compared to 1990 levels) announced in 2024 as its Nationally Determined Contribution (NDC) to the Paris Agreement.

The Council has been taking action to address climate change since the launch of the first Cambridge Climate Change Charter in 2007 and our first Climate Change Strategy in 2008. The Council declared a Climate Emergency and a Biodiversity Emergency in 2019, and the Council's current Climate Change Strategy 2021-2026 shared a vision for the city of Cambridge to be net zero by 2030. The strategy also set a target to reduce the Council's own direct carbon emissions from its operational and administrative buildings, fleet vehicles and business travel to net zero by 2030, as detailed in the Council's Carbon Management Plan 2021-26.

Although the Council was only responsible for 0.7% of total city emissions in 2023, the Strategy recognised both the community leadership role it could play by acting where we have direct control or influence and working with residents, businesses and institutions in Cambridge as part of a collective effort to reach net zero carbon.

Real progress has been made to reduce greenhouse gas (GHG) emissions across the city, and by the Council in reducing our own emissions:

- The city of Cambridge's GHG emissions have reduced by 47.3% since 2005 and per capita emissions have reduced from 8.4 tCO₂e to 3.5 tCO₂e in 2023 and
- The Council's own greenhouse gas emissions were 8.1% lower in 2024/25 than 2023/24 and 51.9% lower than the 2014/15 baseline.

- Cambridge was named an 'A' list city in 2023 and 2024 in the Carbon Disclosure Project's global rankings.
- The Council is a top performing council in Climate Emergency UK's Council Climate Action scorecards.

However, the need for local action is still critical as we continue to see the effects of climate change in Cambridge, which is increasing the risk and frequency of extreme weather such as increased summer temperatures, water shortages and droughts and more frequent flood events.

Our economy is also playing an important role in delivering the national government UK Industrial Strategy and Economic Growth Mission. Alongside our own policies, work on a new joint Greater Cambridge Local Plan is currently underway, this will be the first joint Local Plan for Cambridge and South Cambridgeshire. Work has been ongoing since 2019, with public engagements taking place in 2020, and late 2021. The Local Plan will plan to meet the need for increased homes and jobs within the area. The two strategic priorities of climate change and biodiversity have enabled ambitious policies in the new plan to demand significant carbon emissions reductions and deliver a high degree of climate resilience. The development of the new Climate Change Strategy will incorporate the principles and policies of the new Local Plan.

Of the reduction in carbon emissions in the city, much has been delivered through the greening of the national grid, technology and appliances becoming more efficient rather than through direct action taken locally.

However, according to the Climate Change Committee (CCC), approximately one-third of the emissions reductions needed in the UK by 2040 depend on decisions made by individual households, and action delivered at the local level, particularly in key areas such as housing, transport, waste, energy, and land use.

The CCC has also highlighted that local authorities are currently constrained by limited powers, fragmented short-term funding, and unclear mandates, all of which reduce their ability to act at scale and pace.

We also need to consider the budgetary implications of the new strategy and impact of our decisions on the future Unitary council that will be created via Local Government Reorganisation in 2028.

As we get closer to 2030 and to help lay the foundations for work to create the new Unitary Council, a greater focus is required on understanding the more challenging aspects of reducing the Council's emissions such as how to deal with unavoidable residual emissions, understanding the potential cost of reaching net zero and securing grant funding or finance to deliver our most ambitious projects such as the District Heat Network.

New Climate Change Strategy

In response to these challenges and changing policy environment, we are now developing a new Climate Change Strategy (2026 – 2031) to build on the achievements to date, respond to changes in policy and to set out how we plan to work towards our net zero vision for the city and for the Council; and to deliver the associated benefits of improved health, wellbeing, and livelihoods for current and future generations.

To develop the Strategy the following work is underway or planned over the next six months to inform the detailed Strategy and accompanying Action Plan which will be brought back to Cabinet for approval, alongside the February budget and will need to take affordability into account.:

- Communications and public engagement to gain feedback and insights that can be used to develop the strategy and raise awareness of the need for continued and renewed action on climate.
- Analysis of the Council's greenhouse gas emissions for 2024/25.
- Action Plan review of progress in 24/25 and development of Actions for 26/27 onwards.
- Peer Review to understand how other Councils are addressing climate change and net zero targets including approach to offsetting

- Studies to define the specific requirements and investment for decarbonising the council's vehicle fleet, and those council owned corporate, community and commercial premises, which have not already been addressed and potential residual emissions that may need to be offset.
- Continued development of specific proposals for the Civic Quarter project which will deliver close to net zero for the Guildhall, Corn Exchange and Market Square, and the District Heat Network which could be a significant part of decarbonising heat for our city centre assets.
- Co-ordination with the Council's work on updating its Biodiversity Strategy and Urban Forest Strategy which will detail actions that will preserve and increase Biodiversity Net Gain and tree canopy cover and contribute to climate change mitigation and adaptation.
- Co-ordination with the work of our Shared Services and the development of the New Local Plan.
- Co-ordination with South Cambridgeshire District Council on the development of the Council's new Climate Change Strategy
- Coordination with the Council's Budget engagement
- Input to corporate work on performance and development of broader KPIs for co-benefits alongside GHG reductions and impact measurement

New Strategy Outline: The new Climate Change Strategy builds on the Council's previous strategy (2021–2026) but will include several key changes in structure and focus outlined below.

We have drafted an outline of the objectives and areas of focus proposed in the new strategy which we will seek feedback on as part of the public engagement.

Given the overarching nature of the strategy and the number of interlinked pieces of work happening within the council, and the work by South Cambridgeshire District Council on their Climate Change Strategy, we have also designed and a co-ordinated public engagement process that aims to make best use of the time and feedback given by participants and show how we are approaching the issues in an integrated and holistic way.

Proposed differences from previous strategy: While the previous strategy was organised around five objectives, it is proposed that this updated version sets out seven listed below, aligning more closely with South Cambridgeshire District Council's new Climate & Nature Strategy. This alignment reflects our integrated approach across shared services—such as the Shared Planning Service and Shared Waste Service—and anticipates potential future changes into a unitary authority as part of local government Reorganisation

Objectives and Areas of Action

1. **Transport:** Reducing the need for fossil fuel powered- travel and encouraging the use of low and zero carbon modes of transport to reduce emissions
2. **Energy & Retrofit:** Improving energy efficiency and climate resilience of homes and buildings across Cambridge
3. **Nature & Water:** Enhancing nature, increasing tree canopy cover and safeguarding water to support Cambridge to adapt to the impacts of climate change
4. **Sustainable Food:** Increasing access to local, low impact, seasonal food and reducing food waste
5. **Waste Minimisation:** Reducing waste and supporting a circular economy
6. **Supply Chain & Finance:** Reducing emissions and maximising social and environmental value of procurement and partnerships across the city
7. **Community Support & Behaviour Change** ensuring a just transition: providing accessible and inclusive support to communities and residents to empower and enable low carbon behaviour change

Although many of the core themes of the Strategy remain the same, such as sustainable transport, energy efficiency, waste reduction, sustainable food, and biodiversity, the updated strategy will integrate climate adaptation actions throughout, rather than treating adaptation as a separate objective. This reflects our commitment to mitigation and adaptation to climate change in a coordinated way. In addition, we have introduced two new standalone objectives: one focused on supply chain and

procurement, recognising the growing importance of working with our supply chain to reduce emissions and delivering wider social and environmental value.

We also have an additional objective focusing on community support and behaviour change. While the Council has long supported behaviour change through projects and partnerships, this Strategy places more emphasis on the importance of this for the next five years and gives greater prominence to the importance of engaging, empowering and motivating individuals and communities, particularly those most vulnerable to climate impacts, to adopt low-carbon lifestyles.

In addition to the significant work that will be detailed in the new strategy under the Objectives above, the Strategy also has additional areas of focus:

Co-developing a collaborative city-wide plan for climate: This Strategy aims to build a more united approach to addressing climate change in Cambridge by co-developing a collaborative city-wide climate plan in 2026-27. We are calling for evidence and input from businesses and organisations to help shape a collaborative, city-wide climate plan for Cambridge that builds a picture of what is happening across the city including how others are decarbonising their operations, to help develop a shared framework for scaling impact and explore how efforts can be clustered at a neighbourhood level to support local engagement and place-based action .

Offsetting unavoidable emissions: The Government defines net zero as: “any emissions would be balanced by schemes to offset an equivalent amount of greenhouse gases from the atmosphere, such as planting trees or using technology like carbon capture and storage”. To reach Net Zero Greenhouse gas (GHG) emissions which are emitted by the council would therefore need to be offset by an equivalent amount of emissions which are removed from the environment through activities that actively remove greenhouse gases from the atmosphere, such as carbon capture and storage, afforestation (creating new woodlands) and reforestation (replanting trees in areas that were once forested).

Carbon offsetting, involving the payment for certified emission reductions or removals, has emerged as a widely adopted mechanism for entities to fulfil net-zero pledges,

particularly for residual emissions that cannot be directly eliminated. Its role is intended to complement, not replace, direct emission reduction efforts.

To date, the Council has prioritised, and will continue to prioritise, reducing emissions as far as is reasonably possible. We are starting to explore how councils might compensate for unavoidable residual emissions to meet net zero targets, often referred to as “offsetting”.

At this stage the engagement will ask for feedback on the following general principles when considering options to offset, which should be:

- Local – offsets should be generated locally, within the UK (not overseas)
- Additional – contribute to projects that would not happen otherwise.
- Credible - permanent and verified to comply with independent, recognised standards and avoid double counting.
- Prioritise Carbon removal – actively removing carbon from the atmosphere - over avoidance offsets which prevent new emissions

Beyond this we plan to watch and wait and prepare the necessary evidence and data to inform future decisions that may be needed by the Council or the newly formed Unitary Council following Local Government Reorganisation. The offset market is demonstrably evolving. Criticisms, particularly those concerning greenwashing, non-additionality, permanence and leakage, have necessitated a profound re-evaluation of how carbon offsets are generated, verified and used.

As many local authorities and other public sector organisations have set similar net zero targets, it is likely that closer to 2030, national guidance on offsetting for local authorities, or similar organisations, is produced (e.g. by Local Partnerships) and perhaps even a regional or national carbon offsetting scheme developed, with local benefits (‘insetting’ which removes emissions in the atmosphere of Cambridge/ Greater Cambridge). This could be in the form of a combination of creating new woodlands, replanting trees in areas that were once forested, restoring peatland and increasing biodiversity net gain.

Measuring Council Scope 3 emissions: As part of the Council's commitment to reducing its emissions further, the Council will look to understand, manage and reduce emissions from our suppliers. These are Scope 3 emissions that arise from the Council's operations but occur at sources which the Council does not own or control (and are also not classed as Scope 2 emissions). Reporting on emissions from suppliers and setting targets to reduce them is recommended by the Climate Change Committee who advise organisations to 'measure and report Scopes 1 and 2 as a minimum, define and report on Scope 3 as actively as possible'¹

The Council's annual [Greenhouse Gas \(GHG\) report](#) currently includes the following Scope 3 emissions:

- Business Travel (by means not owned or controlled by the authority): Staff and Councillor mileage, rail journeys, flights.
- Outsourced Activities: Leisure sites gas and electricity consumption, hotel stays, Transmission and distribution losses from Scope 2 and outsourced activities electricity consumption (leisure sites).

We recognise that usually, the majority of an organisation's greenhouse gas emissions are their Scope 3 emissions, accounting for anywhere between 80-95% of the total value chain of an organisation's carbon footprint.² For example, Cambridgeshire County Council estimate that 99% of their greenhouse gas emissions fall under Scope 3³. Therefore, by seeking to measure and record additional Scope 3 emissions ensures a more comprehensive view of the Council's overall emissions is reported and enable us to engage suppliers and partners in reducing emissions across the value chain, supporting decarbonisation locally, regionally, and nationally.

Supporting Community Energy projects: As detailed in the previous Strategy, the Council has supported residents to reduce their energy demand, by providing grants through the Sustainable City Grant to encourage organisations to reduce energy consumption; by providing free advice on energy efficiency improvements through Action on Energy; and securing government funding for energy efficiency improvements

¹ Climate Change Committee - [Local Authorities and the Sixth Carbon Budget](#)

² <https://newclimate.org/resources/publications/corporate-climate-responsibility-monitor-2022>

³ <https://www.cambridgeshire.gov.uk/asset-library/CCC-Carbon-Footprint-Report-2023-24.pdf>

in council and private homes. In this Strategy, the Council will assess the possibilities for supporting the development of community energy projects by providing advice, capacity-building support, and helping to unlock national funding opportunities. Through this approach, the Council aims to empower residents to take meaningful community-led climate action while delivering long-term benefits in energy savings, local resilience, and social equity.

Reducing emissions from Commercial Properties: Where the Council is responsible for providing heating and lighting to communal areas used by tenants of commercial properties, this energy consumption is included in the Council's annual Greenhouse Gas (GHG) report. In 2025/26, the Council will review and update its Asset Management and Decarbonisation Plan which sets out how the Council will manage the commercial property portfolio and corporate properties efficiently and effectively so that they meet energy efficiency standards for Council-owned leased properties to comply with legislation and are fit for the purpose in terms of function, size, environmental performance, cost, financial return and location now and in the future. .

As part of this process, we will identify priority sites for improvement, assess the decarbonisation measures required, and determine potential funding routes. This will inform the development of a targeted improvement programme to reduce emissions across our corporate and commercial estate.

5. Corporate plan

- 5.1 Mitigating climate change through decarbonisation and sustainability is embedded in the council's work. It is the [first priority in the Corporate Plan](#): *Leading Cambridge's response to the climate and biodiversity emergencies and creating a net zero council by 2030* and is a core part of the [Council's Vision](#): *Decarbonisation and sustainability are central to prosperity. Cambridge is a net zero carbon city, where people and nature enjoy a clean river, clean air, and biodiverse green spaces.*

6. Engagement and communication

- 6.1 We are seeking approval to carry out a communication and engagement exercise on the new Climate Change Strategy (2026-2031). This is due to launch on 1st October and run until 9th November.

The communication and engagement aims to:

1. deliver an open, balanced, evidence-based platform to increase engagement with the Climate Change Strategy, encouraging participation in the issues survey
2. reach groups of people who may be disproportionately negatively impacted by climate change and likely therefore to gain from action to reduce emissions and improve climate resilience, ensuring engagement methods used are accessible.
3. help build a more united approach to addressing climate change in Cambridge by providing an opportunity for co-developing a collaborative city-wide climate plan.
4. achieve a call for evidence response that reflects the depth and breadth of climate action taking place across the city and provides a shared framework for scaling impact.
5. Gain insights into opportunities and barriers to action to inform and improve the new strategy

The plan is to take an umbrella approach for a co-ordinated engagement on two inter-related Strategies: Cambridge City Council's Climate Change and South Cambridgeshire's Climate Change Strategy. This will enable us to gather more holistic insights to inform all the strategies and make best use of the time committed by participants across the Greater Cambridge.

The Engagement will involve an online survey hosted and a series of engagement workshops with key organisations and groups across the city and a campaign to promote the survey.

The online survey will be supported by an engagement document (Appendix A) and the survey (Appendix B) will be used to capture feedback to inform the detailed the strategy

and to help us to understand the motivations and barriers of individuals and organisations for climate action.

It also includes a Call for Evidence invitation asking stakeholders and organisations to share their plans which will help to build a city-wide picture and identify opportunities for collaboration or area-based working and stimulate opportunities for innovation.

See Appendix C for full details of the key groups, networks and organisations in the city we plan to engage. The approach aims to broaden the stakeholder composition base and integrate diverse sources of knowledge, including different cultural values, local insights and scientific knowledge.

Local people and representatives from local businesses, especially those with limited knowledge or experience of climate change, can help us to identify the barriers to action.

7. Anticipated outcomes, benefits or impact

7.1 Benefits of this approach include:

- **Broadening stakeholder composition:** Local citizens, especially those with limited knowledge of climate change, as well as representatives from local businesses.
- **Involving vulnerable groups:** It is important to include minority groups and low-income households in the plan preparation process to prevent "maladaptation," which disproportionately affects these vulnerable populations and can increase existing inequalities.
- **Integrating diverse knowledge:** Inclusive planning should be informed by a variety of knowledge sources, including cultural values, local knowledge and scientific knowledge. This approach leads to more legitimate and effective local actions.

8. Implications

8.1 Relevant risks

The main risk is low participation due to lack of awareness, time or motivation to participate especially lack of participation from vulnerable groups and from people who are not already engaged in climate action. These risks are mitigated in our communications and engagement plan which has also been informed by our Equality Impact Assessment.

Financial Implications

- 8.2 There are no financial implications given that this decision is approval to consult and the work outlined is being delivered within existing budgets. The financial implications of the new strategy will be developed throughout the engagement process with a view to any required budget bids being included as part of the 2026/27 budget setting process"

Legal Implications

- 8.3 There are no legal implications relating to the public engagement however the strategy will consider legal requirements such as Energy Performance Certificate (EPC) regulations and the proposed target of requiring commercial properties to achieve an EPC rating of B or higher by 2030.

Equalities and socio-economic Implications

- 8.4 An Equality Impact Assessment (EqIA) focussed on informing the engagement phase has been completed and attached as an appendix to this report.

During the development of the Strategy and its actions following the public engagement, a new EqIA will be produced to inform and assess the equalities impacts of the proposed Strategy and its actions.

Net Zero Carbon, Climate Change and Environmental implications

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

Procurement Implications

- 8.6 There are no procurement implications

Community Safety Implications

- 8.7 There are no community safety implications.

9. Background documents

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

- 9.1 Cambridge City Council Climate Change Strategy 2021-2026
[Climate Change Strategy - Cambridge City Council](#)
Annual Climate Change Strategy and Carbon Management plan Update 2023/24
[Climate Change Strategy Update Committee Report September 2024.pdf](#)
www.cambridge.gov.uk/carbon-management-plan

10. Appendices

- 10.1 **Appendix A Engagement Supporting Document**
Appendix B Engagement Survey
Appendix C Engagement Plan
Appendix D Equality Impact Assessment

To inspect the background papers or if you have a query on the report please contact:
Jemma Little, Head of Economy, Energy and Climate tel: 07720 145018 email:
jemma.little@cambridge.gov.uk

Appendix A: Engagement Supporting Document (content before design and layout)

Help shape our climate and nature work

Share your views

Understanding how you are thinking about climate and nature is more important than ever and we'd like you to help shape our climate change strategy for the coming years.

The council has a target to achieve net zero carbon emissions for our own operations by 2030 and a net zero vision for the city. Our existing strategy focused on actions up to 2026 and we are now developing our strategy for 2026 onwards.

We stand firmly by our climate goals for Cambridge

Together, we're making progress.

Every action makes a difference for the future AND changes lives for the better today.

Our vision is for a city where people and nature enjoy a clean river and clean air in species-rich and connected green spaces.

We also want to play our part in slowing climate change and supporting our communities to adapt to the changing climate.

Decarbonisation and sustainability activities reduce the use of energy and resources. They also reduce the financial cost to residents, businesses and public services of responding to disruptions from extreme weather, caused by the changing climate. Investing in efficient and low-carbon technologies also creates jobs and economic growth, making the overall economy more robust and adaptable to future changes.

Our climate change strategy for 2026 and beyond

Building on past achievements, our new strategy will renew our commitment to working towards net zero for our own operations and the city as a whole, and considering what more we can do.

There are five areas of focus:

- Working to reduce the council's own emissions and increase climate resilience
- Supporting the city in reducing emissions and increasing climate resilience
- Protecting and increasing our nature and biodiversity
- Achieving better outcomes for people's daily lives - with lower bills, cleaner air, more comfortable homes, greener neighbourhoods, with new job opportunities and stronger local economies
- Ensuring that our climate change strategy is fair and inclusive, to deliver a just transition, so that those most affected by climate change are not left behind and the benefits of addressing climate change are shared widely and felt by all

From energy-efficient homes to thriving green spaces, climate action creates jobs, protects communities and builds a fairer, healthier, more resilient city for everyone. Supporting biodiversity and investing in nature-based solutions, enables us to adapt to the impacts of climate change. Planting trees provides shade on hot days, soaks up surface water reducing flood risk and helps to support natural carbon storage rather than greenhouse gas release., which ultimately helps to reduce the risk of climate change and ensures the city is more climate resilient.

Pages 2 and 3

The need for action to tackle climate change and increase climate resilience

Scientific evidence unequivocally demonstrates that our climate is changing as a direct result of human activity, with global average temperatures already reaching approximately 1°C above pre-industrial levels.

The Intergovernmental Panel on Climate Change (IPCC) and global agreements like the UN Paris Climate Agreement have established a critical threshold: limiting global temperature rise to 1.5°C above pre-industrial levels is essential to avert the most severe and catastrophic impacts of climate change. The UK government committed to reaching net zero by 2050 and a 68% reduction in GHG emissions by 2030 (from 1990 levels).

Past progress and achievements

The council has been actively tackling climate change since 2007, declaring a climate emergency in 2019 to align with the 1.5°C global warming limit. Significant progress has been made, with the council nearly halving its own emissions (47.6% lower than the 2014/15 baseline). Cambridge was recognised as an 'A' list city in the Carbon Disclosure Project's global

rankings in 2023 and 2024 and a top-performing council in Climate Emergency UK's scorecards. Some of the things we've done so far to reduce the council's emissions and support residents and organisations to reduce theirs are shown below:

Cambridge is already experiencing the effects of climate change

Overheating: Cambridge recorded 38.7°C in 2019 and the UK recorded over 40°C for the first time in 2022. The summer of 2025, the UK's hottest, saw an unusually high number of heatwaves declared. On 30 June, the temperature in Cambridge reached 32.2°C, which was the highest June temperature on record, matching a previous record from June 2022. Urban areas such as Cambridge are particularly vulnerable to changes in heat. In addition to background warming an additional factor facing city residents is the urban heat island effect. Buildings absorb rather than reflect the sun's heat, and waste heat from air conditioners and vehicles can add warmth to the surroundings, increasing temperatures. The Met Office has cautioned that the UK's climate is changing, with a 50/50 chance of seeing temperatures reach 40°C again within the next 12 years.

Water scarcity and flooding: Warmer, wetter winters (projected 1.3°C warmer and 7% wetter by 2050) increase flood risk. Drier, hotter summers (projected 2.2°C warmer and 3% drier by 2050) raise drought risks, despite increased intensity of rainfall when it occurs.



Page 4

Emissions profile

Cambridge City Council's organisational carbon footprint

Total gross greenhouse gas emissions (2024/25) 3,871 tonnes of carbon dioxide equivalent (tCO2e).
8.1% lower than 2023/24
51.9% lower than the 2014/15 baseline.
Council's direct responsibility: 0.7% of total city emissions in 2023
[Source: Cambridge City Council, 2025]

The carbon footprint for the Cambridge area

Cambridge's greenhouse gas emissions reduced by 47.3% since 2005 (from 985.1 kt CO2e to 519.3 kt CO2e in 2023).
Per capita emissions reduced from 8.4 tCO2e in 2005 to 3.5 tCO2e in 2023.
[Source: UK Government, Department for Energy Security and Net Zero, 2025]

Strategy and objectives from 2026

The new draft strategy for 2026 and beyond focuses on the council's direct actions while driving city-wide change through partnerships. It builds on the previous strategy (2021-2026) integrating climate adaptation actions throughout and introduces some new objectives.

It sets our continued direction of travel towards net zero, while allowing for flexibility guided by emerging opportunities, evolving priorities and the resources that enable their success.

Existing objectives

Transport: Reduce fossil fuel-powered travel, encourage low-carbon transport.

Energy and retrofit: Improve energy efficiency and climate resilience of homes/buildings, support low-carbon heating.
Nature and water: Enhance nature, increase tree canopy cover, safeguard water and adapt to climate impacts.
Sustainable food: Increase access to local, low-impact, seasonal food, reduce food waste.
Waste minimisation: Reduce waste, support a circular economy.
Supply chain and finance: Reduce emissions and maximise social/environmental value of procurement and partnerships.
Community support and behaviour change: Provide accessible/inclusive support to empower low-carbon behaviour change, ensuring benefits are shared widely.

New areas of focus from 2026

A collaboratively created city-wide climate plan: We're calling for evidence and input from organisations to help shape a collaborative, city-wide climate plan for Cambridge that builds a picture of what is happening across the city including how others are decarbonising their operations. Building on our partnership with Cambridge Institute for Sustainability Leadership and working through the Cambridge City Leaders Climate Change Group, we aim to co-develop a shared plan with key partners: businesses, public sector bodies, anchor institutions and community organisations that reflects the breadth of climate action across the city, highlights the shared responsibility for addressing climate change and paves the way for more collaborative action, accelerating decarbonisation and adaptation — locally and collectively.

Residual emissions: Exploring how councils might compensate for unavoidable residual emissions to meet net zero targets. This is often referred to as 'offsetting'.

Measuring council scope three emissions: Working with our suppliers to expand the measurement and reporting of indirect emissions such as those from suppliers (currently including business travel, outsourced activities, transmission/distribution losses) to better understand and reduce the Council's carbon footprint further.

Supporting community-led renewable energy projects: Exploring opportunities for community-led renewable energy generation and shared ownership models, providing advice and support to unlock funding.

Reducing emissions from commercial properties: Reviewing the Asset Management and Decarbonisation Plan to identify priority sites and funding for improvements to meet net zero targets and energy efficiency standards.

Pages 5 and 6

Areas of action

Reducing the council's direct emissions and increasing the council's climate resilience

The strategy will have a detailed action plan alongside it. This is currently being developed, and your feedback will help inform this. However, there are some existing strategic projects that are already in development and are being considered as part of the plan to address the council's emissions, subject to funding being secured.

Key projects

Transport:

Fleet decarbonisation: Purchasing Ultra Low Emission Vehicles (ULEV) when replacing vans and trucks.

Waterbeach Renewable Energy Network (WREN): Delivery by 2026/27 to charge and power up to 18 electric refuse collection vehicles using renewable energy generated by solar panels at the depot.

Energy and retrofit:

Civic Quarter redevelopment: Retrofitting the Guildhall to ENERPHIT (a certification standard designed for energy-efficient renovations of existing buildings) and emerging net zero carbon standards by 2029 and the Corn Exchange targeting a 65% reduction in carbon emissions.

Cambridge City Centre District Heat Network: Supplying low carbon, renewable heat to buildings in the city centre. If viable, targeting 2030 for first buildings to connect to it, aiming to phase out gas boilers.

Strategic asset management plan: To identify pathways to reduce emissions from council buildings to net zero for and funding opportunities.

Nature and water: Delivering biodiversity net gain on the council's estate, climate-resilient management of parks (drought-tolerant planting, no-mow zones, herbicide-free), exploring rainwater harvesting.

Waste minimisation: Eliminating single-use plastics at council events and banning them at events held on council open spaces.

Supply chain and finance: Council procurement: Tackling Scope 3 emissions by working with suppliers to measure, manage and reduce their climate impact

Community support and behaviour change (just transition): Continuing to provide carbon literacy training to staff, councillors and residents

Residual emissions

The council has always prioritised and will continue to prioritise reducing emissions as far as possible. We are starting to explore how councils might compensate for unavoidable residual emissions to meet net zero targets. This is often referred to as 'offsetting'. We want to understand what you think about this.

In general, principles are:

- Local – offsets should be generated locally within the UK (not overseas).
- Additional – contribute to projects that wouldn't happen otherwise.
- Credible, permanent and verified to comply with standards and avoid double counting.
- Prioritise carbon removal over avoidance offsets.

Future approach: We anticipate the development of national guidance or regional/national offsetting schemes which we would look to explore.

Reducing Cambridge's emissions and increasing the city's climate resilience

The strategy will have a detailed action plan alongside it. This is currently being developed, and your feedback will help inform this. However, there are some existing strategic projects that are already in development and are being considered as part of the plan to help address city-wide emissions, subject to funding being secured.

Key projects

Transport: Installing EV charging infrastructure across the city (600 charging points with Connected Kerb, 264 installed), and in new council homes whilst also encouraging all new developments to install EV chargers too. Promoting walking, cycling and public transport through planning policies and in partnership with the Greater Cambridge Partnership.

Energy & retrofit: Through the new Local Plan new development must be designed to take into account a changing climate (e.g. overheating), and embed the principles of climate change mitigation and adaptation, achieve net zero operational emissions, be energy and water efficient and use renewable energy to meet their remaining energy needs

City-wide emissions (homes - 25% of city emissions):

Council homes:: Developing a delivery and funding plan which will take a strategic approach to decarbonisation of existing council homes and will include creating an overheating mitigation strategy and a policy for heat pump installation, we have retrofitted 225 council homes to EPC C to date, funding secured for 370 more, net-zero home pilot to retrofit 48 homes on Ross Street to net zero carbon.

Private homes: Providing grant funding for energy upgrades and low-carbon heating to low-income households by working in partnership with Cambridge Energy and Retrofit Partnership (CERP).

Partnerships: Creating a cohesive retrofit strategy for all housing tenures to scale up retrofit through measures such as area-based plans, through Action on Energy partnership continue to provide energy efficiency advice for residents and communities to support residents to retrofit, progressing the Cambridgeshire Local Area Energy Plan (sets out what energy infrastructure Cambridgeshire needs to reach net zero and support sustainable growth), and leading the City Centre District Heat Network (reducing carbon emissions by 98% if viable).

Nature and water:

Water safeguarding: Planning water retrofit measures in existing council homes, exploring rain gardens in housing estates. Participating in Water Scarcity Funding to retrofit households for water savings and establish a Water Credits Scheme. Implementing pool water recovery systems at three swimming pools.

Planning system: Using the new Local Plan to protect from flooding and not increase flood risk, managing water in as natural way as possible by using Sustainable Urban Drainage Systems (SUDS) and to be highly water efficient. New homes to meet water efficiency standards (110 litres/person/day). which goes beyond the national standard - reflecting the water issues facing the Cambridge area.

Enhancing nature: Increasing Cambridge's tree canopy cover from 17% to 19% by 2050 through the Urban Forest Strategy. Ceasing herbicides on grass verges, trialling new grass-cutting methods for wildflowers. Improving rare chalk stream habitats (Cherry Hinton Brook, Vicars Brook, Coldham's Brook). Using the new Local Plan to protect peat soils and promote the protection of soils in construction, encouraging green infrastructure to support natural carbon storage rather than greenhouse gas release.

Sustainable food:

Promoting sustainable food in the city: Requiring allotment space in new developments, making council allotment plots more accessible, supporting community orchards and wildlife gardens, encouraging food-growing opportunities in developments.

Partnerships: Active member of Cambridge Sustainable Food Network (supporting Gold Award status), providing grants for projects that promote sustainable food (e.g. foraging), partnering with Cambridge Sustainable Food to run a

predominantly plant-based café at Meadows Community Centre.

Waste minimisation:

City-wide waste: Rolling out food waste collections from 2026 (phased approach), aiming to send food waste to anaerobic digestion facilities. Working with RECAP on a new Joint Municipal Waste Strategy. Using the new Local Plan to promote reuse of materials and recycling in building projects and when buildings are in use.

Partnerships: Communications campaigns to raise awareness and encourage recycling/waste reduction, supporting businesses to adopt circular economy practices, providing grant funding to community organisations to support residents to reuse and recycle, for example running repair cafes.

Supply chain and finance:

Partnerships: Convening the City Leaders Climate Change Group (with Cambridge Institute of Sustainability Leadership (CISL) and Cambridge Zero) to drive cross-sector initiatives. Co-developing the city-wide climate plan with this group. Supporting the growth of a "climate cluster" in Greater Cambridge (Innovate Cambridge, Cambridge Clean Tech, Cambridge Zero, CISL) and partnering with CISL to share learning and find testbed opportunities for climate solutions.

Community support and behaviour change (just transition):

Co-developing Ward Climate Action Plans reflecting local priorities. Designing a creative behavioural change campaign for Council venues. Providing retrofit apprenticeship opportunities and supporting green job access through the Region of Learning programme.

Partnerships: Supporting community groups with Sustainable City Grant funding to deliver activities which help achieve the Climate Change Strategy Objectives (e.g., for energy reduction, repair cafes, sustainable food). Convening the Local Climate Change Forum to facilitate collaboration, public engagement and best practice sharing with community groups including Cambridge Carbon Footprint. Exploring and supporting community energy projects.

We stand firmly by our climate goals for Cambridge.

Together, we're making progress and we can't stop now. Every action makes a difference for the future and changes lives for the better today.

Our vision is for a city where people and nature enjoy a clean river and clean air in species-rich and connected green spaces.

We also want to play our part in slowing climate change - supporting our communities to adapt to the changing climate.

Help shape our climate and nature work – share your views now!

<https://www.cambridge.gov.uk/climate-change-strategy>

This page is intentionally left blank

Engagement Questions (Survey)

Help shape local climate and nature work – share your views! *Understanding how you are thinking about climate and nature is more important than ever and we'd like you to help us shape our climate and nature strategies for the coming years.*

The climate and ecological crises are one of the biggest challenges facing us now and in the years to come. The impacts of the changing climate will affect everyone across Greater Cambridge – the area consisting of Cambridge and South Cambridgeshire – including residents, businesses and communities.

Real progress has been made and the benefits of tackling climate change, in addition to reducing carbon, are wide ranging, including lower energy bills, cleaner air and rivers, more comfortable homes, connected green spaces, and stronger local economies. But there is much more work to be done.

Cambridge City Council is developing a new Climate Change Strategy and South Cambridgeshire District Council has created a new combined Climate and Nature Strategy to guide how our area responds to the challenges and opportunities of climate change and nature recovery.

The two councils already have a number of shared services, including Greater Cambridge Shared Planning and Greater Cambridge Shared Waste, and so have been working closely together to align priorities and actions, reflecting our shared ambitions on addressing climate change and enhancing nature.

The councils are jointly hosting this survey in recognition of the current shared services, as well as the number of residents and businesses whose lives and work take them across the two areas.

You can take the survey once, on either council's engagement platform. The responses will all be analysed together and made available to both councils; however some questions are only relevant for one of the councils.

Please note that whichever platform you complete the survey on, that council will be the data controller for your registration data, and that council will be able to keep in touch with you (according to your subscription preferences). You may therefore prefer to complete the survey on the platform of the council where you are a resident.

As you work your way through the survey on either platform, you will be able to choose which council's questions to respond to.

Part 1 of the survey will help us to understand your concerns about climate change and nature loss, what steps you may have already taken and how you can be supported to take further action on reducing emissions, increasing resilience to climate impacts and helping nature recovery in Greater Cambridge.

Part 2 of the survey focuses on each council's separate strategies and their priorities. Your feedback will help us understand how we can shape the individual strategies around the needs and aspirations of the area and its residents. You can choose which council's strategy you would like to provide feedback on. We understand that some respondents may live in

the South Cambridgeshire district and work in the city or vice versa so you may wish to provide feedback on both.

Please take a few minutes to share your views. *Part 1 should take 5-10 minutes.*

Part 1

Section 1a General Awareness & Understanding

1. Postcode of residence (M)

1a) Please select in which capacity you are completing this survey. Please select all relevant options. If you are answering in a specific capacity but also fall under another category, please select Other and specify. (M)

Please note, Greater Cambridge includes both the city of Cambridge and the surrounding district of South Cambridgeshire.

Capacity	
Resident	
A member of the public who visits Greater Cambridge for work, study or leisure	
An elected representative (please specify below)	
On behalf of a parish council	
Private Company less than 10 employees	
Private Company more than 10 employees and less than 250	
Private Company 250 or more employees	
Public sector organisation (please specify below)	
Community or voluntary organisation	
Education or Research organisation	
A representative group representing multiple members	
An individual from outside Greater Cambridge	
An organisation based outside of Greater Cambridge	
Other	

1b) If Other, please state:

2. How concerned are you about the impacts of climate change in Greater Cambridge? (M)

Not concerned	Somewhat concerned	Very concerned
---------------	--------------------	----------------

3. What do you see as the most urgent climate-related and nature-related challenges in Greater Cambridge? Select **up to three** options

Biodiversity loss / loss of nature	
------------------------------------	--

Water quality issues	
Water scarcity	
Extreme weather events	
Sea level rise	
Increasing inequalities	
Disruption to travel	
Damage to infrastructure (e.g. roads, railways, power lines)	
Disruption to business / economy	
Disruption to supply chains and logistics	
Financial impacts e.g., increased energy demand for cooling, unpredictable prices for goods	
Impact to health	

3a) If you selected 'Extreme weather events', please specify which extreme weather events (e.g., flooding, heatwaves, droughts, etc.) (O)

4) Have you, your community or your business already experienced impacts as a result of climate change? (M)

Yes

No

4a) If yes, please specify what the impact was and if you have taken any action as a result of this (O)

4. How do you think climate change will affect you, your community or your business in the next 5 years? (M)

Section 1b Support & Engagement

5. Are you currently taking action to address climate change and protect nature in Greater Cambridge (e.g., doing things to reduce carbon emissions or ensuring you are prepared for the impacts of climate change)?(M)

Yes	
No	

6. Please select which steps you have already taken, and which steps you would or would not consider taking? (M)

	Already done/doing	Would consider doing	Would not consider
Regularly switching off lights and appliances	<input type="checkbox"/>	<input type="checkbox"/>	
Keeping the thermostat set to no higher than 21 degrees Celsius	<input type="checkbox"/>	<input type="checkbox"/>	

Buying energy efficient appliances	<input type="checkbox"/>	<input type="checkbox"/>	
Draught proofing windows and doors	<input type="checkbox"/>	<input type="checkbox"/>	
Loft insulation	<input type="checkbox"/>	<input type="checkbox"/>	
Cavity wall insulation	<input type="checkbox"/>	<input type="checkbox"/>	
External wall insulation	<input type="checkbox"/>	<input type="checkbox"/>	
Replacing gas heating with renewable heating systems (e.g. heat pumps)	<input type="checkbox"/>	<input type="checkbox"/>	
Generating renewable electricity (e.g. solar PV, solar thermal systems)	<input type="checkbox"/>	<input type="checkbox"/>	
Buying more seasonal or locally produced food	<input type="checkbox"/>	<input type="checkbox"/>	
Reducing consumption of meat and dairy	<input type="checkbox"/>	<input type="checkbox"/>	
Repairing clothes, electrical items or other goods	<input type="checkbox"/>	<input type="checkbox"/>	
Swapping, donating or selling unwanted goods	<input type="checkbox"/>	<input type="checkbox"/>	
Recycling household waste (paper, glass, cans, plastic etc)	<input type="checkbox"/>	<input type="checkbox"/>	
Separating garden waste for collection	<input type="checkbox"/>	<input type="checkbox"/>	
Separating food waste for collection	<input type="checkbox"/>	<input type="checkbox"/>	
Composting	<input type="checkbox"/>	<input type="checkbox"/>	
Reduced car use through active travel (i.e., walking or cycling)			
Reduced car use through use of public transport			
Other	<input type="checkbox"/>	<input type="checkbox"/>	

6a) If other, please tell us what else you are doing to address climate change and improve nature?

7. What motivates you to take action on climate change and improve nature? Select all that apply (M)

The climate crisis	
Protecting local wildlife and habitats	
Saving money on energy and bills	
Improving my health and wellbeing	
Being part of a community effort	
Concern for future generations	
Setting a good example for others	
To develop my business and improve business performance	
To make my business resilient	
Meeting customer / shareholder / investor expectations	
To attract / retain employees	
To access green finance	

Other	
-------	--

7a) If other, please state your other motivations for taking action on climate change and improving nature.

8. What barriers do you face to taking action on climate change and improving nature in Greater Cambridge? Select all that apply (M)

High upfront cost of low-carbon options	
Limited access to finance or funding	
Lack of time or capacity to make changes	
Lack of information or clear guidance	
Uncertainty about which actions will make a difference	
Lack of low-carbon alternative choices	
Difficulty managing or measuring business / organisation's carbon emissions	
Return on investment is too low or takes too long to realise	
Unsuitable housing or property constraints e.g., Listed buildings, lack of space	
Do not own property (house/flat/office)	
Difficulty accessing public transport or walking and cycling options	
Unaware of / unable to able to find community initiatives or support	
Feeling that individual actions won't make much difference	
Other priorities at this time	
Reputational risk / greenwashing if get it wrong	
Uncertainty about future government policy or regulation	
There is so much information I don't know where best to start	
Other	

8a) If other, please specify

9. What type of support would be most helpful for you as an individual, organisation or business to aid emissions reduction and climate resilience? Select all that apply. (M)

Grant funding	
Training	
Access to Finance / Green Finance	
Networking opportunities	
Guidance and resources	
Access to expert advice	

Other	
-------	--

9a) If other, please specify

10) If you were looking for guidance on action to reduce emissions (including home energy efficiency measures), increase your resilience or support nature recovery, where would you look for information or advice? (M)

Local council	
Friends/neighbours	
Examples in my community	
A trusted contractor	
Local environmental groups	
Non-profit organisations	
Other	

11a) If other, please specify

Part 2

Thank you for completing the survey so far.

Cambridge City Council and South Cambridgeshire District Council have aligned on objectives and themes of their respective strategies however due to the difference in geographies and contexts that the local authorities operate in, each organisation has different priorities and actions which sit under each objective.

Please now select which council's strategy you would like to provide further feedback on (you may select both). This should take no more than 5-10 minutes.

12. Which local authority area(s) would you like to provide feedback on? (M)

Cambridge City Council	South Cambridgeshire District Council	Both

Section 2 Cambridge City Council specific questions

Cambridge City Council is developing a new Climate Change Strategy for Cambridge which builds on the council's current strategy and achievements to date and shows our continued commitment to working towards net zero carbon emissions for both the council and the city as a whole.

The strategy sets out how we plan to reduce emissions, prepare for the impacts of climate change, and enhance nature, while making sure the transition is fair and benefits everyone. It is shaped around seven key objectives and will look to achieve these objectives through a range of actions and projects.

Taking action on climate change will not only cut carbon but also bring many wider benefits — from lower energy bills and cleaner air to more comfortable homes and buildings, greener neighbourhoods, and stronger local economies.

Contact

Cambridge City Council Climate Change Officers
sustainablecity@cambridge.gov.uk

Part 3

Support for the Strategy

13.To what extent do you support Cambridge City Council's vision for its new Climate Change Strategy (2026-2031)? (M)

(Our vision is for a city where people and nature enjoy a clean river and clean air in species-rich and connected green spaces. We also want to play our part in slowing/preventing/minimising climate change, and supporting our communities to adapt to the changing climate.

Strongly support	Support	Oppose	Strongly oppose

Strategic Objectives

Cambridge City Council's new Climate Change Strategy will be based around seven objectives which the council will be working towards through the implementation of the strategy.

14.Please rate your level of support for each of the objectives in the Climate Change Strategy (M)

Objective	Strongly support	Support	Oppose	Strongly oppose
Transport: Reducing the need for fossil fuel-powered travel and encouraging the use of low- and zero-carbon modes of transport to reduce emissions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy & Retrofit: Improving energy efficiency and climate resilience of homes and buildings across Cambridge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Objective	Strongly support	Support	Oppose	Strongly oppose
Nature & Water: Enhancing nature, increasing tree canopy cover, and safeguarding water to help Cambridge adapt to the impacts of climate change <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainable Food: Increasing access to local, low-impact, seasonal food and reducing food waste <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste Minimisation: Reducing waste and supporting a circular economy <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supply Chain & Finance: Reducing emissions and maximising the social and environmental value of procurement and partnerships across the city <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Support & Behaviour Change (ensuring a just transition): Providing accessible and inclusive support to communities and residents to empower and enable low-carbon behaviour change <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14a.If you have further comments on the key objectives, please add them here: (O?)

15.We've introduced some new areas of focus in this Climate Change Strategy. Please tell us how supportive you are of the council taking these areas of work forward over the next 5 years and share any feedback you may have. Please see the engagement document for more information on areas of focus. (M)

	Strongly support	Support	Oppose	Strongly oppose	Please provide any further comments
Developing a collaborative city-wide plan for climate					
Consideration of Offsetting					
Working with suppliers to measure and reduce emissions (Council Scope 3 emissions)					
Supporting Community Energy projects					
Supporting and applying research and innovation on climate change					

16.Do you think that there is anything within Cambridge City Council’s control or influence, that has not been covered within objectives and action areas of the strategy but should be? (M)

17.Is there anything else that you think Cambridge City Council could do within its control or influence, to support you to take action on climate change? (M)

18.If you have any further comments on, or ideas for, the Climate Change Strategy to add that you feel have not been covered within the survey, please provide them here (O – but see 14a)

Would you like to answer 5 additional questions to help shape some other areas of the council’s work, such as the development of a heat network and the Urban Forest Strategy? (M)

Yes
No

Part 4

To help shape the council’s next Urban Forest Strategy, we are seeking your feedback on the council’s work with trees across the city, so we can ensure they continue to play a vital role in helping Cambridge adapt to climate change.

19.How important do you think it is to increase tree canopy cover in Cambridge as part of climate change adaptation (e.g., providing shade, cooling, flood mitigation)? (M)

Very important	Important	Not important
----------------	-----------	---------------

20.What benefits do you most value from trees in Cambridge in the context of climate change? Please select up to three options. (M)

Shade and cooling during heatwaves	
Carbon storage	
Improved air quality	
Flood mitigation and water management	
Habitat for wildlife and pollinators	
Improved health and wellbeing	
Other (please specify)	

21.How supportive are you of the council taking stronger measures to protect existing trees that provide climate resilience benefits (e.g., shade, carbon storage, biodiversity)? (M)

Strongly support	Support	Oppose	Strongly oppose
------------------	---------	--------	-----------------

22.What do you think is the most effective way to balance tree protection with the need for development in Cambridge in the context of climate change? (M)

Strengthen protection for existing trees	
Increase tree planting requirements in new developments	
Other (please specify)	

23.To help shape the council's work on the development of a district heat network, please answer the following questions:

Are you aware of the Government's work on heat network zoning? (M)

Yes	
No	

23a)If yes, if a heat network zone were to be implemented in Cambridge, do you feel that connecting to a heat network would enable you to decarbonise your property (home or building) more easily? (O)

24. To help route you to the relevant next part of the survey, please confirm whether you are responding to this consultation in the capacity of a business, public sector organisation or community organisation? (M)

Yes	
No	

Part 5 – Call for evidence and expression of interest

We are developing a city-wide plan which will to help build a more united approach to addressing climate change in Cambridge, reflect the depth and breadth of climate and nature action taking place across the city and provide a shared framework for scaling impact.

To help us build this we would like to understand more about what businesses, public sector and community organisations are planning to do to tackle climate change and enhance nature in and around Cambridge, and the commitments that have been made to this.

if you are an organisation or business, we would be very grateful if you could complete the next stage of the survey. If you are completing this survey as an individual, please do not complete this section.

25.Would you like to be involved in developing a city-wide climate plan? (M)

Yes	
-----	--

No	
----	--

26.If yes, please tell us more about what your organisation (business, public sector or community organisation) will be doing to address climate change and enhance nature in Cambridge. Please describe your future projects or initiatives, to help us to build a broader picture of action on climate change across the city. Please also describe what outcomes or changes your organisation is hoping to achieve or deliver through these initiatives. (O)

27.Please upload any relevant documentation or links here which would provide information on your plans and commitments for addressing climate change and/or enhancing nature, such as a Climate Change or Sustainability Strategy. (O)

28.Please provide the most appropriate email address to contact you or your organisation to ensure you are included in future communications and events about the city-wide plan. If you'd prefer to discuss the city-wide plan further before sharing any documentation or commitments, please state here and someone from the team will be in touch to follow up with you. (M)

This page is intentionally left blank

Appendix C

Extending the reach of stakeholder engagement and public participation

The aims are to:

1. deliver an open, balanced, evidence-based platform to increase engagement with the Climate Change Strategy, encouraging participation in the issues survey
2. reach groups of people who may be disproportionately negatively impacted by climate change and likely therefore to gain from action to reduce emissions and improve climate resilience, ensuring engagement methods used are accessible.
3. help build a more united approach to addressing climate change in Cambridge by co-developing a collaborative city-wide climate plan.
4. achieve a call for evidence response that reflects the depth and breadth of climate action taking place across the city and provides a shared framework for scaling impact.

Benefits of this approach include:

- **Broadening stakeholder composition:** Local citizens, especially those with limited knowledge of climate change, as well as representatives from local businesses.
- **Involving vulnerable groups:** It is important to include minority groups and low-income households in the plan preparation process to prevent "maladaptation," which disproportionately affects these vulnerable populations and can increase existing inequalities.
- **Integrating diverse knowledge:** Inclusive planning should be informed by a variety of knowledge sources, including cultural values, local knowledge and scientific knowledge. This approach leads to more legitimate and effective local actions.

Channels

To reach people we will use council channels, activity and relationships to promote the consultation, working with groups and organisations across the city to promote to wider audiences and their networks.

We will also work with South Cambridgeshire colleagues to co-ordinate engagement with groups which operate across both council areas.

Sources including [Cambridge City Council Channels & Fora For Community & Resident Engagement](#) (as at Spring 2024)

Online questionnaire	www.cambridge.gov.uk Formal consultations (via https://engage.cambridge.gov.uk/en-GB/)
Committee & Council meetings	Cabinet – papers, petitions & public questions Scrutiny – papers, petitions & public questions
Direct contact with councillors, including surgeries, casework	In-person engagement
Council corporate communications including Cambridge Matters, City Council website, Press releases, City council social media channels: Facebook, Instagram, LinkedIn, X, YouTube Open Door Magazine	Schedule of: Articles Web content creation Media releases Social media posts
Council staff	Town Halls/Offline engagement/Internal comms
Community Development newsletter & social media pages	Next edition: September
Libraries:	Offline engagement/ Promotion of consultation URL with QR code on poster
Community centres and warm spaces:	Offline engagement/ Promotion of consultation URL with QR code on poster In person engagement: stalls at busiest at a community centres
Community forums: Cambridge East – North West and West Cambridge – Northeast Cambridge Developers forum for Queen Edith's	Agenda item
Place/project-specific events such as Shaping Abbey pilot, Darwin Green meetings	In-person engagement/ Promotion of consultation URL with QR code
Schools Public (State-Funded) Schools Private (Independent) Schools Further Education Colleges Sixth Form Colleges	Offline engagement/ Promotion of consultation URL with QR code on poster
Sports venues: Cambridge United Parkside Pools Abbey Pools Jesus Green Lido	Offline engagement/ Promotion of consultation URL with QR code on poster

Resident (tenant & leaseholder) engagement: HSC tenant reps' meetings Estate Improvement Scheme consultations Resident Involvement newsletter Open Door Sheltered Housing magazine	Schedule of: Agenda items Articles
Neighbourhood forums	In-person engagement
Community Clean Up Days	In-person engagement
Ward Walk-about	In-person engagement
Local Residents' Associations	Offline engagement/ Promotion of consultation URL with QR code
Youth Engagement	Offline engagement
Local Community and Climate Action	
Cambridge Carbon Footprint	In-person engagement through existing meeting/ Promotion of consultation URL with QR code
Cambridge Sustainable Food	In-person engagement/ Promotion of consultation URL with QR code
Abbey People	In-person engagement/ Promotion of consultation URL with QR code
Cambridgeshire Climate Emergency	In-person engagement/ Promotion of consultation URL with QR code
Carbon Neutral Cambridge	In-person engagement/ Promotion of consultation URL with QR code
COPE (Cambridge Older People's Enterprise)	In-person engagement/ Promotion of consultation URL with QR code
Cambridge Refugee Resettlement Campaign	In-person engagement/ Promotion of consultation URL with QR code
Friends of the Earth Cambridge	In-person engagement/ Promotion of consultation URL with QR code
Transition Cambridge	In-person engagement/ Promotion of consultation URL with QR code
Cambridge Retrofit Hub	In-person engagement/ Promotion of consultation URL with QR code
Faith groups and Cambridge Inter-Faith Group	Promotion of consultation URL with QR code on poster with language, accessibility addressed
Cambridge Ethnic Community Forum	Promotion of consultation URL with QR code on poster with language, accessibility addressed
Cambridge Women's Resource Centre	Promotion of consultation URL with QR code on poster with language, accessibility addressed
Disability Cambridgeshire	Promotion of consultation URL with QR code on poster with language, accessibility addressed

Homelessness/Shelter	Promotion of consultation URL with QR code on poster with language, accessibility addressed
Age UK Cambridgeshire	Promotion of consultation URL with QR code on poster with language, accessibility addressed
Cambridge Cycling Campaign	Promotion of consultation URL with QR code on poster
Cambridge Citizen Advice Bureau	Promotion of consultation URL with QR code on poster
Ramblers Association Cambridge Group	Promotion of consultation URL with QR code on poster
Repair cafes	Promotion of consultation URL with QR code on poster
Business/Employers	
City Leaders CISL	In-person engagement/ Promotion of consultation URL with QR code
Cambridge Ahead youth advisory group	In-person engagement/ Promotion of consultation URL with QR code
Indie Cambridge	In-person engagement/ Promotion of consultation URL with QR code
Cambridge BID	In-person engagement/ Promotion of consultation URL with QR code
Cambridgeshire Chambers of Commerce	In-person engagement/ Promotion of consultation URL with QR code
Innovate Cambridge	In-person engagement/ Promotion of consultation URL with QR code
Allia	In-person engagement/ Promotion of consultation URL with QR code
With Purpose Network	In-person engagement/ Promotion of consultation URL with QR code
Cambridge Network	In-person engagement/ Promotion of consultation URL with QR code
Other Business Groups	In-person engagement/ Promotion of consultation URL with QR code

Connection/ Group	
Warm Hubs	Offline engagement/ promotion
Libraries	Offline engagement/ promotion
Community Centres	Offline engagement/ promotion
Schools	Offline engagement/ promotion
Landlord forum	Offline engagement/ promotion
Tenant forum	Offline engagement/ promotion
Gypsy/ Traveller sites	Offline engagement/ promotion

Parish & town councils	Offline engagement/ promotion
Local businesses	Newsletter promotion
Wysing Arts Centre/ youth forum	Offline engagement/ promotion
Northstowe forum	Item on agenda
Waterbeach forum	Item on agenda
Bourn Airfield & Cambourne Community Forum	Item on agenda
CEAC workshop	In-person workshop
Internal workshop/ drop-ins for colleagues	In-person engagement/ promotion
Annual Climate Conference	In-person workshop
Targeted social media adverts	Promotion ads
Council social media channels	Promotion ads
Zero Carbon Communities newsletter	Article for promotion
South Cambs Magazine	Article for promotion

This page is intentionally left blank

Cambridge City Council Equality Impact Assessment (EqIA)

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

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

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

Once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking.

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

Development of the Climate Change Strategy (2026-2031) - Engagement Supporting Document

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

Full details of the Engagement Supporting Document will be available at Appendix A of the cabinet meeting's paper, due to be published on 17 September 2025: ([Agenda for Cabinet on Thursday, 25th September, 2025, 5.00 pm - Cambridge Council](#)), which will outline the proposed areas of action and will be used to engage the public on the plans for the next Climate Change Strategy to replace the [2021-2026 strategy](#).

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

The Council's Climate Change Strategy and Action Plan, which will be produced following the engagement exercise, will set out the Council's approach to addressing climate change in Cambridge by: helping the Council reduce its own carbon emissions to achieve the target of net zero carbon by 2030; supporting residents, businesses and organisations in Cambridge to reduce their emissions to reduce the city's overall carbon emissions, and supporting the city to adapt so that it is more resilient to the effects of climate change.

The objectives of the proposed Strategy, as detailed in the Engagement Supporting Document are:

Transport: Reduce fossil fuel-powered travel, encourage low/zero carbon transport.

Energy and retrofit: Improve energy efficiency and climate resilience of homes/buildings, support low-carbon heating.

Nature and water: Enhance nature, increase tree canopy cover, safeguard water and adapt to climate impacts.

Sustainable food: Increase access to local, low-impact, seasonal food, reduce food waste.

Waste minimisation: Reduce waste, support a circular economy.

Supply chain and finance: Reduce emissions and maximise social/environmental value of procurement and partnerships.

Community support and behaviour change: Provide accessible/inclusive support to empower low-carbon behaviour change, ensuring benefits are shared widely.

The Council has had a Climate Change Strategy since 2012, the new strategy will build on what the Council has achieved through the previous strategies and sets out new ambitions on working more collaboratively with the city's businesses and institutions, reducing Scope 3 emissions, developing an approach to offsetting the Council's residual emissions and working to reduce emissions from the Council's commercial properties.

The Council has produced an Engagement Supporting Document and survey which it will use for the engagement exercise which will run from 1st October – November 2025. This EqIA has been produced to assess the impacts of the proposed public engagement, which the Cabinet report requests the approval to proceed to, in October. During the development of the Strategy and its actions following the public engagement, a new EqIA will be produced to inform and assess the equalities impacts of the proposed Strategy and its actions.

4. Responsible Team and Group

Economy, Energy and Climate within the Economy & Place Group

5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick all that apply)	<input checked="" type="checkbox"/> Residents <input checked="" type="checkbox"/> Visitors <input checked="" type="checkbox"/> Staff
--	--

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

[Click here to enter text.](#)

6. What type of strategy, policy, plan, project, contract or major change to your service is this?	<input checked="" type="checkbox"/> New <input type="checkbox"/> Major change <input type="checkbox"/> Minor change
---	---

7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
--	--

If 'Yes' please provide details below:

The Strategy will be developed with input from a range of service areas that will be delivering the actions in the Action Plan. This includes City Services, Economy & Place (including Retrofit team and Development team) Communities, Corporate Hub, Greater Cambridge Shared Waste Service and Greater Cambridge Shared Planning Service.

The Strategy will also set out the Council's intention to continue to work collaboratively with a range of partners to reduce carbon emissions in Cambridge and adapt to climate change, including South Cambridgeshire District Council, Cambridgeshire County Council, Greater Cambridge Partnership, Cambridgeshire and Peterborough Combined Authority, the University of Cambridge and some University Colleges, Anglia Ruskin University, Cambridge Institute of Sustainability Leadership and other businesses and institutions in the city

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

The Report and Engagement Supporting Documents are due to go to the Council's Cabinet on 25 September 2025 for approval to launch a public engagement exercise.

The Strategy and action plan is due to be considered by the Services, Climate & Communities Overview & Scrutiny Committee meeting in February 2026 and approved by Cabinet in March 2026.

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 development of the Climate Change Strategy, we have referred to a range of research and evidence, including:

- Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming p31 + p218
- [Why older adults are especially vulnerable to climate change | AAMC](#)
- [Why older people are some of those worst affected by climate change](#)
- Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming p218
- [The impacts of fuel poverty | Fuel Poverty Action](#)
- [Low carbon thermal technologies in an ageing society – What are the issues? - ScienceDirect](#)
- [Bridging the Digital Divide: Ensuring No One is Left Behind](#)
- [The Impacts of Climate Change on Marginalised Groups](#)
- [Equality analysis Heatwave plan for England 2013](#)
- [Cut off from nature, UK's ethnic minorities hit harder by heat | Context by TRF](#)
- [Leaving No One Behind in the Transition Towards a Low-Carbon Economy | UNFCCC](#)
- [UK Poverty 2025: The essential guide to understanding poverty in the UK | Joseph Rowntree Foundation.](#)

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

The Climate Change Committee highlighted that global temperature increases of between 1.5°C and 2°C would affect vulnerable people most of all¹ and so it will be important that the actions that will be developed, following the engagement exercise, will significantly reduce emissions in the city and support residents to adapt to the impacts of climate change. Older people, in particular, are more likely to be vulnerable to the impacts of climate change, such as heat waves, water shortages and extreme weather events, due to the fact that as people age they may be more likely to have pre-existing medical conditions and ill-health

¹ Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming p31

and experience social isolation and dependency on others². Overheating is one of the main impacts of climate change in Cambridge. Urban areas such as Cambridge are particularly vulnerable to changes in heat, in particular due to the urban heat island effect. Heatwaves can be deadly for older people due to a reduced ability to regulate body temperature in old age which is made worse by chronic health conditions such as cardiovascular and respiratory disease, diabetes and susceptibility to dehydration³.

Vulnerable people such as older adults and young children are therefore likely to benefit disproportionately from measures to support residents to be more resilient to a changing climate (increased risk and severity of extreme weather) and the co-benefits associated with a transition to net zero carbon emissions, such as health benefits from reduced air pollution as a result of encouraging sustainable low/zero carbon travel as these groups are more vulnerable to poor air quality⁴.

Vulnerable populations such as older adults and young children will also directly benefit the most from actions to reduce emissions, such as measures to improve energy efficiency in homes (e.g. the installation of better insulation, often through the use of government grants) can reduce fuel poverty, which disproportionately benefits older people and younger families who may face higher costs of living and lower incomes and are at greater risk from health problems that can get worse or result from cold and damp living conditions⁵ and so would benefit from better health and wellbeing from being able to heat their homes adequately.

However, there may be some negative impacts to mitigate, as installing low-carbon measures into homes may be more difficult for older residents to adapt to as older adults often find the installation of low carbon measures to be time-consuming, confusing, and stressful due to their less confidence with newer digital heating controls and systems. This is influenced by various factors, including biological, cognitive, institutional, and social dimensions related to aging. Additionally, older adults may struggle with the transition to new technologies, which can affect their thermal comfort and overall satisfaction with the changes⁶.

A stated focus of the Engagement Supporting Document, the subject of the Cabinet report is: 'Ensuring that our climate change strategy is fair and inclusive, to deliver a just transition, so that those most affected by climate change are not left behind and the benefits of addressing climate change are shared widely and felt by all' and so the new strategy will achieve this through the actions that will be developed for the Community support and behaviour change objective, which will provide accessible/inclusive support to empower low-carbon behaviour change, ensuring benefits are shared widely, such as through support and grant funding through Action on Energy for insulation measures.

Given that older people may be disproportionately negatively impacted by climate change it is important to seek their views on the strategy through the Engagement Exercise and ensure that once the Strategy is in place communication methods are accessible to them. The council is also aware that older people are more likely to be digitally excluded⁷. The Council's Engagement Exercise will therefore ensure communication and engagement methods used are accessible to all age groups, providing non-digital forms of

² [Why older adults are especially vulnerable to climate change | AAMC](#)

³ [Why older people are some of those worst affected by climate change](#)

⁴ Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming p218

⁵ [The impacts of fuel poverty | Fuel Poverty Action](#)

⁶ [Low carbon thermal technologies in an ageing society – What are the issues? - ScienceDirect](#)

⁷ [Bridging the Digital Divide: Ensuring No One is Left Behind](#)

communication as well as digital with support from internal teams and groups who work with older adults and young children.

(b) Disability

The Climate Change Committee highlighted that global temperature increases of between 1.5°C and 2°C would affect vulnerable people most of all⁸ and so it will be important that the actions that will be developed, following the engagement exercise, will significantly reduce emissions in the city and support residents to adapt to the impacts of climate change.

People with disabilities, in particular, such as respiratory conditions, mobility impairments, mental health issues and weakened immune systems are more likely to be vulnerable to the impacts of climate change, such as heat waves, water shortages and extreme weather events, due to the fact that they are more vulnerable to conditions such as overheating and flooding.

Vulnerable people such as those with disabilities are therefore likely to benefit disproportionately from measures to support residents to be more resilient to a changing climate (increased risk and severity of extreme weather) and the co-benefits associated with a transition to net zero carbon emissions, such as health benefits from reduced air pollution as a result of encouraging sustainable low/zero carbon travel as these groups are more vulnerable to poor air quality⁹.

Vulnerable people such as those with disabilities will also directly benefit the most from actions to reduce emissions, such as measures to improve energy efficiency in homes (e.g. the installation of better insulation, often through the use of government grants) can reduce fuel poverty, which disproportionately benefits disabled people who may face higher costs of living and lower incomes and are at greater risk from health problems that can get worse or result from cold and damp living conditions¹⁰ and so would benefit from better health and wellbeing from being able to heat their homes adequately.

However, there may be some negative impacts to mitigate, as actions to encourage people to use sustainable methods of transport may not be so easy for disabled people to adopt and use.

A stated focus of the Engagement Supporting Document, the subject of the Cabinet report is: 'Ensuring that our climate change strategy is fair and inclusive, to deliver a just transition, so that those most affected by climate change are not left behind and the benefits of addressing climate change are shared widely and felt by all' and so the new strategy will achieve this through the actions that will be developed for the Community support and behaviour change objective, which will provide accessible/inclusive support to empower low-carbon behaviour change, ensuring benefits are shared widely, such as through support and grant funding through Action on Energy for insulation measures.

Given that disabled people may be disproportionately negatively impacted by climate change it is important to seek their views on the strategy through the Engagement Exercise and ensure that once the Strategy is in place communication methods are accessible to them. The Council's Engagement Exercise will ensure communication and engagement methods used are accessible to disabled people such as through using non-digital means of

⁸ Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming p31

⁹ Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming p218

¹⁰ [The impacts of fuel poverty | Fuel Poverty Action](#)

communication with support from internal teams and groups who work with disabled people.

(c) Gender reassignment

No impacts have been identified specific to this equality group.

(d) Marriage and civil partnership

No impacts have been identified specific to this equality group.

(e) Pregnancy and maternity

The Climate Change Committee highlighted that global temperature increases of between 1.5°C and 2°C would affect vulnerable people most of all¹¹ and so it will be important that the actions that will be developed, following the engagement exercise, will significantly reduce emissions in the city and support residents to adapt to the impacts of climate change.

Pregnant people are more likely to be vulnerable to the impacts of climate change, such as heat waves, water shortages and extreme weather events, due to the fact that they are more vulnerable to higher average temperatures and any increases in stress, anxiety or other mental health issues as a result of extreme weather events or other climate change impacts could have a greater impact on them and unborn children.

Vulnerable people such as pregnant women and babies are therefore likely to benefit disproportionately from measures to support residents to be more resilient to a changing climate (increased risk and severity of extreme weather) and the co-benefits associated with a transition to net zero carbon emissions, such as health benefits from reduced air pollution as a result of encouraging sustainable low/zero carbon travel as these groups are more vulnerable to poor air quality¹².

Vulnerable people such as pregnant women and babies are likely to also directly benefit the most from actions to reduce emissions, such as measures to improve energy efficiency in homes (e.g. the installation of better insulation, often through the use of government grants) which can keep homes cooler and reduce the costs of heating and negative health benefits from living in a cold home, which can disproportionately benefits pregnant women who are at greater risk from health problems that can get worse or result from cold and damp living

¹¹ Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming p31

¹² Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming p218

conditions¹³ and so would benefit from better health and wellbeing from being able to heat their homes adequately.

However, there may be some negative impacts to mitigate, as actions to encourage people to use sustainable methods of transport may not be so easy for pregnant women to adopt as they may be less mobile and journeys are uncomfortable or difficult, especially without rest stops and need to use buggies and prams. However, increased tree planting and canopy cover would provide shade on hotter days, keeping those using sustainable transport methods, such as walking, cycling and buses, cooler on hot days.

A stated focus of the Engagement Supporting Document, the subject of the Cabinet report is: 'Ensuring that our climate change strategy is fair and inclusive, to deliver a just transition, so that those most affected by climate change are not left behind and the benefits of addressing climate change are shared widely and felt by all' and so the new strategy will achieve this through the actions that will be developed for the Community support and behaviour change objective, which will provide accessible/inclusive support to empower low-carbon behaviour change, ensuring benefits are shared widely, such as through support and grant funding through Action on Energy for insulation measures.

Given that pregnant women may be disproportionately negatively impacted by climate change it is important to seek their views on the strategy through the Engagement Exercise and ensure that once the Strategy is in place communication methods are accessible to them. The Council's Engagement Exercise will ensure communication and engagement methods used are accessible to pregnant women with support from internal teams and groups who work with Pregnant women.

(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.

The Climate Change Committee highlighted that global temperature increases of between 1.5°C and 2°C would affect vulnerable people most of all¹⁴ and so it will be important that the actions that will be developed, following the engagement exercise, will significantly reduce emissions in the city and support residents to adapt to the impacts of climate change.

Ethnic minority groups are more likely to be vulnerable to the impacts of climate change, such as heat waves, water shortages and extreme weather events¹⁵. Ethnic minority groups may be at increased risk of suffering harm in hot weather as significant proportions of these groups live in urban environments and there is evidence to show that when there is a heatwave the urban 'heat island' effect increases mortality rates¹⁶ and many live in poor housing in urban areas with few green spaces¹⁷.

Ethnic minority groups are therefore likely to benefit disproportionately from measures to support residents to be more resilient to a changing climate (increased risk and severity of extreme weather) and the co-benefits associated with a transition to net zero carbon

¹³ [The impacts of fuel poverty | Fuel Poverty Action](#)

¹⁴ Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming p31

¹⁵ [The Impacts of Climate Change on Marginalised Groups](#)

¹⁶ [Equality analysis Heatwave plan for England 2013](#)

¹⁷ [Cut off from nature, UK's ethnic minorities hit harder by heat | Context by TRF](#)

emissions, such as health benefits from reduced air pollution as a result of encouraging sustainable low/zero carbon travel as these groups are vulnerable to poor air quality¹⁸.

Ethnic minority groups will also directly benefit the most from actions to reduce emissions, such as measures to improve energy efficiency in homes (e.g. the installation of better insulation, often through the use of government grants) can improve the efficiency of poor housing and reduce fuel poverty, which disproportionately benefits groups who may face higher costs of living and lower incomes and are at greater risk from health problems that can get worse or result from cold and damp living conditions¹⁹ and so would benefit from better health and wellbeing from being able to heat their homes adequately.

A stated focus of the Engagement Supporting Document, the subject of the Cabinet report is: 'Ensuring that our climate change strategy is fair and inclusive, to deliver a just transition, so that those most affected by climate change are not left behind and the benefits of addressing climate change are shared widely and felt by all' and so the new strategy will achieve this through the actions that will be developed for the Community support and behaviour change objective, which will provide accessible/inclusive support to empower low-carbon behaviour change, ensuring benefits are shared widely, such as through support and grant funding through Action on Energy for insulation measures.

Cambridge is one of the most diverse places in the country outside of London, with an increasing proportion of its population made up of ethnic groups that are non-white. In the 2021 Census, 25.5% identified themselves as belonging to non-white groups, compared to 17.5% in 2011 and 10.0% in 2001. This is a considerably more diverse profile than the national average: in England as a whole in 2021, the white population was 81.0%, with ethnic minorities making up 19.0% of the population.

Given the diversity of Cambridge and that ethnic minority groups may be disproportionately negatively impacted by climate change it is important to seek their views on the strategy through the Engagement Exercise and ensure that once the Strategy is in place communication methods are accessible to the as some ethnic minority residents may experience language barriers, which may make it more difficult to access information provided by the Council. The Council's Engagement Exercise will ensure communication and engagement methods used are accessible to ethnic minority groups with support from internal teams and groups who work with ethnic minority groups.

(g) Religion or belief

No impacts have been identified specific to this equality group.

¹⁸ Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming p218

¹⁹ [The impacts of fuel poverty | Fuel Poverty Action](#)

(h) Sex

No impacts have been identified specific to this equality group.

(i) Sexual orientation

No impacts have been identified specific to this equality group.

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

- **Low-income groups or those experiencing the impacts of poverty.**
- **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).**

Intersectionality

One of the proposed objectives: ‘Community support and behaviour change: Provide accessible/inclusive support to empower low-carbon behaviour change, ensuring benefits are shared widely’ is worded to ensure that actions that are proposed will ensure a just transition. A just transition means ensuring that change is ‘as fair and inclusive as possible to everyone concerned’. ‘leaving no one behind.’²⁰

Some groups might be more greatly impacted than others by climate change like by adverse weather events, rise in temperatures causing overheating, and by air pollution such as older people, babies and toddlers, disabled people, people who may be likely to experience poverty, those with caring responsibilities and people with care experience. Groups may be directly more disadvantaged by climate change as it impacts directly on their health or impacted due to lack of support networks/ barriers to seeking information (like language

²⁰ [Leaving No One Behind in the Transition Towards a Low-Carbon Economy | UNFCCC](#)

barriers and digital exclusion). Where people have more than one of these characteristics, issues may be exacerbated. For instance, some groups are more likely to experience poverty than others such as disabled people, some ethnic groups and lone parent families (most likely to be headed by women)²¹. National evidence identifies that around half of people in Pakistani (49%) and Bangladeshi (56%) households live in poverty. This makes Pakistani people more than two-and-a-half times, and Bangladeshi people 3 times more likely as people in white households (19%) to be in poverty.

Some ethnic groups experiencing poverty may have barriers from seeking information/support to help them where English is their second language. Disabled people are more likely to experience poverty, have barriers from accessing info (associated with digital exclusion or lack of reasonable adjustments to communication methods associated with impairments like visual/ learning disabilities) and may be more likely to have health issues exacerbated by effects of climate change. Lone parent families that experience poverty might include babies or very young children who are also more likely to have their health impacted negatively by climate change. Where walking, cycling and public transport are encouraged, it must also be borne in mind that people with caring responsibilities are likely to take more trips and may be more likely to use prams and buggies, and disabled people may have mobility needs.

Low-income groups or those experiencing the impacts of poverty

The national Climate Change Committee suggests that people in poverty are most likely to be affected by the risks and impacts of climate change²² and are likely to benefit most from the co-benefits of reducing carbon emissions, such as the health benefits of improved air quality²³.

For low-income households, the economic costs of low-carbon transitions (such as changes to energy systems or cars) could disproportionately affect households already facing financial inequalities. The Strategy and action plan, when developed, will include actions related to grant funding available to residents on low incomes for energy efficiency upgrades and low-carbon heating through Action on Energy and the Cambridgeshire Energy and Retrofit Partnership (CERP).

²¹ [UK Poverty 2025: The essential guide to understanding poverty in the UK | Joseph Rowntree Foundation.](#)

²² Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming p31

²³ Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming p218

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.)

- Public engagement on the draft strategy is proposed to take place during October and November 2025. This engagement will be done in partnership with South Cambridgeshire District Council, so that both councils can engage on their respective new climate strategies. The engagement exercise will look to engage local residents, especially those with limited knowledge of climate change, as well as representatives from local businesses. It will also engage vulnerable groups as we recognise it is important to include harder to engage with and be mindful of vulnerable groups, minority groups and low-income households to prevent "maladaptation," which are actions that may lead to increased risk of adverse climate-related outcomes, increased vulnerability to climate change, or diminished welfare, now or in the future, which can disproportionately affect vulnerable groups and can increase existing inequalities.
- Engagement methods are likely to include an online survey (hosted on the Council's GoVocal platform) to be completed by residents, businesses and community organisations. The online survey will collect demographic information from respondents.
- We will also engage with stakeholders using meetings/workshops through forums such as the City Leaders Climate Change Group (to engage businesses and anchor institutions in the city) and the Local Climate Change Forum (comprising local environmental community groups)
- To reach those who do not have access to the internet or would prefer to not respond using a computer, we will provide paper copies to those who request it and have a supply of paper copies in locations such as Mandela House, libraries and community centres.
- We will analyse responses from the engagement exercise in October and November and if any negative equality impacts have been identified, will work to mitigate them in the development of the Climate Change Strategy and action plan. The Council will continue to focus on the impact of climate change on vulnerable residents over the course of the development of the Climate Change Strategy to ensure a just transition and will produce a new EqlA assessment by February 2026, ahead of the finalised Strategy and action plan being presented to Cabinet in March 2026.

12. Do you have any additional comments?

To ensure all groups have access to information on climate change, the Council will continue to provide carbon literacy training to staff, councillors and residents. The residents training is designed to be relevant to all income groups, including low-income groups, and includes low and no cost steps they can take to reduce their carbon footprint and be more prepared to the effects of climate change which will often have a positive impact on other

areas of their life too, for example adding insulation will lower energy bills, create a more comfortable home and healthier home, less at risk of damp.

The majority of the actions that will be developed for the objectives being consulted on in the Engagement Support Document will benefit all groups and particularly those on low incomes and those that are most vulnerable to the impacts of climate change as resilience will be increased, energy cost savings made and air quality improved as a result of implementation of the actions,

13. Sign off

Name and job title of lead officer for this equality impact assessment: Jemma Little, Head of Economy, Energy and Climate

Names and job titles of other assessment team members and people consulted: Helen Crowther - Equality and Anti-Poverty Officer, Lily Simmonite - Community Equity Officer, Janet Fogg - Climate Change Officer, Catherine Oakley – Climate Change Officer.

Date of EqlA sign off: 12 September 2025

Date of next review of the equalities impact assessment: 1 December 2025

Date to be published on Cambridge City Council website: 17 September 2025

All EqlAs need to be sent to the Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk

This page is intentionally left blank

REPORT TITLE: Urban Forest Strategy (2026-2036)

To: Cabinet 25 September 2025

Relevant Cabinet Member: Cllr Martin Smart, Cabinet Member for Nature, Open Space and City Services

Report by:

Matthew Magrath, Urban Forest Manager

Tel: 01223 458526 Email: matthew.magrath@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 the Cabinet/Cabinet Member for decision.

1. Recommendations

1.1 It is recommended that Cabinet:

1. Approves the progression to consultation on the new Cambridge City Council Urban Forest Strategy (2026-2036) (UFS).
2. Notes that consultation will take place in two stages: an internal consultation with service delivery partners, followed by a public consultation alongside the Biodiversity Strategy review.
3. Delegates finalisation of consultation documents and proposals to the Director of City Services.

2. Purpose and reason for the report

- 2.1 The current Cambridge City Council Tree Strategy (2016-2026) is due to expire in 2026. A replacement strategy is required to ensure the Council continues to manage and enhance the city's urban forest proactively, to the benefit of existing and future communities, the local environment, and our arboricultural heritage.

The new UFS keeps the same vision as the 2016-2026 Strategy but is shorter and easier to follow. Supporting text and detailed evidence are now provided separately in a suite of Topic Papers, while the main strategy sets out the Council's principles, delivery approaches, and Key Performance Indicators (KPIs). This ensures both clarity of direction and accountability for delivery.

The UFS also reflects the Council's adoption of the term "urban forest¹" in place of "tree strategy," recognising the success of the previous strategy in embedding this concept in public and organisational understanding. The renaming of the Senior Arboricultural Officer post to Urban Forest Manager acknowledges the importance of the urban forest and the need for collective action in its stewardship.

This report seeks approval to proceed to consultation on the draft UFS, to test its deliverability with internal service partners and to seek views from residents, community groups, and other stakeholders.

3. Alternative options considered

- 3.1 1. **Allow the 2016-2026 Tree Strategy to expire.** This option was rejected as it would result in a loss of strategic direction and risk the de-prioritisation of work to protect and enhance canopy cover in the city. It would also waste the investment and progress already made, including tree planting programmes, community schemes, and new evidence from recent studies. Without a successor strategy, this progress could stall or be reversed, reducing the city's

¹ [How to protect and manage the urban forest - GOV.UK](#) (last accessed 27/08/25)

resilience to climate change and the benefits the urban forest provides to communities.

2. **Extend the current Tree Strategy temporarily.** This option was rejected as it would delay the introduction of the improved framework set out in the new UFS. While an extension would maintain continuity, it would postpone the benefits of a clearer structure, measurable KPIs, and a stronger emphasis on equity, biodiversity and climate resilience. It would also risk the UFS becoming misaligned with current policy developments, including the Council's Climate Change and Biodiversity Strategies.
3. **Develop a joint Greater Cambridge Tree Strategy with South Cambridgeshire District Council.** This option was rejected as urban and rural arboricultural needs differ, requiring different approaches to management. In addition, South Cambridgeshire District Council does not currently have a tree strategy in place, and developing a joint approach would therefore delay progress in Cambridge and risk diluting the focus required to manage an urban forest effectively.

4. Background and key issues

4.1 Background

Cambridge's trees and woodlands make a vital contribution to the city's character, environment, and quality of life. They provide shade, improve air quality, reduce flood risk, support wildlife, and make the city more attractive. The Council manages over 30,000 trees on public land, with many more on private land contributing to the wider urban forest.

Since adoption of the Tree Strategy in 2016, progress has been made through new tree planting, improved engagement, and the introduction of new data sources such as canopy cover studies (2008-2018)², the Bluesky Proximitree (a proprietary tree canopy dataset) datasets, the Tree Equity Score UK³ (a tool that measures how fairly tree canopy is distributed across neighbourhoods, based on social and environmental factors), and i-

² [tree-canopy-cover-in-cambridge-between-2008-and-2018.pdf](#) (last accessed 25/08/25)

³ [Tree Equity Score UK](#) (last accessed 25/08/25)

Tree Eco (a tree valuation tool) valuations⁴. These show both the overall value of Cambridge's tree canopy and the unequal way it is spread across the city.

The new UFS continues this direction, updating the framework to reflect organisational changes and best practice. It incorporates learning from the past ten years, strengthens focus on biodiversity, climate resilience, and equitable access to green infrastructure, and introduces measurable KPIs to track delivery.

4.2 Continuity with the 2016-2026 Strategy

The vision set out in the 2016-2026 Tree Strategy remains largely unchanged: to protect, manage, and expand Cambridge's urban forest so that it continues to provide environmental, social, and cultural benefits for current and future generations.

The new UFS carries this vision forward but presents it in a more streamlined and accessible way. Supporting text, detailed analysis, and technical background are now set out separately in a suite of Topic Papers, enabling the main strategy document to focus clearly on principles, delivery approaches, and measurable outcomes.

Together, the UFS and Topic Papers set out a 2025 baseline for trees in Cambridge, showing canopy cover, species mix, risks, and opportunities.

4.3 Key improvements introduced in the new Strategy include:

1. A simpler structure organised around the delivery approaches of Manage more, Protect more, Plant more, Engage more.
2. Introduction of principles to guide delivery and KPIs to support accountability and track progress.
3. Greater emphasis on climate resilience, biodiversity, and equitable canopy cover, responding to new evidence and policy developments.

⁴ [i-Tree Eco project - Cambridge City Council](#) (last accessed 25/08/25)

4. Alignment with the Council's Climate Change and Biodiversity Strategies, ensuring a joined-up approach across interrelated priorities.

4.4 Evolving terminology

While the 2016-2026 document was presented as a 'Tree Strategy,' in practice it functioned as an urban forest strategy in all but name. At that time the decision was taken to avoid the term 'urban forest' as it was considered specialist language.

Since then, through the success of the Tree Strategy and related programmes such as the Cambridge Canopy Project⁵, awareness and acceptance of the concept of the urban forest has grown significantly. The strategy now adopts this terminology to reflect a broader understanding that the city's trees and woodlands form part of a single interconnected urban forest, best managed collectively for public benefit.

This change is reflected organisationally in the renaming of the Council's Senior Arboricultural Officer role to Urban Forest Manager, recognising both the importance of the urban forest to the city and the need for joined-up, cross-sector action in its stewardship.

5. **Corporate plan**

5.1 The Council's Corporate Plan⁶ sets out four priorities for Cambridge:

- Responding to the climate and biodiversity emergencies and creating a net zero council by 2030
- Tackling poverty and inequality and helping people in the greatest need
- Building a new generation of council and affordable homes and reducing homelessness
- Modernising the council to lead a greener city that is fair for all

⁵⁵ [Nature Smart Cities across the 2 Seas programme - Cambridge City Council](#) (last accessed 26/08/25)

⁶ [Corporate plan 2022-27: our priorities for Cambridge - Cambridge City Council](#) (last accessed 26/08/25)

Cambridge's urban forest is a vital natural asset, valued at over £1 billion and delivering more than £1.6 million of ecosystem services each year. Good management of trees and woodlands is essential for climate mitigation and adaptation, and strengthening the role the urban forest plays in tackling inequality and shaping healthy neighbourhoods. Also prioritising innovation to effectively deliver services, the UFS contributes to all four of the Corporate Plan priorities

Specifically, the UFS will:

- Support climate and biodiversity goals by maintaining and expanding canopy cover, storing and sequestering carbon, reducing urban heat, and protecting and enhancing habitats.
- Address inequality by targeting new planting, protection and engagement to areas with lower canopy cover and greater social need, ensuring that all communities benefit from the health and wellbeing value of trees.
- Help create sustainable homes and neighbourhoods, by helping to embed arboriculture into planning and housing design, ensuring new developments include high-quality, resilient green infrastructure.
- Drive modernisation of council services, by providing a clear framework through the four delivery approaches (Manage more, Protect more, Plant more, Engage more) that integrates arboriculture with planning, housing, operations and community services, while helping to attract external funding and innovation.

In this way, the UFS helps deliver the Council's wider vision of a fairer, greener, and healthier Cambridge.

6. Consultation, engagement and communication

6.1 Consultation will take place in two phases:

Phase 1 – Internal consultation (between October and December 2025):

Targeted engagement with internal services and delivery partners to identify any practical or operational issues, ensure alignment across service areas, and confirm that

the UFS's proposals are deliverable.

Phase 2 – Public consultation (between December 2025 and February 2026):

A co-ordinated public consultation will be held alongside the Biodiversity Strategy review, using an umbrella approach. This integrated engagement will enable stakeholders and residents to provide feedback across the two inter-related strategies, while ensuring efficient use of resources and maximising participation.

Feedback from both stages will shape the final UFS. The internal consultation will check that the UFS is practical. The public consultation will give residents and stakeholders the chance to influence it. The final UFS is planned to be presented to Cabinet in March 2026 for adoption, alongside the Biodiversity Strategy review and Climate Change Strategy. Presenting the three strategies together will demonstrate their interconnections and provide a joined-up framework for managing climate, nature, and the urban forest.

7. Anticipated outcomes, benefits or impact

7.1 Approval to consult will let the Council test and improve the new UFS, continuing and strengthening our long-term approach to managing Cambridge's trees. The UFS is expected to deliver the following outcomes:

1. **Improved plan quality:** insights from internal services and the public will help ensure the UFS is both deliverable and widely supported, with principles and KPIs refined in response to feedback.
2. **Increased participation and engagement:** the consultation will raise awareness of the urban forest and encourage greater involvement of residents, community groups, developers, and landowners in its protection and expansion.
3. **Clearer accountability:** the introduction of measurable KPIs will allow progress to be monitored transparently over the lifetime of the UFS.
4. **Raising awareness and education:** positioning “urban forest” as a shared

concept will reinforce collective, public and private, responsibility for the city's trees and woodlands.

5. **Equity and diversity:** by aligning with evidence such as the Tree Equity Score UK, the UFS will be able to target interventions in areas of greatest need, ensuring the benefits of canopy cover are shared more fairly across the city.

What does good look like?

1. A UFS that is accessible, evidence-based, and widely supported.
2. Improved alignment across council services, with delivery roles and responsibilities clearly understood.
3. Broad public awareness of the urban forest as a vital city asset, and active participation in its care.
4. A clear 2025 baseline and KPIs to measure canopy cover, equity, biodiversity and community engagement over the UFS's lifetime.

8. Implications

8.1 Relevant risks

Risk 1: Limited engagement or low participation in the consultation could reduce the quality of feedback.

Mitigation: Strong communications, use of multiple channels (online, events, stakeholder networks), and aligning with Biodiversity and Climate Change consultations to maximise visibility.

Risk 2: Misalignment across internal services may create delivery challenges.

Mitigation: Two-phase approach ensures internal consultation first, identifying practical issues before wider public engagement.

Risk 3: Delay in consultation or strategy adoption could leave a gap in strategic direction when the 2016-2026 Tree Strategy expires.

Mitigation: Forward planning timetable; ability to return to Cabinet later if additional time required.

Risk 4: Loss of key personnel. The Biodiversity Project Officer post is currently fixed term until 2026, with 50% of her role dedicated to the legacy Cambridge Canopy Project engagement activities. If this post is not retained, delivery of the *Engage More* elements of the Strategy will be significantly hampered.

Mitigation: Options for extending or mainstreaming this role will be explored ahead of 2026 deadline to secure continuity of delivery.

Financial Implications

- 8.2 There are no direct financial implications arising from this decision, as approval is only sought to consult on a replacement strategy. Consultation and engagement will be delivered within existing service budgets.

Legal Implications

- 8.3 There are no direct legal implications arising from this decision. The Council already has legal duties to manage and protect trees, and to consult on some decisions, under laws such as the Town and Country Planning Act and the Highways Act. The Urban Forest Strategy will help ensure these duties are met within a clear framework.
- This paper has been checked with Legal Services who confirm they do not have anything to add to the report

Equalities and socio-economic Implications

- 8.4 An Equality Impact Assessment (EqIA) has been completed, reviewed and accepted by the Sustainable City team.

The UFS explicitly addresses issues of equitable access to tree canopy cover across the city. Analysis has highlighted inequalities in canopy distribution that correlate with social and economic deprivation. The UFS responds to this evidence by embedding equity considerations into future planting and management priorities.

Delivery of these priorities depends on effective community engagement. Currently, this is supported by the Biodiversity Project Officer, with 50% of her post dedicated to the legacy Cambridge Canopy engagement programme. As this post is fixed term until 2026, there is a risk to continuity of the Engage More elements of the Strategy if the role is not extended or mainstreamed.

Net Zero Carbon, Climate Change and Environmental implications

- 8.5 Trees and woodlands are a vital part of climate mitigation and adaptation. The UFS sets out a proactive approach to maintaining and expanding canopy cover, contributing to:

- Carbon storage and sequestration, supporting the Council's net zero targets.
- Urban cooling and shade, reducing the impacts of extreme heat.
- Stormwater management, helping reduce local flood risk.
- Biodiversity enhancement, contributing to Biodiversity Net Gain and habitat connectivity.

The UFS complements and aligns with the Council's Climate Change and Biodiversity Strategies.

A climate change rating of MEDIUM POSITIVE has been reviewed and accepted by the Climate Team

Procurement Implications

- 8.6 There are no procurement implications arising directly from this decision as approval is only sought to consult on a replacement strategy.

Community Safety Implications

- 8.7 There are no community safety implications arising directly from this decision. The UFS supports public safety through continued proactive tree management, inspection, and maintenance.

The UFS will guide decision-making across multiple service areas, including Greater Cambridge Shared Planning Services (trees and planning), County Highways (street trees), Greater Cambridge Partnership (transport schemes), City Services Group (public realm, estate management, cemeteries and the crematorium, estate management, projects, flood management and biodiversity), Economy and Place Group (commercial property), Corporate Hub (climate strategy) and Communities Group (environment, community, housing and engagement). Early internal consultation will help ensure consistency and avoid duplication of work across teams.

8.8 Checklist - Impact of the decision:

Financial: No new funding is required for the consultation, which will be delivered within existing budgets. Future delivery of the UFS may require external funding, building on the Council's track record of securing over £1 million since 2019. Actions without identified funding are included in the UFS as aspirational and will only be taken forward if resources become available.

Legal: No new legal duties are created. The UFS supports compliance with existing duties such as tree preservation, the Highways Act, the Environment Act street tree duty, and planning requirements.

Corporate Priorities: The UFS contributes to all four Corporate Plan priorities: responding to the climate and biodiversity emergencies, tackling poverty and inequality, supporting

sustainable housing and neighbourhoods, and modernising council services.

Climate Change, Biodiversity & Sustainability: The UFS has a positive impact. It will help increase canopy cover, capture carbon, provide shade and cooling, deliver biodiversity net gain, and reduce stormwater flooding.

Crime and Disorder / Community Safety: The UFS indirectly supports safety through proactive tree inspection and maintenance.

Discrimination and Equality: The UFS explicitly addresses equity and will identify areas with low canopy cover and higher social need, ensuring fairer distribution of the benefits of trees.

Human Resources: The UFS does not create new posts, though it reinforces the Urban Forest Manager role and may guide future staff development.

ICT: Existing systems such as GIS and online mapping will support delivery and monitoring.

Property: Trees on council land are an asset class but there are no new property implications.

Procurement: None at consultation stage. Future procurement for planting or maintenance will follow standard council processes or our Framework Agreement⁷.

Customer Services: The UFS will provide a clearer framework for responding to public enquiries, complaints and FOIs.

Communications, Consultation & Engagement: A two-stage consultation is planned: internal consultation followed by a public consultation with the Biodiversity Strategy review.

⁷ [Our tree-work partners - Cambridge City Council](#) (last accessed 26/08/25)

Council's values and Target Operating Model: The UFS supports cross-service working, measurable performance through KPIs, fairness through tree equity, sustainability through canopy expansion, protection and resilience, and improved customer focus.

9. Background documents

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

9.1 Draft Urban Forest Strategy 2026-2036

11 Draft Topic Papers 2025 that support the UFS

Tree Strategy 2016-2026 downloadable from <https://www.cambridge.gov.uk/tree-strategy> (last accessed 26/08/2025)

10. Appendices

- 10.1
 - 1. EqlA – 10/09/25
 - 2. Draft consultation plan 8/9/25
 - 3. Draft topic papers – to follow
 - 4. Draft urban forest strategy – to follow
 - 5. Climate Change Rating Tool 10/09/25

To inspect the background papers or if you have a query on the report please contact:
Matthew Magrath; 01223458526; matthew.magrath@cambridge.gov.uk

This page is intentionally left blank

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 please contact the Community Equity Team at equalities@cambridge.gov.uk.

Also, once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking.

1. Title of strategy, policy, plan, project, contract or major change to your service
Urban Forest Strategy 2026–2036 v1 - draft

2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)
To be added to the Council's website once final approval has been given March 2026

3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?
<p>The Strategy sets out Cambridge City Council's long-term approach to protecting, expanding and managing the City's tree canopy. Its aim is to secure the health, resilience and equitable distribution of the urban forest so that all communities benefit from cleaner air, reduced heat stress, enhanced biodiversity, climate resilience and improved wellbeing. It provides a clear framework of principles, aims, policies and actions, ensuring that trees are embedded in planning, infrastructure, climate and health decision-making. It is an extension, revision and continuation of the Citywide Tree Strategy that expires in 2026</p> <p>UFS vision</p> <p>To protect, expand and manage Cambridge's tree canopy, guided by principles of equity, need and environmental value, ensuring that the benefits of urban trees are accessible</p>

across all communities and that the canopy we leave for future generations is healthier and more resilient than what we have inherited.

UFS principles

Five principles serve as the foundation of the Strategy, guiding the approaches taken to a deliver healthier, fairer and more resilient urban forest.

1. Awareness and Action:

A clear-eyed recognition of the challenges we face and a bold plan to address them. Understanding the problems of the past and those we still face, the resulting impact on ecosystem services and taking clear, innovative steps to redress the balance between the built and natural environments.

2. Climate Resilience:

Leveraging urban trees to cool neighbourhoods, capture carbon and reduce flood risk. Protecting and enhancing canopy cover to minimise the occurrence and impact of extreme weather events to minimise damage to the environment, well-being and the economy.

3. Intergenerational Equity:

Protecting and planting today with tomorrow in mind, building a green legacy for the future. Recognising the importance of trees, the time it takes for them to grow and the need for us to act now to benefits our future generations.

4. Public Engagement:

Encouraging community participation, education and shared stewardship of our urban forest. Educating the wider community on the benefits of trees but also how and where they could make their own contribution so taking responsibility in self-protecting the urban forest at a neighbourhood level.

5. Environmental Justice:

Ensuring that every resident, especially those in the most heat vulnerable areas, has access to shade, clean air and nature. With an uneven distribution of trees throughout Cambridge the proactive preservation of existing trees and new planting needs to be prioritised in areas with lower canopy cover.

UFS Aims

1. Increase canopy cover

To protect where appropriate and expand tree canopy across Cambridge, particularly in areas of low provision, enhancing climate resilience, reducing urban heat and contributing to long-term environmental improvement.

In line with the emerging Greater Cambridge Local Plan, the Strategy sets an aspirational target of achieving at least 20% by 2050 canopy cover across Cambridge, to be pursued through protection, public planting, private engagement and integrated policy.

Supporting Climate Resilience, Intergenerational Equity and Environmental Justice principles.

2. Improve the condition and longevity of existing trees

To proactively protect, manage and care for trees throughout their lives, recognising the long-term benefits of a healthy, mature tree population.

Supporting Awareness and Action, Intergenerational Equity principles.

3. Ensure equitable access to the benefits of the urban forest

To address disparities in canopy cover and environmental conditions by focusing efforts on communities that are underserved or most vulnerable to climate-related impacts.

Supporting Environmental Justice, Public Engagement principles.

4. Embed trees and canopy into policy and decision-making

To ensure trees are considered at all levels of planning and design, from infrastructure and development to climate and public health policy.

Supporting Awareness and Action, Climate Resilience principles

5. Support biodiversity and habitat connectivity

To increase species diversity and strengthen ecological networks, recognising trees' roles in supporting wider urban biodiversity.

Supporting Climate Resilience, Intergenerational Equity principles.

6. Promote shared stewardship and community participation

To empower individuals, organisations and communities to take an active role in the care and expansion of the urban forest.

Supporting Public Engagement, Intergenerational Equity principles

7. Build and maintain a strong evidence base

To use high-quality data and research to inform decisions, track progress and respond to emerging threats such as climate change and tree disease.

Supporting Awareness and Action principle

Strengthen the capacity and resourcing needed to deliver the Strategy

8. Build internal capacity, develop strategic partnerships and secure funding to deliver the Strategy

Build internal capacity, develop strategic partnerships and secure funding to ensure the urban forest Strategy can be effectively implemented over the long term.

Supporting Awareness and Action, Intergenerational Equity, Public Engagement principles

4. Responsible Team and Group

Tree Team (City Services, Public Realm).

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):

All people who live in, work in and visit the city, including:

City Council tenants (housing estates and communal areas)

Community groups involved in planting/ urban forestry projects

Developers and landowners affected by new policy guidance

Vulnerable residents in areas of low canopy cover and high climate risk (heat, air quality, flooding).

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:

Subject to approval to go to consultation at Cabinet in September the strategy will proceed to internal consultation to ensure feasibility. Consultees will include:

Greater Cambridge Shared Planning Service

Cambridgeshire County Council (Highways)

Greater Cambridge Partnership

It will then proceed to public consultation in December/January.

8. 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?

- Canopy cover datasets (2008 & 2018) and ward-level analysis
- i-Tree Eco survey (2020–21) of ecosystem services
- Tree Equity mapping
- Tree audit data from Ezytreev (Council-managed trees)
- DiversiTree veteran willow survey (2025)
- Shadeways analysis (2023)
- Free Trees for Babies participation data
- National and local demographic data identifying vulnerable groups most at risk from climate impacts.
 - Tree Equity Score UK [Tree Equity Score UK](#)
 - Local studies analysing tree canopy with IMD
 - [tree-canopy-cover-in-cambridge-between-2008-and-2018.pdf](#)
 - Govt IMD [English indices of deprivation 2019 - GOV.UK](#)

9. 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: Engagement activities are citywide and inclusive and do not discriminate

Children benefit from improved air quality, shaded walking routes to schools, and opportunities to engage in planting/education. Older residents gain health and wellbeing

benefits from access to shaded spaces, reduced heat stress, and opportunities for social connection.

[Health matters: air pollution - GOV.UK](#) - children and older people are especially likely to be impacted by poor air quality so improvements are especially beneficial to them

Safeguarding: Planting projects involving schools/community groups will include safeguarding measures in accordance with Council policy.

Negative impacts: We do not advise seating directly beneath trees. While trees provide important general cooling benefits and shade, seating can create maintenance issues such as clearing honeydew, bird droppings, and fruit fall, as well as potential safety risks. For this reason, we recommend that cooling and shading benefits are enjoyed more generally within treed spaces rather than focused on seating provision beneath individual trees

(b) Disability

Positive: Engagement activities are citywide and inclusive and do not discriminate

Accessible green spaces with shade and improved air quality benefit people with physical and mental health conditions. Increasing urban tree canopy helps prevent heat-related illnesses, respiratory and heart diseases, obesity, and mental health disorders by cooling cities, cleaning air, and reducing stress. Planting programmes consider accessible design (e.g. avoiding obstructions to pavements/paths).

Creating shaded places help foster inclusive, age-friendly spaces where people can pause and recover. Shade not only protects humans from heat it also keeps pavement cooler for assistance dogs, making urban areas more accessible and comfortable for everyone.

Air quality and physical health

Trees and vegetation help capture and hold onto airborne particles, which improves local air quality and delivers measurable health benefits for nearby communities.

[Forest Research – Improving Physical Health](#)

Mental wellbeing and stress reduction

Access to woods and trees supports health and wellbeing by reducing stress, lifting mood, and strengthening the immune system.

[Woodland Trust – Health and Wellbeing](#)

Cooling, air quality, and overall wellbeing

Urban trees provide wide-ranging health benefits: they clean the air, lower asthma levels, reduce stress, and offer shade that helps protect people from heat and sun exposure.

[GOV.UK – The Case for Trees](#)

Potential barriers: None identified.

(c) Gender reassignment

Positive: Engagement activities are citywide and inclusive and do not discriminate

(d) Marriage and civil partnership

Positive: Engagement activities are citywide and inclusive and do not discriminate

No negative impacts identified specific to this group.

(e) Pregnancy and maternity

Positive: Engagement activities are citywide and inclusive and do not discriminate

Improved air quality, shade and reduced heat stress benefit pregnant people and those with infants. The “Free Trees for Babies” scheme provides positive symbolic and environmental benefits for new families.

No negative impacts identified.

(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: Engagement activities are citywide and inclusive and do not discriminate

No negative impacts identified.

(g) Religion or belief

Positive: Engagement activities are citywide and inclusive and do not discriminate

Many faith groups and beliefs value nature for spiritual reasons.

No negative impacts identified.

(h) Sex

Positive: Engagement activities are citywide and inclusive and do not discriminate

Urban forest benefits are universal. Women are more likely to experience caring responsibilities and can benefit from safer, shaded routes for walking with children.

'In 2022, females on average made 18% more walking trips than males' [Walking and cycling statistics, England: Demographic differences in walking and cycling - GOV.UK](#)

No negative impacts identified.

(i) Sexual orientation

Positive: Engagement activities are citywide and inclusive and do not discriminate

Community planting and stewardship events provide inclusive opportunities, fostering social cohesion across diverse groups.

No negative impacts identified.

(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_159kt25g).**

Low-income groups: Targeting of planting and protection in deprived wards improves environmental quality, access to green space, and resilience to heat and flood risks. Free schemes (e.g. Free Trees for Babies) ensure benefits are not income dependent.

Care-experienced individuals: The Strategy does not directly disadvantage this group. Community engagement programmes will be inclusive, offering opportunities for involvement regardless of background.

Intersectionality: Strategy recognises that residents in lower-income, ethnically diverse communities may face compounded disadvantages; canopy prioritisation explicitly addresses this. The Strategy targets canopy cover interventions toward areas where multiple disadvantages overlap (low income, ethnically diverse, health vulnerabilities), and by embedding inclusivity into planting, engagement, and policy frameworks.

10. 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.)

1. Equality impacts will be monitored through delivery of actions and KPI reporting (tree planting by ward, canopy change, engagement participation). We will specifically report on Free Tree for Babies given away and canopy cover correlations with the Index of Multiple Deprivation every 10 years.
2. Consultation feedback will be analysed for equality impacts, with adjustments made where barriers are identified.
3. Engagement materials will be reviewed for accessibility (plain English, translations where needed, digital and non-digital formats).

4. Draft strategy to Sept Cabinet for approval to go to consultation
5. Internal consultation October to December 2025
6. Public consultation (with the Biodiversity mid-period review) December to January 2026
7. March 2026 Cabinet for final approval
8. EqlA will be reviewed post public consultation (2026) and before final approval in March 2026.

11. Do you have any additional comments?

The Strategy actively supports environmental justice, ensuring equitable access to shade, clean air and green infrastructure across Cambridge. It seeks to reduce health inequalities linked to climate impacts and promote inclusive participation in stewardship of the City's trees.

12. Sign off

Name and job title of lead officer for this equality impact assessment: Matthew Magrath, Urban Forest Manager

Names and job titles of other assessment team members and people consulted: Cllr Smart – Executive Councillor; James Elms – Director; Alistair Wilson – Project sponsor; Kenny McGregor, Jake Camilleri, Natalie Lambert - delivery; Helen Crowther – Equity & Community Power Manager & Graham Lewis Community Equity Officer

Date of EqlA sign off: 10/09/25

Date of next review of the equalities impact assessment: March 2026

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

All EqlAs need to be sent to the Community Equity Team at equalities@cambridge.gov.uk

Drafted by Matthew Magrath 04/09/25 v1

Modified following Equalities review and feedback 09/09/25 v1.1

Equalities review 09/09/25 v1.2; Equalities final review 09/09/25 v1.3

Sign off v2

This page is intentionally left blank

Draft Consultation Plan: Urban Forest Strategy 2026-2036

V1

Contents

Purpose.....	1
Objectives	2
Phase 1: Internal Consultation	2
Audiences.....	2
Methods.....	2
Outputs	3
Timeline	3
Phase 2: Public Consultation	3
Audiences.....	3
Methods.....	3
Survey Content.....	3
Outputs	3
Timeline	4
Risks and Mitigation	4
Expected Outcomes.....	4

Purpose

The consultation plan sets out how Cambridge City Council will engage stakeholders in the development of the Urban Forest Strategy (UFS) 2026-2036. It follows a two-phase approach:

1. Internal consultation (Oct-Dec 2025): to test deliverability, identify risks, and ensure cross-service alignment.
2. Public consultation (Dec 2025-Feb 2026): to gather views from residents, community groups, businesses, and other stakeholders, to be delivered alongside the Biodiversity Strategy mid-period review.

Objectives

1. Check deliverability: ensure UFS policies and actions are realistic for services and partners.
2. Ensure alignment: integrate with Climate Change, Biodiversity, Local Plan, and Corporate priorities.
3. Raise awareness: promote understanding of the “urban forest” as shared city infrastructure.
4. Gather feedback: test public support for UFS aims, principles, and delivery approaches.
5. Encourage participation: foster stewardship, planting, and care for trees across the city.

Phase 1: Internal Consultation

Audiences

- City Services Group: Tree Team, Public Realm, Housing, Cemeteries & Crematorium, Flood Management, Biodiversity.
- Greater Cambridge Shared Planning Service: Development Management, Policy, Urban Design, Built and Natural Environment
- Cambridgeshire County Council: Highways, flood/drainage.
- Greater Cambridge Partnership: Transport schemes.
- Economy & Place Group: Commercial property, development, Climate.
- Corporate Hub: Sustainability, Finance, Legal and Communications.
- Communities Group: Engagement, Housing.
- City and County Councillors.
- Cabinet members

Methods

- Email invitation to Directors to cascade consultation to relevant Officers, with informative as to the relevant areas of the UFS to each group.
- Email invitation to partners, with informative as to the relevant areas of the UFS to each partner.
- Email invitation to Councillors.
- Targeted email invitation to Officers with known associations and interests the city urban forest, with informative as to the relevant areas of the UFS to each partner.
- Circulation of draft UFS & Topic Papers via SharePoint or email attachment for those without SharePoint access.
- Structured feedback via MS Forms survey and comments in SharePoint.

Outputs

1. Internal feedback report with recommendations.
2. Revised UFS for approval by the Director of City Services Group
3. Approval post internal consultation UFS draft for public consultation.

Timeline

- October 2025: circulation and briefing sessions.
- November 2025: internal consultation report finalised.
- December 2025: draft UFS ready for public consultation alongside the Biodiversity mid-period review

Phase 2: Public Consultation

Audiences

- Residents and community groups: citywide.
- Friends and Residents' Associations: e.g., FeCRA, Abbey People, RAs.
- Landowners and businesses: Colleges, developers, utilities, major employers.
- Environmental and civic groups: Cambridge Past Present & Future, Cambridge Nature Network.

Methods

Aligned with Climate consultation channels:

- Online hub (Engage Cambridge) with UFS survey
- Council website & social media (#CamTrees).
- Printed summary leaflet with QR code links.
- Libraries, community centres, warm hubs (leaflets, QR codes).

Survey Content

- Awareness and support for UFS vision, aims, and principles.
- Support for specific policies (Manage more, Protect more, Plant more, Engage more).
- Views on canopy equity, biodiversity, and urban cooling.
- Views on tree protection and planting.

Outputs

- Public consultation report ("you said, we did").

Appendix 2

- Final revised UFS.

Timeline

- December 2025: launch consultation with Biodiversity Strategy.
- December 2025 - Jan 2026: outreach activities and survey live.
- Feb - March 2026: review responses and final draft
- March 2026: final UFS to Cabinet, alongside Climate Change and Biodiversity Strategies.

Risks and Mitigation

Risk	Mitigation
Low participation from public	Multi-channel promotion (social media, libraries, RAs). Align consultation with Biodiversity Strategy to maximise visibility.
Misalignment across internal services	Two-phase approach: internal consultation first, followed by public.
Limited staff capacity	Use existing networks and Climate consultation channels. Coordinate with Biodiversity Officer and Comms Team.

Expected Outcomes

- UFS refined through internal and public input.
- Stronger alignment across Council services.
- Broader public awareness of the urban forest.
- Community, business, and landowner buy-in to shared stewardship.
- Final strategy ready for adoption in March 2026, alongside Climate and Biodiversity Strategies.

1. IMPACT ON CARBON EMISSIONS (MITIGATION OF CLIMATE CHANGE)				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, Trees provide shading, reduce energy demand, and sequester and store carbon.	no
		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	No	No	Consider: - Will resources be reduced or reused? - Will you use recycled goods? - Will recycling facilities be increased? There is no direct other than wood waste which is recycled by our contractors. Indirectly, pollution will be ameliorated through improved air quality, as trees intercept particulates and absorb pollutants. Non-potable stormwater will be captured and stored by trees and their root systems, reducing the volume entering the drainage network for treatment and lowering associated carbon	no
		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	Medium Positive	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? Reduced reliance on vehicles through shading and increased active travel	no
		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	No	No	Consider: - Use of locally grown/ produced food - Reducing use of imported food - Reducing use of meat Not directly relevant to food, but indirect benefit through community orchards.	no
		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 :				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	High Positive	Yes	Yes	Consider: Building orientation and installing measures such as Brise Soleil to reduce heat gain and plant hydration methods. Significant contribution to shading, reducing overheating impacts.	no
		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	No	No	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. No direct benefits. Indirectly, urban cooling from trees reduces local heat stress and evaporation, helping conserve water resources while providing shade and comfort.	no
		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	Low Positive	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) Trees reduce runoff, improve infiltration, and contribute to SuDS.	no
		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	Low Positive	Yes	Yes	Consider: the need to install stabilisation measures and ensure robust structures resilient to high winds Urban trees reduce wind tunnelling and exposure, but minor overall effect.	no
		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	No	No	Source food locally, and provide meat-free catering to reduce vulnerability to food shortages and reduce emissions from transport and farming of food Not directly relevant to food, but indirect benefit through community orchards.	no
		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	High Positive	Yes	Yes	Provide net gain mitigation if required and seek enhancement in projects of all types and scale Trees enhance habitat connectivity and biodiversity, strengthening the city's resilience to climate change.	no
		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:

Note: Not all of the considerations/ criteria listed below will necessarily be relevant to your project

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 overall impact of the Urban Forest Strategy is assessed as moderately positive, with benefits across rating areas of energy use and heatwaves, transport, and biodiversity. In terms of mitigation, the Strategy supports carbon sequestration through the protection and planting of long-lived, large-canopy species, reduces energy demand from buildings by providing shade that lowers summer cooling requirements, flooding, storms and biodiversity. In terms of mitigation, the Strategy supports carbon sequestration through the protection and planting of long-lived, large-canopy species, reduces energy demand from buildings by providing shade that lowers summer cooling requirements, and improves local air quality by intercepting pollutants and particulates. For adaptation, the Strategy delivers urban cooling to reduce heat stress, reduces surface water runoff, and promotes species diversification and drought-tolerant planting to increase resilience under changing climate conditions. In relation to biodiversity and the wider environment, the Strategy enhances habitat connectivity, secures biodiversity sustainability and enhancement through new planting and sensitive management of veteran and high-value trees, and improves stormwater quality by capturing and filtering non-potable water before it enters the treatment system. While the overall benefits are medium rather than high because the Strategy's indirect contributions to carbon reduction are less significant than direct emissions savings, no significant negative impacts have been identified.

This page is intentionally left blank



REPORT TITLE: Establishment of new loan facilities for Cambridge Investment Partnership

To:

Cabinet

25 September 2025

Lead Cabinet Member: Cllr Simon Smith Cabinet Member for Finance and Resources

Report by:

Jaques van der Vyver, Senior Development Manager

Tel: 01223 457218 Email: jaques.vandervyver@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 It is recommended that Cabinet recommend to Full Council:

1. The approval of a capital budget totalling £18.5 million for the provision of three new development loan facilities to Cambridge Investment Partnership LLP in respect of regeneration activities and new build development at Newbury Farm, ATS/Murketts Histon Road, and Fanshawe Road.
2. The setting of fixed interest rates applicable to the above loans at 3.5% per annum above the prevailing 5 year UK gilt rate (to be set no later than the date of each drawdown).
3. The approval of a capital budget totalling £4.677 million for the provision of equity loan facilities to Cambridge Investment Partnership LLP in respect of the same three schemes, noting that such equity will be matched by an equal investment by Hill Investment Partnerships LLP.
4. The delegation of authority to the council's Chief Finance Officer to agree the full

and detailed terms of the loan with Cambridge Investment Partnership LLP, after taking appropriate professional advice and with due regard to relevant statutory requirements.

2. Purpose and reason for the report

- 2.1 Cambridge Investment Partnerships LLP (CIP) requires financing in order to progress the approved development sites at Newbury Farm, ATS/Murketts Histon Road, and Fanshawe Road. HRA capital budgets in respect of the council's purchase of affordable housing on these sites has already been allocated.
- 2.2 In line with past schemes, including Cromwell Road and Mill Road, it is proposed that the council contributes towards this financing requirement through the provision of both development and equity loans. These are explained in more detail at section 4.
- 2.3 Under the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, loans given by the council for capital purposes are to be treated as capital expenditure. The council's constitution provides that budget for new capital expenditure can only be allocated by full council.

3. Alternative options considered

- 3.1 The council could choose not to provide loan financing to CIP. In this case, CIP would need to secure alternative financing from a third party, which would likely add time and administration costs to the project. The council would also lose the modest return to the General Fund that the loans will generate. This option is therefore not recommended.

4. Background and key issues

- 4.1 Loans to CIP have to date been enacted for developments at Cromwell Road, Mill Road at Orchard Park L2, and for land acquisitions at ATS/Murketts and Newbury Farm.
- 4.2 Separate Approvals by the Executive Councillor for Housing have already been

received for:

- the council acquisition of affordable homes at ATS/Murketts, Newbury Farm, and Fanshawe Road from CIP.
- Disposal of the land at Fanshawe Road to the CIP for the purposes of housing redevelopment.

- 4.3 Having received favourable planning resolution, CIP have now commenced development works on site, and approval is herewith sought to establish loan facilities, to be utilised solely for the purposes of housing delivery, and covering regeneration activities and new build development at Newbury Farm, ATS/Murketts Histon Road, and Fanshawe Road.
- 4.4 The development loan facilities sought to be established will amount to a maximum allowable drawdown of £5.5 million at Fanshawe Road, £6 million at Newbury Farm, and £7 million at ATS/Murketts. Loans will be secured by way of a charge against the assets of CIP.
- 4.5 There has been considerable change in public sector lending rules since prior funding arrangements were agreed between the council and CIP, including changes set out in the Subsidy Control Act 2022. Given the above, the Council in late 2024 appointed its treasury management advisers, MUFG Corporate Markets, to complete a review of proposed development funding, to evaluate the subsidy control implications, and to highlight other factors which need to be considered in the provision of financial assistance to CIP, to ensure compliance. The resulting advice has been reviewed by the council's Chief Finance Officer, and Freeths acting for the council.
- 4.6 In line with this advice, it is proposed that interest rates on the development loan facilities are set at a margin of 3.5% above the prevailing 5 year UK gilt rate, to be set no later than the date of each drawdown.
- 4.7 Development loan facilities will be subject to a covenant, to the effect that any funds drawn down are to be utilised solely for the purposes of housing delivery on the three sites, including regeneration activities, new build development and delivery of affordable

housing.

- 4.8 Linked to the development loan facility is a requirement for 50:50 equity funding of the project by each CIP joint venture partner, being the council and Hill Investment Partnerships LLP. Such equity funding reduces the interest burden on the development, thus lessening overall cost of delivery and facilitating overall financial viability. Current modelling assumes a combined equity funding requirement of £9,352,405 which will precede any development loan facility drawdown and be equally sourced from each JV partner.
- 4.9 Budget approval is therefore requested for £4.677 million for the council share of the equity investment, which will be subject to priority repayment as sales of market housing progress. Since this is an equity investment and each partner contributes equally, interest is charged at a notional rate of 5%. This ensures that a reasonable cost of capital is assumed when developing CIP scheme appraisals; although clearly any interest paid on equity loans will reduce the level of profits available for distribution to partners at scheme close, so the interest rate charged on equity loans does not affect the total return to the council.
- 4.10 Following approval by full council, the council's Chief Finance Officer will work with CIP to agree the exact terms of the loan, for example drawdown and repayment arrangements, interest charging periods and payment dates, and the source and timing of the UK gilt rate to be used for the purposes of setting interest rates. The loan agreements themselves will be in a form as advised by Freeths.

5. Corporate plan

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

Priority 3:

- increasing the delivery of homes, and in particular affordable housing, including Council homes, to meet housing need
- diversifying the housing market and accelerating housing delivery

- working with key partners to innovate and maximise available resources

Priority 4:

- run our services in an efficient way, generating income where appropriate to reinvest into other council services

5.2 The Council as a 50/50 Partner in the Cambridge Investment Partnership benefits directly from:

- joint equity funding of the joint venture operations, ensuring risk sharing while facilitating large scale housing delivery within the city;
- the ability to offer loan facilities which provide a modest return; and
- the ability as a joint venture to make use of preferential financial terms for borrowing repayment.

6. Consultation, engagement and communication

6.1 Specialist external treasury and legal advice has been sought which confirms the council approach to setting of borrowing rates.

6.2 This report has been reviewed by the council's Chief Finance Officer in line with his statutory capacity as Section 151 Officer.

7. Anticipated outcomes, benefits or impact

7.1 Provision of financing to CIP will support the timely delivery of three mixed tenure housing schemes in the city, including 133 affordable units for purchase by the HRA. This is the primary purpose of the loan.

7.2 As a secondary and incidental benefit, the General Fund will make a modest gain from investment income on the loan balances at a rate higher than that achieved by other council investments, whilst still representing a fair commercial rate for CIP.

8. Implications

Relevant risks

- 8.1 Any investment of this nature carries an inherent risk of default on future loan repayments, as reflected in the interest rate charged. However, this is significantly mitigated by the following factors:-
- The development loans will be secured by way of a charge against the assets of CIP.
 - Loan facilities will fund development works which are capital in nature, so as the loan is drawn down and spent, the value of assets against which it is secured can be expected to increase.
 - The council is a 50:50 partner in CIP, with representation on the Board and equal decision-making powers.

Financial Implications

- 8.2 The loan facilities will have a modest net positive impact upon the council's General Fund. Both the development and equity loans will generate interest income at rates higher than the council's current average investment return rate. In accordance with agreed past practice, any additional interest income generated over and above the average investment return rate will be transferred to an earmarked reserve for use to fund other development activity within the city. However, the principal purpose for making the loans is to support the delivery of mixed-tenure housing in the city, not to generate a financial return for the council.

Legal Implications

- 8.3 External legal advice has been sought and supports the council's approach to making of the loan and setting the applicable interest rates.

Equalities and socio-economic Implications

- 8.4 Each of the three schemes to be supported through the loan financing had their own Equalities Impact Assessment (EqIA) which accompanies the relevant reports approved by the Executive Councillor for Housing. The EqIAs mainly highlight the benefits of the council retaining direct control of new housing development itself, ensuring a focus on the delivery of housing which meets a diverse range of housing needs. The assessments underline the need for affordable housing to help those most likely to suffer poverty as well as ways in which new affordable housing will directly save money for tenants, such as energy saving measures and reducing the impact of fuel poverty.

Net Zero Carbon, Climate Change and Environmental implications

- 8.5 Climate Rating Tool assessments were completed for each scheme at approval stage. Schemes were assessed as net low positive (Fanshawe, Newbury Farm) and net medium positive (ATS/Murketts).

All schemes meet or exceed Local Plan requirements for sustainability, with water usage designed to be below 100l per person per day, and with Fanshawe Road affordable housing designed to CamStandard as adopted through the council's Sustainable Housing Design Guide.

Procurement Implications

- 8.6 None identified.

Community Safety Implications

- 8.7 None identified.

9. Background documents

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

9.1 None

To inspect the background papers or if you have a query on the report please contact Jaques van der Vyver, Senior Development Manager, tel: 01233 457218, email: jaques.vandervyver@cambridge.gov.uk



REPORT TITLE: 2025/26 Q1 Finance Monitoring Report

To: Cabinet

25 September 2025

Lead Cabinet Member: Cllr Simon Smith, Cabinet Member for Finance and Resources

Report by:

Matthew Fernandez-Graham, Head of Finance

Tel: 01223 458134 Email: matthew.fernandezgraham@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 he is content for the report to be put to the Cabinet for decision.

1. Recommendations

1.1 It is recommended that the Cabinet:

1. Note this 2025/26 Q1 Finance Monitoring Report and the forecast overspend against budget of £29k on the General Fund and the forecast overspend against budget of £1.876m on the Housing Revenue Account.
2. Note the progress to date on delivering against the savings targets for the General Fund and the Housing Revenue Account.
3. Note the actions planned by services to ensure that overspends are addressed and that the savings targets are achieved.
4. Note the progress on the capital programme for Q1.
5. Note the performance against the Prudential Indicators for Treasury Management for Q1 as set out at Appendix C.

2. Executive summary

2.1 Key messages

While the General Fund is broadly on track due to strong income performance, the Housing Revenue Account faces significant pressures. Continued monitoring and corrective actions are being taken to maintain financial resilience.

Revenue budget

- General Fund (GF): Forecast overspend of £29k.
- Housing Revenue Account (HRA): Forecast overspend of £1.876m.

Capital programme

- GF: Forecast underspend/slippage of £20.2m (incl. £16.8m underspend on Park St).
- HRA: Forecast underspend/slippage of £53.6m.

Savings targets

- GF: Target £8.249m, Forecast £9.935m (overachieving).
- HRA: Target £269k, Forecast £234k (shortfall).

2.2 General Fund (GF)

Overspend drivers

- Crematorium income shortfall - competition & consumer preferences (£343k).
- Pay pressures in City Services following restructure (£275k).
- Grafton East car park underperformance due to local businesses closing (£224k).

Offsetting gains

- Car park income overperformance due to higher usage (£1m).
- Shared Waste Service surplus from higher commercial income (£280k).
- Planning income from fees and grants (£562k).

2.3 Housing Revenue Account (HRA)

Overspend drivers

- Housing repairs, including damp/mould (£555k) and security/fire safety (£562k).
- Higher voids and arrears reducing rental income (£150k).
- Agency staffing and compliance costs (£290k).

Capital slippage

- Major schemes delayed: East Road, Princess & Hanover, East Barnwell.
- £51.3m of capital budget expected to be carried forward.

2.4 Key risks

- If HRA overspends persist and are not mitigated, less money available for capital spend (including new build), leading to more borrowing.
- Significant capital Slippage may lead to inflationary cost increases.
- Ongoing impacts from recent restructuring may still impact upon delivery of savings in 2025/26 and beyond.

3. Purpose and reason for the report

- 3.1 This report outlines the financial position on revenue and capital budgets as at the end of Q1 (April to June 2025) and forecast outturn position for 2025-26. Quarterly presentation of this information to Cabinet is in line with best practice under the CIPFA Financial Management Code. The report also provides details of performance against Prudential Indicators as at Q1 in line with the CIPFA Treasury Management Code of Practice.

4. Alternative options considered

- 4.1 It would be possible to decide to take no actions to address the overspends outlined in this report and to ensure that the savings targets are met. This is not advisable as any overspends would then need to be funded from reserves, which would therefore not be available to meet the Council's priorities.

5. Background and key issues

5.1 Highlights and key messages

While the General Fund is broadly on track due to strong revenue income performance, the Housing Revenue Account faces significant revenue pressures. Continued monitoring and corrective actions are being taken to maintain financial resilience.

General Fund (GF)

There is an overall forecast revenue overspend against budget of £29k on the General Fund. However, there are significant variances within this. Underachievement of income at the crematorium due to competition and changing consumer preferences, pay pressures affecting streets and open spaces and lower than budgeted income from the Grafton Centre East car park caused by closure of nearby businesses reducing footfall is balanced by increased income over the remaining car parks. The overspend would reduce the planned contribution to the General Fund reserve by £29k, so that the contribution reduces to £3.382m.

Housing Revenue Account (HRA)

There is an overall forecast revenue overspend of £1.876m on the Housing Revenue Account. This is principally due to an overspend on housing repairs, continuing the trend from 2024/25. A higher level of voids and arrears is also expected to reduce rental income. The overspend would lead to a reduction of £864k in the HRA balance rather than the planned increase of £1.012m.

Savings target

Savings targets were set at £8.249m on the GF and £269k on the HRA when the 2025/26 budget was approved. As at Q1, the GF is expected to achieve £9.935m in savings for the year, due mainly to overachievement of income in the shared waste and planning services and car parks. The HRA is forecast to achieve £234k in savings and further work on the impact of the group redesign is ongoing.

Capital

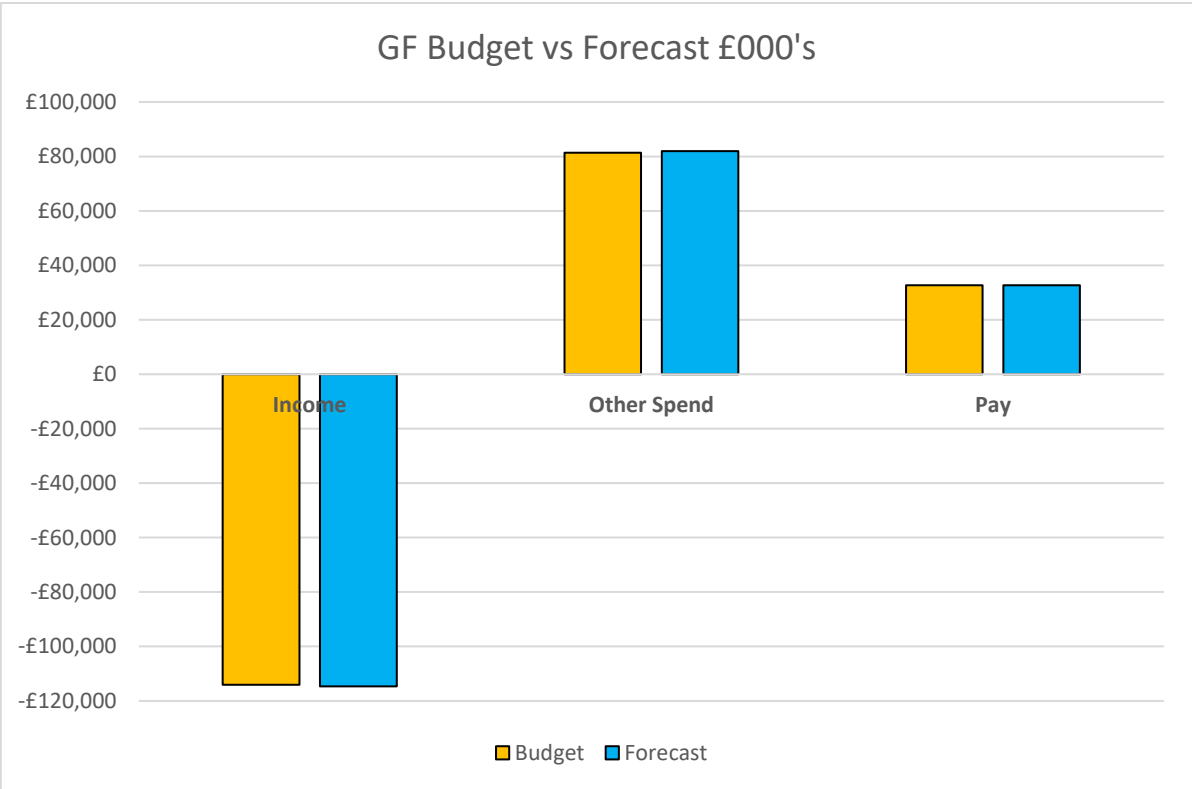
The re-provision of the Park Street Car Park with a new hotel has come in very

significantly under budget thanks to effective procurement and project management. At the end of the project, it is expected that there will be an overall underspend of c £16.8m on a £58.7m total project budget.

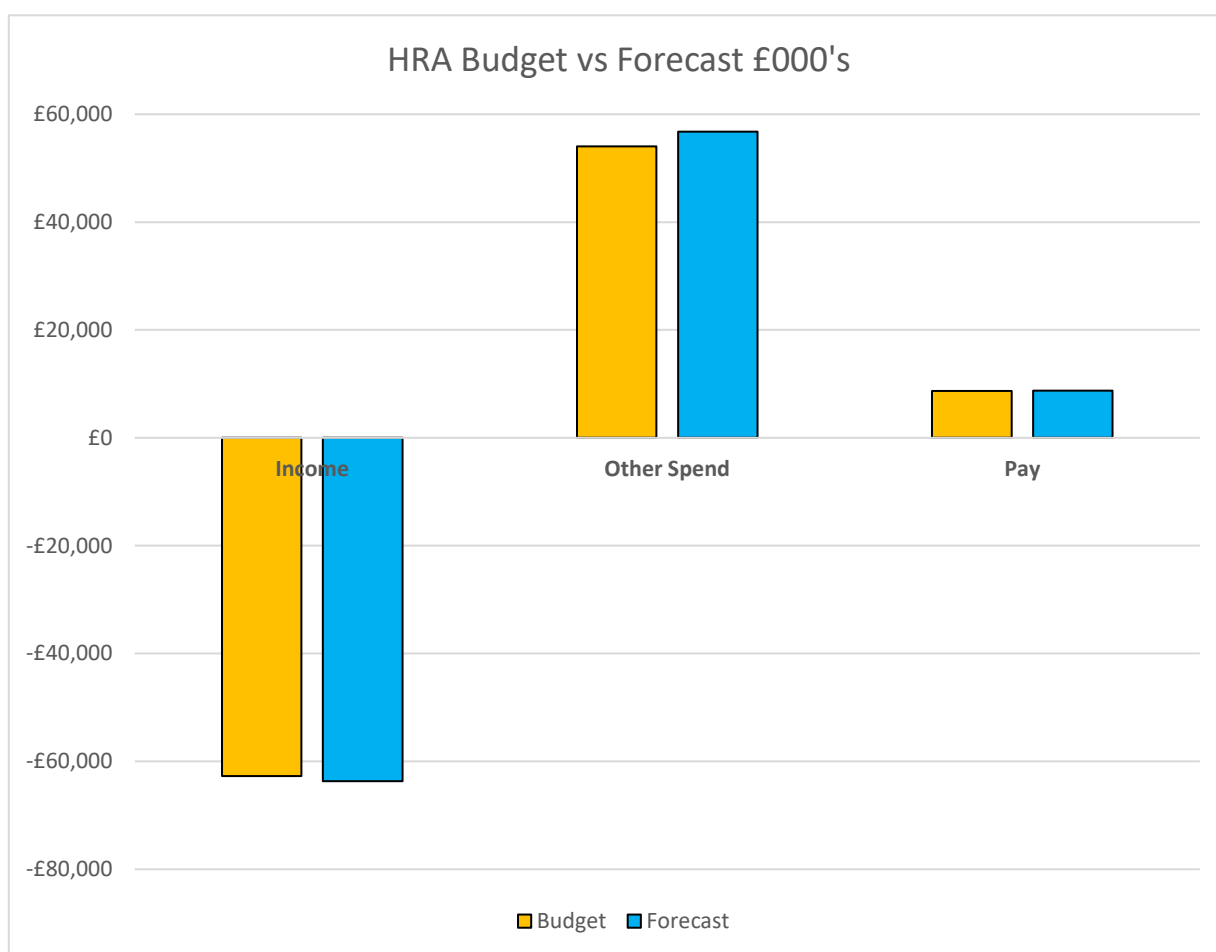
Treasury management

The Council is compliant with all the Prudential Indicators set out in its Treasury Management Strategy.

5.2 Overall financial performance – General Fund



5.3 Overall financial performance – Housing Revenue Account



6. General Fund (GF)

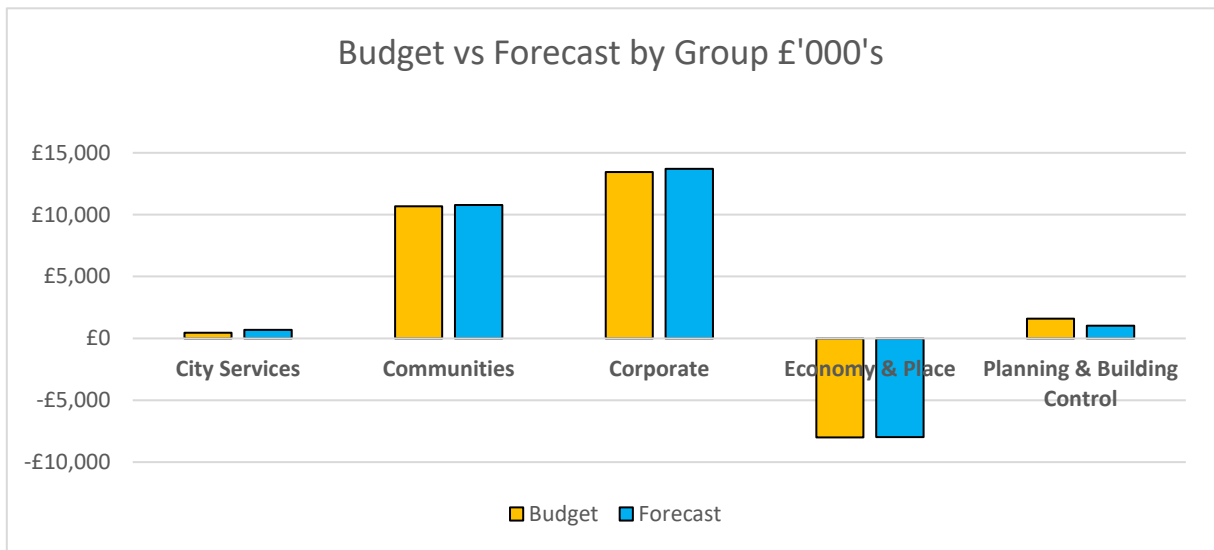
6.1 Revenue budget

The overall forecast revenue budget position on the General Fund is set out in Appendix A(i). There is an overall forecast overspend against budget of £29k on the GF. The overspend would reduce the planned contribution to the General Fund reserve by £29k, so that the contribution reduces to £3.382m.

The graph below shows performance against budget broken down by Group. The major reasons for underspends and overspends are set out in the following review of performance by each Group Director.

Details of all variances greater than £50,000 along with commentary are contained in Appendix A(ii).

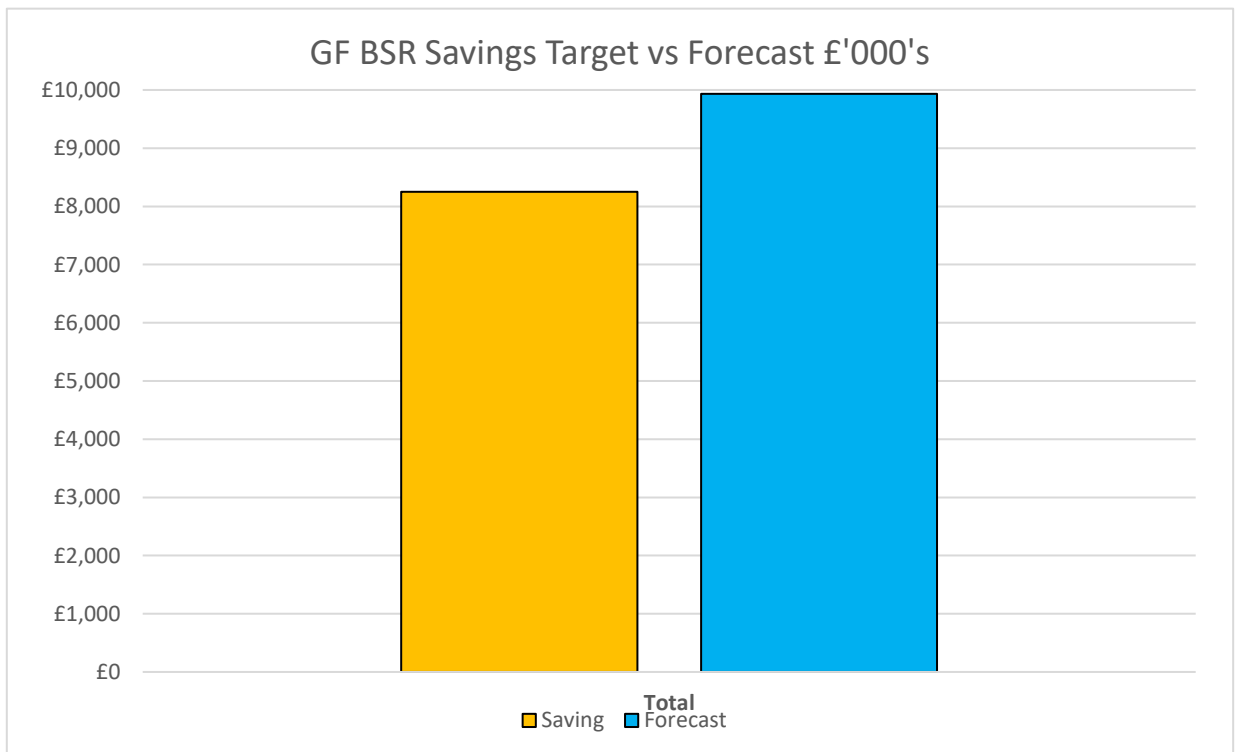
6.2 Financial performance (GF) by Group



6.3 Savings target

The forecast performance against the savings target of £8.249m is for savings of £9.935m as per the graph below. This reflects overachievement of income targets by the shared planning, waste services and car parking. Without this overachievement, the savings forecast would be £8.083m. Forecast performance against each element of the savings target with accompanying explanations is in Appendix A(iii).

6.4 GF performance against savings target

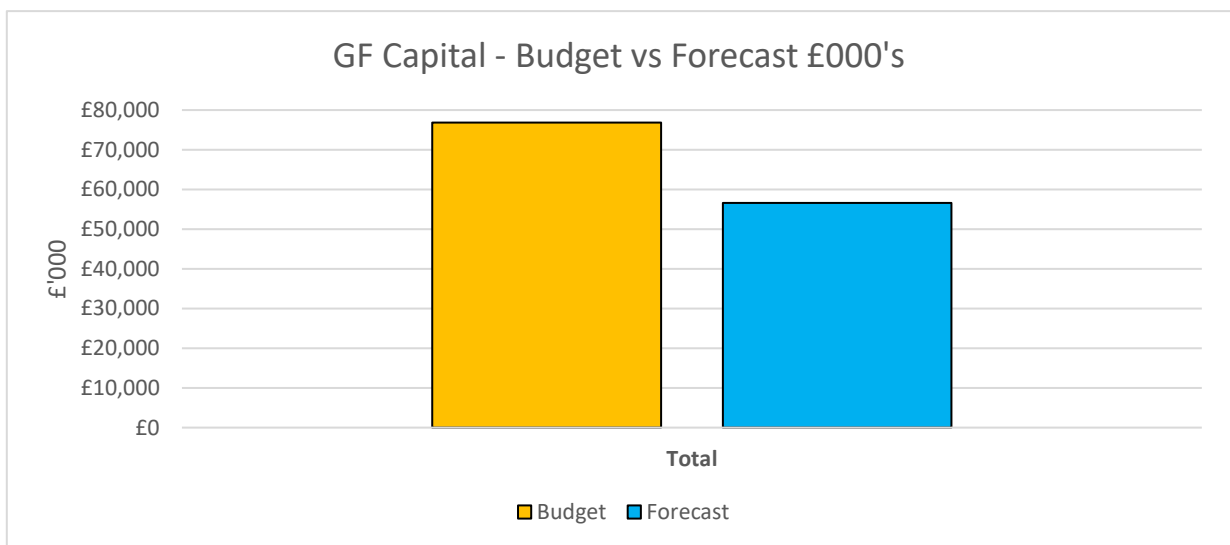


6.5 Capital budget

As shown in the graph below, the forecast outturn for General Fund capital is £56.591m against a budget of £76.809m. Within the total anticipated variance of £20.218m, there is a net figure of £16.486m which represents genuine underspend on the capital programme, which is chiefly due to the Park Street redevelopment coming in significantly under budget. The balance of £3.732m is project slippage which is expected to result in requests for rephasing at year end. The main significant variances are explained in the commentary below for each Group Director.

A detailed breakdown of the forecast performance on the capital programme is contained in Appendix A(iv).

6.6 GF capital budget performance



6.7 City Services

The City Services Group is forecasting a net revenue overspend of £222k for 2025/26.

Income highlights

All car parks, except for Grafton East, are forecast to significantly overperform against income projections, generating an additional £1m income over budget overall. Park Street Car Park has also exceeded expectations in its first year of operation. While the budget projected a modest overspend (£56k), income is now forecast to exceed target

by £200k. This early success gives us a much stronger evidence base for budgeting in future years.

Grafton Centre East car park is underperforming due to wider changes in the local area. Grafton East is predicting a £224k net shortfall, largely due to the closure of retail units and the cinema. Although Grafton West is currently on track, the recent cinema closure may soon impact footfall there too and the team will continue to monitor trends closely. We also anticipate a permanent reduction in parking capacity once the neighbouring redevelopment completes, which will require further review of the operating model for these sites.

Pay and restructure pressures

Across City Services, pay budgets are currently showing an overspend of £275k in salaries, plus associated increases in National Insurance (£43k) and pensions (£43k). This is mainly due to the budget having to be finalised before the implementation timeline was confirmed, resulting in a misalignment between the budget and the phased implementation of the new structure. Consequently, the budget did not account for the implementation timetable, job evaluation outcomes, grade changes, or pay protection commitments affecting a number of staff.

Garage services

Garage income is currently £140k below target, mainly due to the loss of a major external customer who has moved to an integrated fleet and maintenance contract. Capacity has also been reduced temporarily due to a fitter vacancy and long-term sickness, though this absence has now ended and recruitment is underway. While private work has underperformed, this is due in large part to the high maintenance needs of our ageing fleet. However, the council's new fleet replacement programme, launching in 2026, will significantly reduce internal repair demand and enable more focus on revenue-generating work. The Fleet Manager is actively pursuing new business opportunities and is in discussion with several potential customers.

Crematorium income and market trends

Despite the income budget for the crematorium being adjusted downwards, the service

remains under pressure, with a projected 25% year-on-year reduction (£343k) in income. The market has shifted due to increased local competition, more affordable online services, and changing consumer preferences, particularly in relation to optional or commemorative services (down £39k). These shifts reflect wider trends rather than service-specific performance issues. While the core offer remains high quality, we are exploring how we might strengthen the offer longer-term.

Operational Hub programme

The Cowley Road Compound is having to pay business rates while it is empty pending the completion of the Operational Hub, leading to an unavoidable overspend of £162k.

Greater Cambridge Shared Waste Service

Greater Cambridge Shared Waste Service (GCSWS) is currently forecasting a £622k underspend due to higher commercial income. Around £280k of that underspend relates to Cambridge City Council. The service is in a transition year, preparing to introduce weekly food waste collection for residents by April 2026. While we expect most of the costs to be covered by DEFRA grants, past experience shows the funding model often falls short. Therefore, any shortfall may need to be covered by the individual partner councils. There are additional cost pressures from government initiatives to separate dry recycling, funded through EPR grants (Extended Producer Responsibility for Packaging), but the full costs are not yet clear. Given these uncertainties, it is too early to forecast the overall impact in quarter 1.

Capital

There are unavoidable overspends in both the revenue (£162k) and capital (£276k) budgets for the new Operational Hub, caused by delays from external contractors. These delays have impacted our project timeline, now targeting a revised turn-key date of mid-October 2025. It is important to note that the original capital bid was made over five years ago, and since then, inflationary pressures—particularly in construction, materials, and labour—have significantly increased the cost base for delivery. Despite these challenges, the Hub remains a strategic investment. Once operational, it will modernise how we deliver frontline services, provide fit-for-purpose garage facilities, and unlock new commercial income potential—particularly from the relocation and

expansion of garage services.

The capital budget for the Market Square is not being fully utilised, pending a decision on the Civic Quarter project, therefore an underspend of £155k is forecast.

6.8 Communities

This Group is showing a variance of £94k overspend against budget. Within this there are some variances within operational areas:

Cultural Services

This area is underspent by £24k reflecting staff vacancies post transformation that are soon to be filled. There is an emerging risk related to sponsorship funding that is below expected levels and forecast to remain so. It is continuing to be a difficult environment to raise sponsorship, with a working group set up in the Council to collaborate and mitigate internal competition.

Town Hall Lettings

There is a forecast overspend of £82k which is partly due to the costs associated with running the service, in particular incentivising landlords to make properties available for rental through the service. This saves costs to the wider service, including reducing our temporary accommodation costs. This cost centre will be reviewed in the next quarter with the aim of reducing the overspend.

Staffing

More widely there are still issues with allocation of staffing budgets that are presenting variances that relate to allocation of budgets and causing cost centre discrepancies. These will have been resolved for Q2, which will affect forecast variances at cost centre level, but will not impact the overall financial position.

6.9 Corporate Hub

There is expected to be a net overspend of £271k for this Group (this includes the new Executive Office).

Staffing

The Group design work has created new posts which are expected to be filled as the year progresses, but agency costs are being incurred in the interim. The Revenues service is having to cover unavoidable staff absence using agency resources, leading to an overspend forecast of £93k. The procurement service is forecasting an overspend of £65k owing to agency expenditure and the need to purchase a new contracts module for the finance system to comply with recently introduced procurement regulations.

6.10 Economy and Place

The Group is forecasting a net overspend of £3k.

Property Services

Property Services overspends are mainly due to a geared ground rent reconciliation on Lion Yard following several years of lower than expected turnover in those businesses. Budgeted net income from this asset is £750k, however the forecast is for only £350k net income to be achieved this year, an underachievement of £400k. £49k of the overall overspend of £69k on other commercial properties relates to Orwell House under occupancy, which is linked to the North East Cambridge Development.

Staffing

There are currently underspends in Economy, Environment and Climate relating to staffing vacancies which we are aiming to fill. The services may need to call on those underspends to fund consultancy and/or temporary staff to cover gaps and address backlogs, so there is not expected to be an underspend by the end of the financial year.

Capital

The reprovision of the Park Street Car Park with a new hotel has come in very significantly under budget thanks to effective procurement and project management. There will be an in-year underspend of £16.796m against this year's budget of £32m for this project. Both the car park and the hotel are now open.

The forecast expenditure for the East Barnwell Centre has been reduced for this year now that the building works have been contracted, this has led to a variance of £1.951m

which will be requested to be carried forward at year end.

6.11 Planning and Building Control

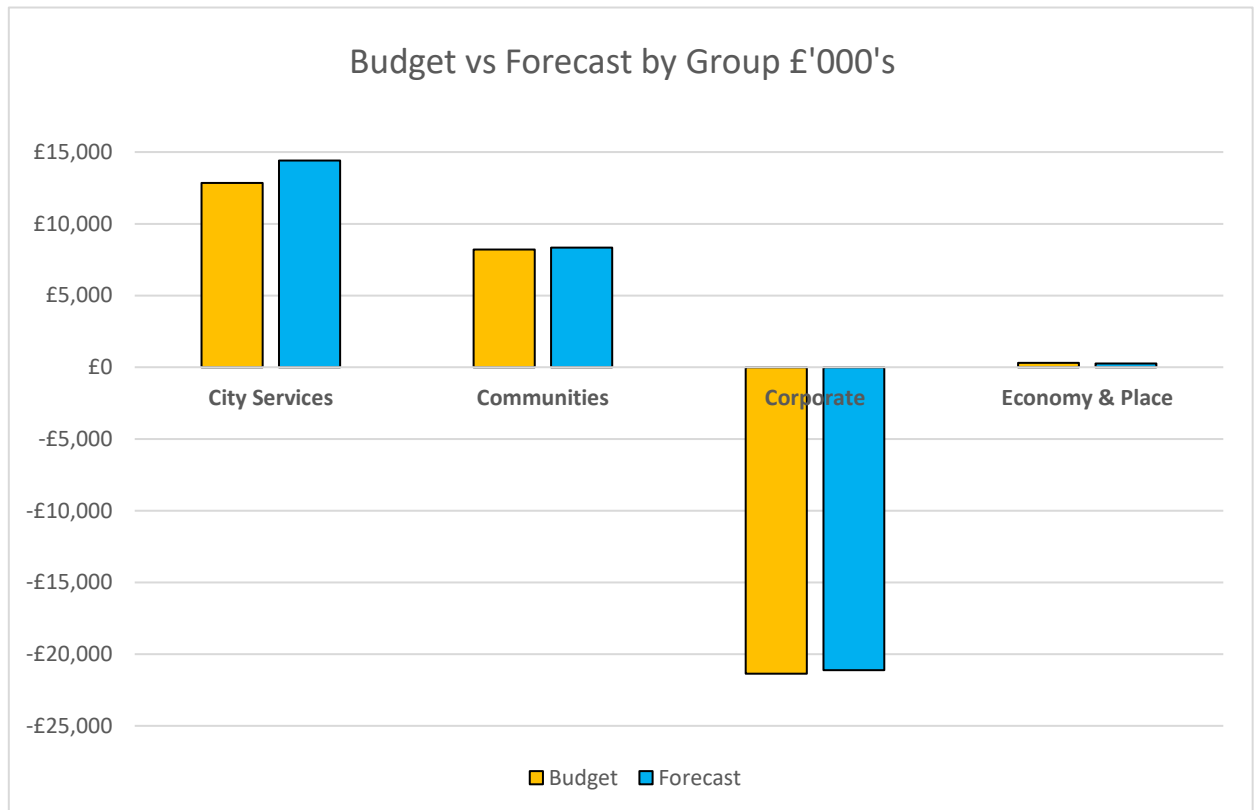
The Shared Planning Service is forecasting a £1.035m underspend at quarter 1, of which £561k relates to Cambridge City. The underspend is due to higher than budgeted grant income, planning application fees, and PPA (Planning Performance Agreement) income. Some grant funding will be carried forward to the next financial year to support ongoing projects (this is already factored into the forecast underspend). Overall, the service remains in a stable financial position, with a focus on maintaining efficient service delivery, effective grant monitoring, and timely project delivery. 3C Building Control is forecasting zero variance. The service is on track to achieve its external income target and deliver the 80:20 funding split between fee-earning and non-fee-earning work, maintaining a lower contribution from the partner councils.

7. Housing Revenue Account (HRA)

7.1 Revenue budget

The overall forecast revenue budget position on the HRA is set out in Appendix B(i). There is an overall forecast overspend of £1.876m against budget on the HRA, which is broken down by Group in the graph below. The overspend would lead to a reduction of £864k in the HRA balance rather than the planned increase of £1.012m. The reasons for the overspend are set out in the following review of performance by each Group Director. Details of all variances greater than £50,000 along with commentary are contained in Appendix B(ii).

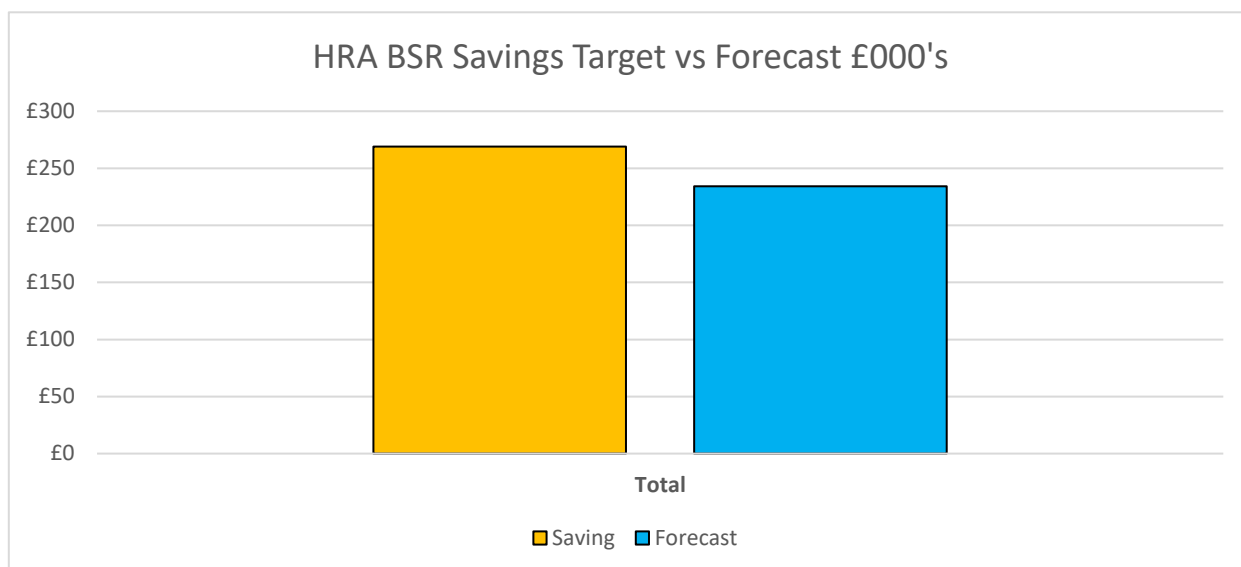
7.2 Financial performance (HRA) by Group



7.3 Savings target

The forecast performance against the gross savings target of £269k is for savings of £234k as shown in the graph below. There is a shortfall in relation to the group redesign and further work is being done to address these budgets. Forecast performance against each element of the savings target with accompanying explanations is set out in Appendix B(iii).

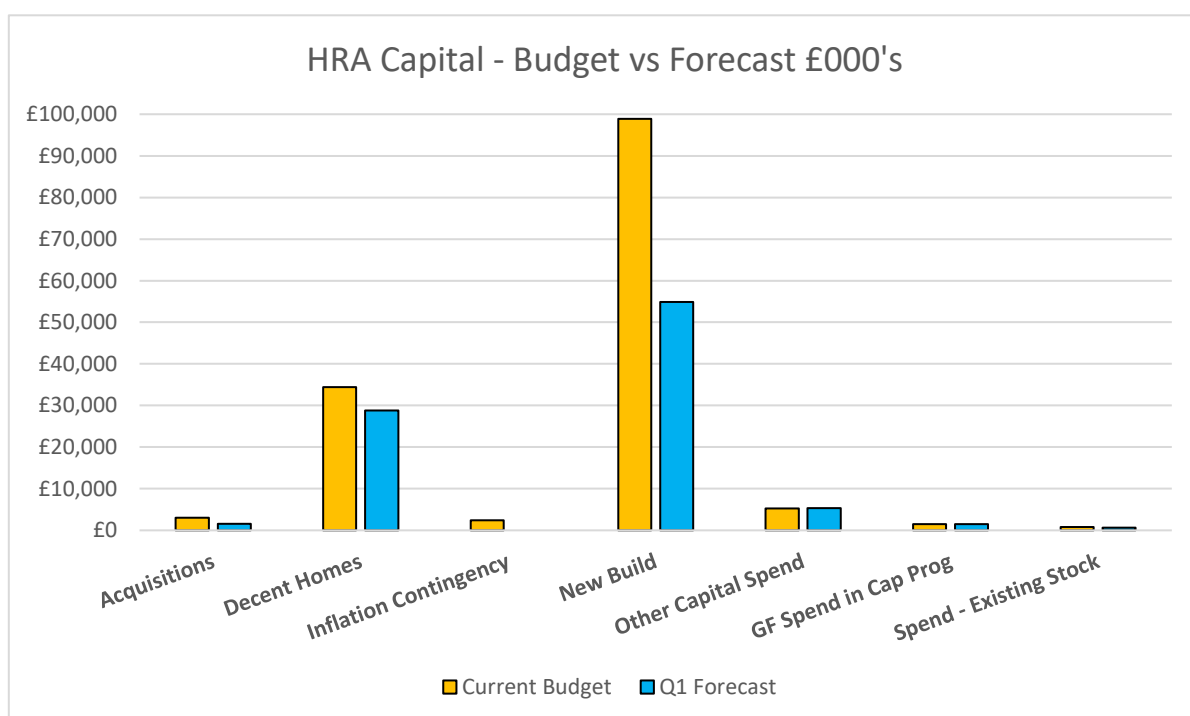
7.4 HRA Performance against Savings Target



7.5 Capital budget

As shown in the graph below, the forecast outturn for HRA capital is £92.727m against a budget of £146.342m. Within the total anticipated variance of £53.615m, there is a net figure of £2.339m which represents genuine underspend on the capital programme. The balance of £51.276m is project slippage which is expected to lead to carry forward requests at year end. The main variances are explained in the commentary below for each Group. A detailed breakdown of the forecast performance on the capital programme is contained in Appendix B(iv).

7.6 HRA Capital Budget Performance



7.7 City Services

The current forecast outturn is a revenue overspend of £1.552m for 2025/26. This reflects the increasing financial pressures being experienced across the housing sector, pressures that are likely to persist throughout the remainder of the year.

The key drivers of this forecast are:

Asset Management – £562k forecast overspend which primarily results from essential fire safety works and building security measures, aligned with national priorities on resident safety and strengthened regulatory expectations following recent legislation and guidance.

Responsive Repairs – £555k over budget, the increase is largely due to the volume and complexity of damp and mould cases being addressed. This area has seen increased national focus, and our response is consistent with other providers in ensuring homes meet modern health and safety standards.

Voids – £193k overspend which reflects the deteriorating condition of a growing number

of properties at the point of vacancy, necessitating more extensive works to bring homes back to a lettable standard. This is an area of operational focus; however, recovering costs is increasingly difficult due to the circumstances and vulnerabilities of many tenants vacating our homes. This challenge is widely shared across the social housing sector.

Staffing/Compliance – £290k of the forecast overspend is attributable to a continued need to employ agency staff to maintain service continuity, alongside anticipated additional compliance work. This estimate is based on historic and emerging compliance obligations.

These pressures are not unique to this authority but reflect wider national trends in the management of social housing. The combination of increased statutory responsibilities, rising service demand, and the need to maintain safe, decent homes for all tenants requires ongoing investment and sustainable funding. Meeting these expectations in full will require future resourcing to be aligned with both our regulatory obligations and our ambitions for housing quality.

Work programmes are currently being reviewed to assess whether any revenue-funded activities can be legitimately transferred to the capital programme to help relieve pressure on the HRA revenue budget.

Capital

The overall capital budget is currently forecast to spend £29.604m, based on programmed and ordered works, against a full-year programme of £39.804m. The current forecast underspend of £10.200m is expected to reduce as further works are commissioned and delivered. Any underspend at year end will need to be carried forward to support the continued delivery of our investment priorities.

7.8 Communities

The current overall net forecast outturn is £126k overspent, this is without any mitigations being put in place to address this low level of forecasted overspend. This forecast of overall expenditure amounting to £8.334m is on an overall budget of

£8.208m and it is felt that this level of overspend can be easily mitigated going forward thus bringing the outturn within the approved budget.

Currently there are a number of service overspends mitigated by underspends resulting in the overall position, these being:

- Overspends: £265k
- Underspends: (£139k)

This has, in some instances, been caused by staffing and related budgets not being aligned fully following restructuring. These are currently being corrected so the forecast outturn at quarter 2 will not show these multiple variances.

7.9 **Corporate Hub**

Within this Group, Finance currently reports on the budget for HRA income, overheads and interest receivable and payable. The overall position is a net overspend of £227k.

Income

An underachievement of £150k is forecast on HRA dwellings income, owing to higher than budgeted levels of voids and rent arrears, which both reduce rental income. Action to address both of these issues is ongoing, with a sensitive approach to debt recovery.

Staffing

There is a forecast overspend on staffing of £78k as agency staffing has had to be used while recruitment to the Finance team has taken place. The team is expected to be fully staffed by the autumn.

Capital

The final acquisition under the Local Authority Housing Fund scheme has now been made and the project is therefore expected to be underspent by £347k due to lower purchase costs.

There is a budget of £1.097m to be used in respect of property acquisitions and disposals. There are no plans to use this budget this year, so it will be requested to be

carried forward.

There is a budget for inflation on HRA capital projects of £2.455m. Whether this budget will need to be fully utilised in 2025/26 will depend on the progress of the capital programme.

7.10 Economy and Place

The development team is self-funded through capital projects delivery and partially funded from the Cambridge Investment Partnership (CIP). This year, the team, with CIP and Homes England, celebrated a major milestone with the handover of its 1,000th home. We are forecasting some delays in entering into new contracts and completing handovers. Due to these delays, some capital budget needs to be rolled over to the next financial year. The team continues to develop a pipeline to deliver 1,000 council homes by 2030, subject to Homes England funding.

The timing of each of these developments depends on multiple factors and complex supply chains; therefore, it is currently anticipated that £45.867million of this year's budget will need to be carried forward into future years. The largest schemes requiring carry forwards are East Road (£10.1m), Princess & Hanover (£7.7m), East Barnwell (£6.2m) and Eddeva Park (£5.6m).

The Stanton House scheme was delayed, leading to an overspend of £191k this year. Aylesborough Close is expected to be completed well within budget, resulting in a saving of £567k.

8. Treasury management

- 8.1 In line with CIPFA's Treasury Management Code of Practice, a quarterly update on performance against the Prudential Indicators is reported to Cabinet. The Prudential Indicators were approved by Full Council in February 2025. Overall, the Council was compliant against all of the indicators. Performance against each of the Prudential Indicators is set out in Appendix C.

9. Corporate plan

- 9.1 The Council's budget supports all aspects of the Council's Corporate Plan. Expenditure against the approved budget enables the Council to deliver on the priorities set out in the Plan.

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

10. Consultation, engagement and communication

- 10.1 The 2025/26 budget-setting process was subject to full public consultation in line with the Council's Code of Best Practice on Consultation and Community Engagement.

11. Anticipated outcomes, benefits or impact

- 11.1 Regular monitoring of performance against budget and Prudential Indicators enables timely action to be taken to address any issues highlighted.
- 11.2 Reporting of financial information to Cabinet leads to greater transparency of decision making.

12. Implications

12.1 Relevant risks

Where budgets are overspent, this increases the risk that reserves will need to be used to fund them, unless effective corrective action is taken. This risk would mean that reserves would not be available to help to deliver the council's priorities.

Where capital budgets are underspent due to project slippage, this increases the risk of overall overspend on the capital projects due to extended timelines and the impact of inflation where procurement is delayed. This risk will need to be managed by the relevant project managers in line with the council's Financial Regulations.

12.2 Financial implications

As set out throughout the report. The financial implications of overspends are that reserves will need to be used to fund them, as outlined in the risk section above.

12.3 Legal implications

The Council on 24 February 2025 set a robust and balanced budget for 2025/26 with adequate reserves as specified under Section 25 of the Local Government Act 2003.

12.4 Equalities and socio-economic implications

The equalities and socio-economic implications of individual budget proposals were 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.

12.5 Net zero carbon, climate change and environmental implications

The net zero, climate change and environmental implications of individual budget proposals were considered at the time of budget setting in line with the relevant council policy and statutory requirements. This includes the assignment of a climate change rating to each individual proposal.

12.6 Procurement implications

None identified.

12.7 Community safety implications

None identified.

13. Background documents

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

- Budget Setting Report (General Fund) 2025/26 to 2029/30

- HRA Budget Setting Report (BSR) 2025/26
- 2024/25 Outturn Report

14. Appendices

- 14.1 Appendix A(i) – General Fund Revenue Forecast Outturn 2025/26
 Appendix A(ii) – General Fund Major Service Variances Q1 2025/26
 Appendix A(iii) – General Fund Savings Performance Q1 2025/26
 Appendix A(iv) – General Fund Capital Forecast Outturn Variances 2025/26
 Appendix B(i) – Housing Revenue Account Forecast Outturn 2025/26
 Appendix B(ii) – Housing Revenue Account Major Operating Variances Q1 2025/26
 Appendix B(iii) – Housing Revenue Account Savings Performance Q1 2025/26
 Appendix B(iv) – HRA Capital Forecast Outturn Variances 2025/26
 Appendix C – Treasury Management Prudential Indicators 2025/26

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

Matthew Fernandez-Graham, Head of Finance, tel: 01223 458134, email:

matthew.fernandezgraham@cambridge.gov.uk

General Fund Revenue Forecast Outturn 2025/26

Appendix A(i)

Group / Service Grouping	Current Budget 2025/26	Current Forecast 2025/26	Variance 2025/26
	£'000	£'000	£'000
City Services			
Admin Buildings	526	683	157
Bereavement Services	(699)	(300)	399
Car Parking	(6,348)	(7,317)	(969)
Community Safety	366	366	0
Garage Services	38	220	182
Management	396	487	91
Markets and Street Trading	(534)	(535)	(1)
Streets and Open Spaces Development	40	40	0
Sport and Recreation	622	725	103
Streets and Open Spaces	3,605	4,145	540
Waste & Recycling	2,451	2,171	(280)
Total City Services	463	685	222
Communities			
Admin Buildings	32	33	1
Community Centres	1,013	1,036	23
Community Development	1,915	1,894	(21)
Community Safety	502	499	(3)
Culture and Community	984	960	(24)
Environmental Health	1,369	1,379	10
General Fund Housing	2,033	2,156	123
Grant Support	1,434	1,439	5
Management	148	145	(3)
Homelessness	533	531	(2)
Housing Strategy	113	114	1
Active Lifestyles	2	0	(2)
Streets and Open Spaces	611	597	(14)
Total Communities	10,689	10,783	94
Corporate Hub			
3C Legal	822	822	0
Admin Buildings	1,316	1,316	0
Central Services	8,943	9,158	215
Corporate Strategy	148	146	(2)
Democratic Services	1,515	1,467	(48)
Finance General	(1,490)	(1,488)	2
Management	566	558	(8)
Revenues and Benefits	1,251	1,359	108
Shared Audit	245	247	2
Shared Payroll	122	124	2
Total Corporate Hub	13,438	13,709	271
Economy and Place			
Admin Buildings	98	75	(23)
Central Services	222	221	(1)
General Fund Housing	259	258	(1)
Grant Support	209	214	5
Housing Strategy	117	115	(2)
Management	669	669	0
Property Services	(9,832)	(9,807)	25
Sustainable City	265	265	0
Total Economy and Place	(7,993)	(7,990)	3
Planning and Building Control			
3C Building Control	198	198	0
Greater Cambridge Planning	1,393	832	(561)
Total Planning and Building Control	1,591	1,030	(561)
Total for all Groups	18,188	18,217	29

Group / Service Grouping	Current Budget 2025/26 £'000	Current Forecast 2025/26 £'000	Variance 2025/26 £'000
Non-service expenditure			
Capital expenditure financed from revenue	2,310	2,310	0
Collection fund deficit	0	0	0
Contributions to earmarked funds	5,290	5,290	0
Total non-service expenditure	7,600	7,600	0
Net spending requirement	25,788	25,817	29
Funded by:			
Business rates baseline	(4,750)	(4,750)	0
Accumulated business rates growth	(8,767)	(8,767)	0
Core funding grants	(4,302)	(4,302)	0
New Homes Bonus (NHB)	(73)	(73)	0
Appropriations from earmarked funds	(710)	(710)	0
Council Tax	(10,597)	(10,597)	0
Contributions to/(from) reserves	3,411	3,382	(29)
Total funding	(25,788)	(25,817)	(29)
Net Total	0	0	0

General Fund Major Service Variances Q1 2025/26

Appendix A(ii)

Group	Service Grouping	Cost Centre	Reason for Variance	Forecast Over/ (under)spend £'000
City Services	Admin Buildings	Cowley Road Compound	Overspend due to Business Rate costs for former Cowley Road Enterprise units, which is a temporary cost that will end with the opening of the new Operational Hub.	162
	Bereavement Services	Cambridge Crematorium	Variance due to increased competition: More providers (including online-only services) are offering direct cremation, increasing consumer choice and price competition. Variance also due to changing preferences: Cultural shifts, environmental concerns, and economic pressures are pushing more people toward simpler, cost-effective options.	376
	Car Parking	Grand Arcade Car Park	Increase in revenue at the start of 25/26 which has been built into the forecast. This is expected to continue and will be monitored. There are overspends on Business Rates, Security costs and turnover allowance which is more than compensated by the increase in expected income.	(469)
		Park Street Car Park	Electricity charges higher than anticipated which is more than compensated by increased income. Only the first year back in operation, so will be able to better predict the budget once we have an idea on usage and operational costs for a full year. However, the first quarter income indicates a forecast income much higher than budgeted.	(144)
		Grafton Centre West Car Park	Business rates lower than budgeted.	(90)
		Grafton Centre East Car Park	Closure of shops and cinema resulting in lower footfall. Office and laboratories not yet open so usage has decreased.	224
		Queen Anne Terrace Car Park	Increase in income at the start of 25/26. This is expected to continue and will be monitored closely. Lower than budgeted electricity costs.	(452)
	Garage Services	Garage- External Work	East Cambridgeshire and South Cambridgeshire District Council income on track. Thalia income lower than expected due to replacement of their fleet with a repairs and maintenance contract. The fleet manager is actively looking for new business and is in discussions with several companies. Private work less than forecast due to the level of maintenance required on an ageing City Council fleet. A vacant fitter post and long term sickness have reduced saleable hours.	140
	Management	City Services Director	The variance is mainly due to the Programme Manager post budget that will be transferred to this cost centre for Q2 plus the effect of additional changes to posts since the Consultation paper that were not included in the Budget Setting Report due to the need to set the budget by February 2025.	91
	Sport & Recreation	Recreation Assets	Current salary budgets are not fully and properly aligned with actual staffing, therefore, indicating an overspend and will have been reviewed and corrected for Q2.	95
	Streets and Open Spaces	Grounds Maintenance & Street Cleaning	Salary budgets are showing an overspend. All restructure changes are being worked through but this is taking time to complete due to the complexity of the updates and the fact that the changes not yet fully known. This will have been completed for Q2. Any differences between the budget and forecast will then be able to be quantified.	237
		Project Delivery	This variance is due to an overspend on staff budgets. See narrative above for Grounds Maintenance and Street Cleaning.	170
		Local Nature Reserves	This variance is due to an overspend on staff budgets. See narrative above for Grounds Maintenance and Street Cleaning.	62
		Open Space Development	Current salary budgets are not fully and properly aligned with actual staffing, therefore, indicating an overspend and will have been reviewed and corrected for Q2.	72
	Waste & Recycling	Greater Cambridge Shared Waste	£280k underspend due to increased surplus in commercial waste income following price increases and the launch of the commercial food waste service. Further work to promote the commercial offer is planned for the autumn.	(280)
Communities	General Fund Housing	Town Hall Lettings	The overspend is partly due to the costs associated with running the service, in particular incentivising landlords to make properties available for rental through the service. This saves costs to the wider service, including reducing our temporary accommodation costs. This cost centre will be reviewed in the next quarter with the aim of reducing the overspend.	82
Corporate Hub	Central Services	Procurement	This overspend is related to additional staffing costs due to the spend on agency staff.	65
	Revenues and Benefits	Local Taxation	The overspend is related to maternity and long-term approved absence, which have been covered by agency resources.	93
Economy and Place	Property Services	Park Street Car Park Development Projection	It was expected that rent on the Hotel at Park Street would be receivable at 1st October 2025. However practical completion was certified on 30th June 2025. Under the legal agreements we have, the lease term commences 10 working days after Practical Completion, i.e. 14th July 2025. The rent commencement date is six months from the term commencement date, and will therefore be 14th January 2026. The rent has been smoothed over the lifetime of the lease, which has fully mitigated the impact of this delay.	(461)
		Lion Yard	The overspend is due to a geared ground rent reconciliation at Lion Yard, following several years of lower-than-expected turnover from the businesses operating there.	400
Planning & Building Control	Greater Cambridge Planning	Greater Cambridge Shared Planning	The forecast underspend is due to increased grants, PPA income, and planning application fees. Some of the underspend related to grant income may need to be carried forward to next year.	(561)
			Other Minor variances	217
			Total	29

This page is intentionally left blank

General Fund Savings Performance Q1 2025/26

Appendix A(iii)

Reference	Saving	£	Forecast Variance	Commentary
S5257	Reduction in the Provision of Public Toilets	(121,000)	(16,199)	Closure of the toilets will commenced on 1st July. The cost centre is forecast to achieve a saving of £16k over and above the budgeted amount
II5256	Car Parking Increased Income	(1,000,000)	(1,009,800)	Car park income overall is showing an overachievement over all car parks except for Grafton East due to lower footfall. More detailed analysis is being undertaken over the summer to predict the income with an increased level of certainty with the aim of feeding this into the Q2 forecast and the budget cycle.
II5282	Reintroduce evening/night time parking charges	(275,000)		
S5255	Review of Historical Underspent Budgets - City Services	(191,000)	6,000	Generally savings are being achieved. However bank charges which were reduced as part of this saving are potentially an issue with the reintroduction of car park evening fees. Currently they are forecast as a £6k overspend.
S5276	Agency Model for the Leisure Contract	(180,000)	20,000	Agency model to be implemented from 1 August. Non-recoverable VAT element estimated at £20k per month resulting in forecast income of £160k, a £20k shortfall from the target
II5284	Swimming Charges increase	(335,000)	0	Price increase was applied from 1 April - awaiting updates from GLL but no significant drop off of swimming participation reported.
II5286	Tennis Court and Pavilion Hire Income	(70,000)	0	Anticipated Tennis and Pavilion income on target based on current performance
II5281	Community Centres Increased Income	(30,000)	(19,560)	This saving is on target to be achieved. Income is currently forecast to be £19.5k overachieved
S5275	Communities - Historical Underspends	(103,900)	0	This saving is on target to be achieved over multiple cost centres
II5290	Pest Control Charges	(60,000)	10,000	This is a new service that is being promoted, but appointments have dropped following charging for the service. Other pest control services are now being offered
S5280	Dial-a-Ride Service	(44,850)	0	The CPCA is now undertaking this service so the budget saving has been achieved
S5277	Corporate - ICT Savings	(250,800)	(10,794)	The Digital and ICT cost centre is forecast to achieve an additional saving of £10k over the saving agreed in the BSR
II5327	Increased Interest income	(3,000,000)	2,000	The forecast at this time is £2k overspent on the cost centre but the vast majority of the saving is seen to be achievable at this early stage in the year.
II5331	Waste Income	(1,092,000)	(280,000)	The waste service is forecasting a reduction in the City's contribution due to expected increased trade collection income over and above the savings target
S5319	Shared Planning Service	(87,000)	(562,000)	There is a forecast underspend due to increased grants, PPA income, and planning application fees. Some of the underspend related to grant income may need to be carried forward to next year but this is yet unknown. However the savings target of £87k is forecast to be achieved.
S5317	City Building Control Contribution Savings	(95,000)	0	The CCC contribution to Building Control is forecast to be on target and the saving achievable at this early stage in the financial year.
	GF Group Redesign	(1,313,640)	174,886	Work is continuing to reflect all changes as a result of the restructure. Once this is done we will be able to calculate unachieved savings and assess the impact, if any, for ongoing budgets. The current position is on overspend on salary budgets of £174k.
Total General Savings as per BSR February 2025		(8,249,190)	(1,685,467)	Overachievement against target

This page is intentionally left blank

General Fund Capital Forecast Outturn Variances 2025/26

Appendix A(iv)

Group	Project	Current Budget 2025/26 £'000's	Current Forecast 2025/26 £'000's	Variance 2025/26 £'000's	Commentary
City Services	Automation of Bishops Mill sluice gate	90	4	(86)	The procurement process is to be reassessed and restarted to identify a suitably qualified specialist to undertake the flood risk assessment required for the automation project. Once completed, the Automated Risk Assessment (ARA) can then proceed.
City Services	S106 Nine Wells ecological mitigations	82	25	(57)	This project relates to a three year contract of seasonal woodland management at Nine Wells. Any year end balance will need to be transferred to 26/27 for the final year's spend
City Services	Market Square project	155	0	(155)	Spend is on hold pending decisions on the Civic Quarter Project.
City Services	Depot Relocation programme to create Operational Hub	3,495	3,772	277	Additional costs incurred due to delay from external providers against project timeline. Proposed turn key is October 2025.
City Services	Decarbonisation works - Abbey pool, Parkside pool, Cherry Hinton village centre	1,156	450	(706)	These are ongoing works to decarbonise the pools. Working with Jon Laylor & APSE Potter Raper for updated reports and best impact investment areas to inform spending decisions.
City Services	Essential repairs to Jesus Green river bank	845	80	(765)	Investigation surveys on the wall and island lock are ongoing. Progress on the river wall design is to follow upon completion of the investigation surveys.
City Services	S106 grant to Junction - Urban Voices	187	100	(87)	Delays in setting up the delivery of the project means that any balance in the current year will need to be rephased to next financial year to complete. The public art project will now be delivered internally rather than being led by the Junction.
Economy and Place	Meadows Community Hub and Buchan St retail outlet	0	188	188	Scheme costs exceed the budget as professional fees originally budgeted for within HRA have been attributed to GF
Economy and Place	Park Street car park development	32,797	16,001	(16,796)	The reprovision of the Park Street Car Park with a new hotel has come in very significantly under budget due to effective procurement and project management.
Economy and Place	East Barnwell new centre	3,449	1,498	(1,951)	The forecast spend in the current year is expected to £1.5m based on an updated building works cash flow now that the project is under contract. Any unspent budget at the year end will need to be rephased to 26/27.
	Other capital projects	34,553	34,473	(80)	Total of other minor variations
	Total	76,809	56,591	(20,218)	

This page is intentionally left blank

Housing Revenue Account Forecast Outturn 2025/26

Appendix B(i)

Service Grouping	Current Budget 2025/26 £'000	Current Forecast 2025/26 £'000	Forecast Variance 2025/26 £'000
Income			
Rental income (dwellings)	(51,226)	(51,076)	150
Rental income (other)	(2,664)	(2,619)	45
Service charges	(3,165)	(3,174)	(9)
Contribution towards expenditure	(470)	(470)	0
Other income	(473)	(454)	19
Total Income	(57,998)	(57,793)	205
Expenditure			
Supervision & management - General	5,653	6,016	363
Supervision & management - Special	4,830	4,658	(172)
Repairs & maintenance	12,743	14,323	1,580
Depreciation	12,254	12,254	0
Other expenditure	1,417	1,285	(132)
Total Expenditure	36,897	38,536	1,639
Net cost of HRA services	(21,101)	(19,257)	1,844
Interest receivable	(1,030)	(1,030)	0
HRA (surplus)/deficit for the year	(22,131)	(20,287)	1,844
Other movements in the HRA balance			
Loan interest	9,979	9,979	0
Direct revenue financing of capital	11,140	11,140	0
Transfer to/(from) earmarked reserves	0	32	32
(Surplus)/deficit for year	(1,012)	864	1,876

This page is intentionally left blank

Housing Revenue Account Major Operating Variances Q1 2025/26

Appendix B(ii)

Category	Line Item	Cost Centre	Reason for Variance	Over/ (under)spend £'000
Income	Rental income (dwellings)		Gross rents are forecast to be £150,000 less than budget owing to a higher level of voids and rent arrears, which in turn is expected to increase bad debts. Work to target rent arrears will be prioritised to mitigate this income risk. This risk is partly offset by the unallocated (contingency) budget of £114k which is not currently expected to be used.	150
Expenditure	Supervision & management - General	Home Ownership	Overspend primarily caused by current management fee levels not covering costs. These will need to be reviewed and amended	72
		City Homes Expenditure	Current salary budgets are not fully and properly aligned with actual staffing, therefore, indicating an overspend and will have been reviewed and corrected for Q2.	140
		Departmental Overheads-Client	As the housing finance team is not fully staffed, there has been a need to use agency staffing, resulting in a forecast overspend. Recruitment is underway and the team is expected to be back to full strength in the autumn.	78
	Supervision & management - Special	Sheltered Scheme Cleaning	Salary costs and budgets in this cost centre need to be reviewed following transformation. These are in the process of being reviewed for Q2 and no variance is expected going forward.	(56)
	Repairs & maintenance	Asset Management	There are some additional costs of agency staff, although some of this may be capitalised at year end. The large part of the overspend is on building security for fire safety works waking watch that will be completed in September.	562
		Client and Third Party Repairs	Overspend is due to insurance works being paid out. It is expected that some of this can be recovered from insurers.	291
		Repairs Day to Day	Continuing this year with a large amount of damp and mould works which is causing the current overspend. However, part of this work will be transferred to the capital programme as more major works are now commencing.	555
		Voids	Overspend in voids caused by the number of voids being completed and the poor condition properties are being returned in. Additionally there is an increase in the amount of temporary property voids being worked on.	193
		Heat and Hot Water Servicing	Currently additional repairs to mechanical ventilation with heat recovery systems and boilers are resulting in the forecasted overspend. This will slow in the summer months and pick up again in the winter making it difficult to predict this early in the financial year.	56
		Risk and Compliance	The current forecast underspend is due to the reduced amount of fire door surveys being undertaken. This is because of the increase in the capital programme spend on replacement fire doors for the coming year, resulting in less surveys needed.	(155)
		Compliance Team	The overspend is due to the need for agency staff to cover current vacancies.	99
	Other Minor variances			(109)
	Total			1,876

This page is intentionally left blank

Housing Revenue Account Savings Performance Q1 2025/26

Appendix B(iii)

Reference	Saving	£	Forecast Variance	Commentary
S5304	Cessation of under occupation incentive scheme	(25,000)	0	This saving is currently forecast to be achieved.
S5305	Reduction in budget for domestic violence measures, based upon prior year expenditure	(15,000)	0	This saving is currently forecast to be achieved.
S5297	Closure of laundry facilities at Kingsway and at Princess and Hanover	(5,000)	(4,850)	This saving is currently forecast to be achieved and the cost centre is showing an overall saving
S5306	Reduction in budgets showing historical underspends	(20,000)	0	This saving is split over several cost centres and on the relevant individual budget lines they are currently forecast to be achieved. However, some cost centres are showing on overspend overall due to variances on salary budgets.
	HRA Group Redesign	(204,000)	39,649	Work to reflect all changes as a result of the restructure will be completed in Q2. Once this is done we will be able to calculate unachieved savings and assess the impact, if any, for ongoing budgets. The current position is an overspend on salary budgets of £39k.
Total General Savings as per HRA BSR February 2025		(269,000)	34,799	Shortfall against target

This page is intentionally left blank

HRA Capital Forecast Outturn Variances 2025/26

Appendix B(iv)

Project	Current Budget 2025/26 £'000's	Current Forecast 2025/26 £'000's	Variance 2025/26 £'000's	Commentary
Decent homes programme				
Electrical / Wiring	607	187	(420)	On TSG works programme and forecasted works currently ordered. Further works will be identified during the year, however the amount ordered is causing the current forecast underspend. Likely to have some 'No Access' this year which will reduce expenditure.
Kitchens	2,012	1,100	(912)	On TSG works programme and forecasted works currently ordered. Further works will be identified during the year, however the amount ordered is causing the current forecast underspend. Likely to have some 'No Access' this year which will reduce expenditure.
Bathrooms	1,215	656	(559)	On TSG works programme and forecasted works currently ordered. Further works will be identified during the year, however the amount ordered is causing the current forecast underspend. Likely to have some 'No Access' this year which will reduce expenditure.
Sulphate Attacks	109	0	(109)	No affected properties have been identified so far this year.
Decent Homes Backlog	5,610	2,000	(3,610)	Rephasing of unspent budget at the year end to 2026 and 2027 will need to be requested to cover additional roofing works when the new planned maintenance contract is implemented
Other capital projects	24,854	24,852	(2)	Other minor variations
Total Decent Homes programme	34,407	28,795	(5,612)	
Other spend on existing stock				

Project	Current Budget 2025/26 £'000's	Current Forecast 2025/26 £'000's	Variance 2025/26 £'000's	Commentary
Disabled Adaptions	928	676	(252)	The start of the 2025/26 financial year has seen a change in the NHS Occupational Therapy budget so that the team no longer have temporary assistance or administrative help. This means they have less time and capacity to see as many clients and so cases have dropped significantly this is why we have an underspend for this year. The service cannot see this picking up any time soon and some of the team have left. Stairlifts and Through Floor Lift requests picked up significantly in the first quarter
Asbestos Removal	53	120	67	A proactive asbestos testing and removal process is underway. The budget for asbestos removal will be reviewed as part of the MTFS
Fire Prevention / Fire Safety Works	855	1,400	545	Action is being taken to address all risks arising from fire risk assessments and this means the current budget is likely to be overspent. The budget will be reviewed as part of the MTFS
Other Spend on HRA Stock Planned Maintenance Contractor Overheads	204	390	186	The forecast takes account of expected main contractor overheads for the Foster and TSG contracts
Estate Investment	1,072	603	(469)	A programme of work for 25/26 is being developed. Around £500k of work is planned to be ordered and it is likely that further projects will be developed later this year.
Other capital projects	2,152	2,153	1	Other minor variations
Total other spend on existing stock	5,264	5,342	78	
New build schemes				
New Build - Meadows and Buchan Street	1,041	1,334	293	Scheme costs exceed the budget due to agreed additional payments to CIP resulting from the return on the project being less than originally estimated
New Build - Aylesborough Close	4,284	3,717	(567)	Project will be completed below budget
New Build - St Thomas's Road	1,682	150	(1,532)	Having been on hold due to resources, this project is likely to pick up again in Q3/4
Fanshawe Road	7,598	4,574	(3,024)	Underspend due to delays in start onsite

Project	Current Budget 2025/26 £'000's	Current Forecast 2025/26 £'000's	Variance 2025/26 £'000's	Commentary
Princess and Hanover	12,391	4,666	(7,725)	Variance relates to buyback negotiations being slower than forecast due to challenging leaseholder situations, and delayed planning submission impacting on start on site forecast previously within year. <u>Underspend will need to be carried forward.</u>
New Build - East Road	10,106	5	(10,101)	Significant delays due to viability constraints, this scheme remains under review.
New Build - Eddeva Park	8,016	2,417	(5,599)	Variance relates to County decisions awaited on procurement methodology and associated delays. <u>Underspend will need to be carried forward.</u>
New Build - East Barnwell	16,638	10,428	(6,210)	The forecast spend has reduced this year due to building works cashflow being updated now that it is in contract. Underspend will need to be carried forward.
New Build - Newbury Farm	13,327	9,882	(3,445)	Variance relates to delay in contract with forecast start moving to 25/26 and programme shifted in parallel. <u>Underspend will need to be carried forward.</u>
New Build - ATS, Histon Road	6,864	4,328	(2,536)	Variance relates to a revised spend profile based on the agreed purchase price of the affordable units. <u>Underspend will need to be carried forward.</u>
New Build - Ekin Road	5,418	2,194	(3,224)	The forecast spend this year has reduced due to a delay to planning submission and start on site. <u>Underspend will need to be carried forward.</u>
Stanton House	0	191	191	Delays in programme schedule resulted in expenditure in 25/26 and therefore the scheme costs exceed the budget.
New Build - Davy Road	3,721	3,166	(555)	Underspend due to delays in planning programme. <u>Underspend will need be carried forward.</u>
Other capital projects	7,777	7,817	40	Other minor variations
Total new build schemes	98,863	54,869	(43,994)	
Acquisitions				
Acquisitions & Disposals	1,097	1	(1,096)	Contingency sum if needed. No current plans to use this.

Project	Current Budget 2025/26 £'000's	Current Forecast 2025/26 £'000's	Variance 2025/26 £'000's	Commentary
Local Authority Housing Fund Acquisitions	1,947	1,600	(347)	Final acquisition agreed so an underspend is expected.
Total acquisitions	3,044	1,601	(1,443)	
Other HRA capital spend				
Orchard Upgrade	72	0	(72)	Contingency sum if needed, to be used when required for project works.
Commercial Property	133	40	(93)	Currently an underspend due to reduced work currently identified by Property Services
Inflation Allowance	2,455	0	(2,455)	Whether this budget will be utilised depends on the progress of the HRA capital programme.
Other capital projects	2,104	2,080	(24)	Other minor variations
Total other HRA capital spend	4,764	2,120	(2,644)	
Total HRA capital programme	146,342	92,727	(53,615)	

APPENDIX C

Q1 2025/26 - Prudential and Treasury Management Indicators

- 1.1 The table below shows the Capital Financing Requirement (CFR), which is the underlying need to incur borrowing for a capital purpose. It also shows the indicative debt position over the period. This is termed the Operational Boundary which the council would not normally expect to exceed. Actual debt levels may be lower due to the use of surplus cash balances, timing of capital expenditure and the availability of capital receipts and other sources of non-debt finance. Regulations require that the council's external debt level cannot exceed the Authorised Limit set out on the following pages.
- 1.2 Two additional indicators are reported in this appendix in accordance with updates to the Prudential Code effective from 1 April 2023. The council is now required to disclose its actual and estimated net income from commercial and service investments as a proportion of its net revenue stream. This indicator is important in the context of understanding the contribution commercial income makes to the council's net budget, recognising that the council has a significant portfolio of investment properties. The council's Capital Strategy defines the activities which the council classifies as being commercial in nature. This includes car parking and bereavement services, as well as income from investment properties.
- 1.3 This indicator needs to be understood with reference to the environment in which these commercial activities operate. The loans made by the council will typically be project-specific and therefore will not return a constant level of income. The performance of services provided in a competitive marketplace will be subject to variation linked to factors particular to that market. By necessity, the budget setting process evaluates the impact of the current economic conditions on the performance of its commercial activities. Consequently, year-on-year changes in relation to an indicator should not, in isolation, be treated as a cause for concern providing the change is consistent with the council's budget estimates and therefore managed appropriately in the context of medium-term financial planning.
- 1.4 The other additional mandatory indicator, which was first reported as part of the mid-year Treasury report in September 2022, is known as the Liability Benchmark. This indicator is presented in graph form with separate graphs being produced for the General Fund and the HRA. The format used shows the relationship between the following key elements over the life of the Council's debt portfolio:

- a) Existing loan debt outstanding: the council's existing loans, including future borrowing for the Park Street project which has been agreed in advance, that are still outstanding in future years.
- b) CFR: this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and forecast MRP.
- c) Borrowing requirement: this will show separately for the HRA and the General Fund the additional amount which needs to be borrowed to deliver the council's current capital programme. All borrowing is undertaken in the name of the Council but the General Fund and HRA need to account separately for the interest payable associated with borrowing undertaken.
- d) Liability benchmark: this reflects the total amount of borrowing required after taking account of the council's liquidity needs.
- e) Investment benchmark: this reflects the amount the council should invest based on projected cash balances after reflecting the current capital programme and borrowing assumptions. An investment benchmark exists where borrowing exceeds balances required to fund the capital programme. The investment benchmark is expressed as a negative amount. The amount the council has available to invest will reduce as the borrowing agreed is used to fund new schemes identified in future capital plans approved as part of the budget setting process. This will be reflected in updates to the liability benchmark presented in future iterations of this document.

1.5 It is important to note that the liability benchmark is based on the projected 10-year capital programme and therefore excludes capital expenditure based on future schemes yet to be identified. The effect of this is to show a peak in the council's General Fund CFR in March 2026 by which time the council is expected to have significant unfinanced expenditure within its CFR. This principally relates to CIP projects and the redevelopment of Park Street. The CFR will continue to reduce as the council repays the Park Street borrowing and when loans from the council to CIP are repaid. There will, however, be other capital schemes which come forward for approval in the coming years.

1.6 The liability benchmark is intended to be a live indicator which informs the council's decisions about timing and duration of borrowing, hence it informs the borrowing strategy set out in section 3 above. The current liability benchmark indicates that there may be some capacity for the General Fund to provide short-term borrowing to the HRA to meet its borrowing requirement for finite periods. This will be kept under review.

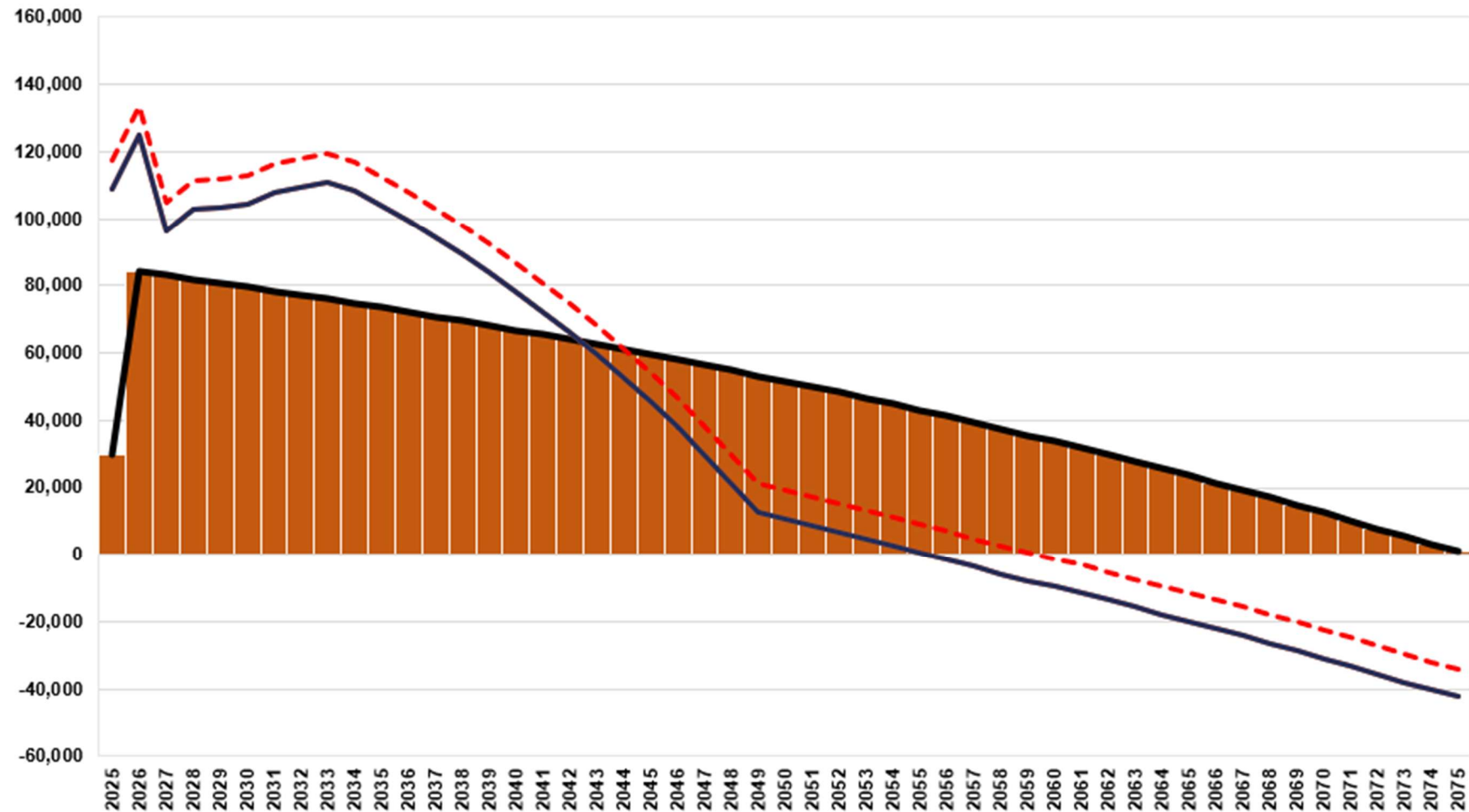
Prudential and Treasury Management Indicators

Prudential Indicator Estimates (£m)	BSR 2025/26	Q1 2025/26
Capital expenditure		
- GF	76.809*	56.591
- HRA	146.342*	92.727
Total	223.151*	149.318
Capital Financing Requirement (CFR) as at 31 March		
- GF	155.830	124.927
- HRA	328.202	273.674
Total	484.032	398.601
Deposits (average annualised balance)	90.000	90.000
External gross debt as at 31 March	340.793	340.793
Ratio of net financing costs to revenue stream		
- GF %	1.87	1.87
- HRA %	15.30	15.30
Net income from commercial and service investments		
- GF	16.176	14.760
- HRA	0.472	0.472
Ratio of net income from commercial and service investments to net revenue stream		
- GF %	42.21	38.32
- HRA %	0.79	0.79

* Capital expenditure budgets have been updated to reflect rephasing and other changes to the capital programme approved since the BSR

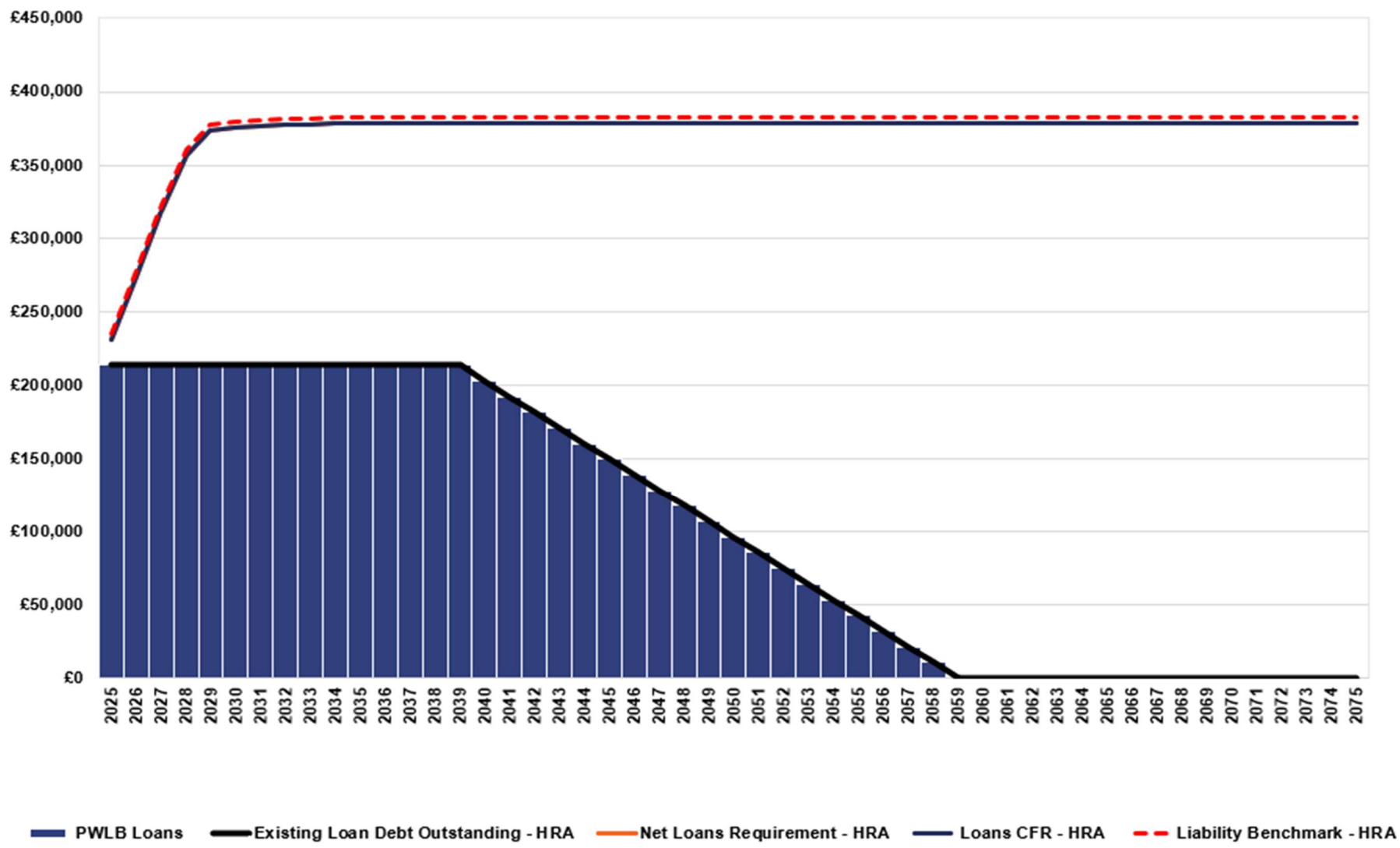
Treasury Indicator Estimates (£m)	BSR 2025/26	Q1 2025/26
Authorised limit		
- Borrowing	600.000	600.000
- Other long-term liabilities	2.000	2.000
Operational boundary		
- Borrowing	494.032	408.601
- Other long-term liabilities	1.500	1.500
Upper limit for total principal sums deposited for over 364 days and up to 5 years	50.000	50.000
Analysis of exposure to fixed and variable interest rates		
- Net interest on fixed rate borrowing/deposits	11.311	11.311
- Net interest on variable rate borrowing/deposits	(1.675)	(1.675)
Maturity structure of new fixed rate borrowing – 5 years and above		
- Upper limit	100%	100%
- Lower limit	100%	100%

Liability Benchmark - General Fund



■ Market Loans
 ■ Short Term inc LA Temporary Borrowing (<1 year)
 — Existing Loan Debt Outstanding - GF
 — Loans CFR - GF
 - - - Liability Benchmark - GF
 — Net Loans Requirement - GF

Liability Benchmark - HRA



This page is intentionally left blank

This page is intentionally left blank

REPORT TITLE: Annual Treasury Management (Outturn) Report 2024/25

To:

Cabinet

25 September 2025

Lead Cabinet Member: Cllr Simon Smith, Cabinet Member for Finance and Resources

Report by:

Francesca Griffiths, Chief Accountant

Tel: 01223 458126 Email: francesca.griffiths@cambridge.gov.uk

Wards affected:

All

Director Approval: Jody Etherington, Chief Finance Officer, 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 It is recommended that Cabinet:

- recommend this report to Full Council, which includes the council's actual Prudential and Treasury Indicators for 2024/25.

2. Purpose and reason for the report

2.1 The council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury report reviewing treasury management activities and the actual prudential and treasury indicators for each financial year.

This report meets the requirements of both the CIPFA Treasury Management in the Public Services: Code of Practice 2021 (the 'Code') and the CIPFA Prudential Code for Capital Finance in Local Authorities 2021 (the 'Prudential Code') in respect of 2024/25.

The Code specifies the following reports in respect of treasury management for the

2024/25 financial year:-

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

Under the revised Constitution approved by Full Council on 22 May 2025, this annual report is presented to Cabinet for recommendation to Council.

3. Alternative options considered

- 3.1 The Cabinet could choose not to recommend this report to Full Council, however failing to present a treasury management outturn report to Full Council would represent a breach of statutory guidance to which the council is required to have regard.

4. Background and key issues

4.1 Background

This report summarises:

- capital expenditure and financing activity during the year;
- the impact of capital spending on the council's 'need to borrow';
- the council's compliance with prudential and treasury indicators;
- the treasury management position as at 31 March 2025 (Appendix A);
- the council's treasury management advisors' view on UK interest and investment rates (Appendix B);
- the actual prudential and treasury indicators (Appendix C);
- the counterparty List (Appendix D); and
- a glossary of terms and abbreviations (Appendix E).

4.2 Highlights and key messages

- Total capital expenditure in 2024/25 was £115.068 million, which was less than the budgeted £220.192 million, largely as a result of slippage on projects.
- Financing sources were:

- Capital receipts: £16.049 million
- Other contributions: £45.127 million
- External borrowing (Park Street): £30.000 million
- Internal borrowing/cash balances: £23.892 million
- Total external debt as of 31 March 2025 was £243.379 million, giving headroom of £306.621 million against the authorised borrowing limit.
- Deposit balances decreased to £46.588 million due to the use of cash balances to fund capital expenditure (internal borrowing).
- Average rate of return on deposits was 4.81% (up from 4.48% in 2023/24)
- Total interest/dividends earned were £4.705 million, exceeding budget by £1.157 million, driven by high interest rates and cash balances.
- The council complied with all Prudential Indicators during the year.

5. Capital Expenditure and Financing 2024/25

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

- financed immediately through the application of capital or revenue resources (capital receipts, capital grants, developer contributions, revenue contributions, reserves etc.), which has no resultant impact on the Council's borrowing need; or
- if insufficient financing is available, or a decision is taken not to apply other resources, the funding of capital expenditure will give rise to a borrowing need.

5.2 Capital Expenditure

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

	2023/24 £'000 Actual	2024/25 £'000 Budget¹	2024/25 £'000 Actual
General Fund capital expenditure	36,374	112,444	57,890
HRA capital expenditure	71,043	107,748	57,178
Total capital expenditure	107,417	220,192	115,068

Resourced by:			
• Capital receipts	(16,016)	(19,446)	(16,049)
• Other contributions	(65,340)	(57,866)	(45,127)
Total available resources for financing capital expenditure	(81,356)	(77,312)	(61,176)
Financed from cash balances and borrowing	26,061	142,880	53,892

¹. As per Treasury Management Strategy report (TMSS) to full Council approved on 15 February 2024, adjusted to reflect changes approved in year.

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

6.1 Minimum revenue provision (MRP)

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

6.2 The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 require local authorities to calculate for the financial year an amount of MRP which is considered to be 'prudent'.

The Council's MRP policy for 2024/25 was set out in the Annual Treasury Management Strategy agreed by Council on 15 February 2024. In accordance with this policy, the minimum revenue provision charged to the General Fund in 2024/25 was £326,000.

6.3 Local authorities are also permitted to make additional voluntary revenue provision charges in order to accelerate the financing of underlying debt and reduce annual MRP charges in the future.

No voluntary revenue provision charges were made during 2024/25. As at 31 March 2025, the cumulative total of voluntary revenue provision charges made in previous

years was £9,545,000.

6.4 **Borrowing during 2024/25**

During 2024/25, the council used external borrowing to finance capital expenditure on the Park Street hotel and car park development. This was pre-arranged at the start of the project. During the year, £30 million of external borrowing was drawn down for this purpose, with a further £55 million pre-arranged to be drawn down in 2025/26. The remaining financing of capital expenditure from cash balances of £23.892 million shown in the above table was met using internal borrowing. This includes amounts lent to the Cambridge Investment Partnership LLP, which will be repaid when the relevant housing schemes are completed, and amounts relating to HRA capital expenditure.

6.5 **External Debt as at 31 March 2025**

The table below shows the Council's outstanding debt and headroom (the amount of additional borrowing that is possible without breaching the Authorised Borrowing Limit) as at 31 March 2025:

	Principal (£'000)
Authorised Borrowing Limit – agreed by Council on 15 February 2024	550,000
PWLB Borrowing (for HRA Self-Financing)	213,572
Other external borrowing	29,807
Total current headroom	306,621

As at 31 March 2025, the debt held by the council related to twenty loans from the PWLB for self-financing the HRA, and a pre-arranged annuity loan from a financial institution in order to finance the development of the Park Street hotel and car park.

7. **Treasury Position as at 31 March 2025**

- 7.1 The Council's debt and deposit position is managed in order to ensure adequate liquidity for revenue and capital activities, security for deposits, and to manage risk in relation to all treasury management activities. Procedures and controls to achieve these objectives are well established both through the application of approved Treasury

Management Practices and regular reporting to Members.

- 7.2 The table below provides a comparison of deposit activity and outturn for 2024/25 against 2023/24:

Deposit Type	2024/25		2023/24	
	Average Deposits (£m)	Average Rate of Return	Average Deposits (£m)	Average Rate of Return
Fixed Rate Deposits	31.32	5.23%	77.85	4.86%
Call/Overnight Accounts	15.92	4.46%	11.82	4.56%
Money Market Funds	29.56	5.01%	31.09	4.98%
CCLA Local Authorities' Property Fund and Enhanced Cash Funds	24.29	4.58%	24.39	3.48%
Bond	2.80	2.20%	4.37	2.27%
Overall Deposit Return	103.89	4.81%	149.52	4.48%

A summary of deposits is shown at Appendix A.

- 7.3 Total interest on treasury investments and dividends from managed funds of £4.705 million have been earned on the council's deposits during 2024/25 at an average rate of return of 4.81% (4.48% in 2023/24). (Note that the interest earned does not exactly equal the average rate of return multiplied by the average invested balance, as the rates of return above also take into account fair value movements on the principal invested where applicable – these movements are reversed out of the General Fund under statutory requirements). This has resulted in an overall over-achievement on the budget of £1.157million. This was substantially driven by continuing high interest rates and higher cash balances being held on deposit than assumed at the time the budget was set.

8. Interest Rate Update

- 8.1 In support of effective forecasting the council needs to be aware of the potential influence of market interest and investment rates. The council is provided with regular commentary on current market conditions by its treasury advisors (MUFG), and the commentary as at 31 March 2025 including trends observed in 2024/25 is presented at Appendix B.
- 8.2 The Bank of England's Monetary Policy Committee cut the base rate by 0.25% to 4% in August 2025. In the light of this decision, our treasury advisors updated their forecast for future interest rates and this forecast is included in Appendix B.

MUFG have revised their previous forecast for a November rate cut, instead pushing that back to February 2026, on the basis that CPI inflation should have peaked by then and will be on a slow downwards trajectory back to 2% by 2027. Further gradual reductions in Bank Rate to 3.25% are then anticipated, with the important proviso that this is only if inflation and employment data are supportive of such cuts.

9. Prudential and Treasury Indicators

- 9.1 During the financial year the council operated within the 'authorised' and 'operational' borrowing limits contained within the Prudential Indicators set out in the council's Treasury Management Strategy Statement. The outturn for Prudential and Treasury Indicators is shown in Appendix C.
- 9.2 MUFG continues to revise its recommendations on counterparties and appropriate durations. The Council follows MUFG's recommendations as reflected in the current Counterparty List at Appendix D. Note that the limit for lending to Cambridge Investment Partnership LLP (CIP) has been increased to £65 million in order to accommodate proposed loans in respect of approved developments at ATS/Murketts, Newbury Farm and Fanshawe Road, subject to separate approval of an associated capital budget by Full Council.

10. Corporate plan

- 10.1 Effective management of the Council's cashflows, investments and borrowing supports all aspects of the Council's Corporate Plan. Interest received from investments and interest paid on debt are important factors when considering how best to deliver on the priorities set out in the Plan.

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

11. Consultation, engagement and communication

- 11.1 None required.

12. Anticipated outcomes, benefits or impact

- 12.1 Regular monitoring of performance against Prudential and Treasury Indicators enables timely action to be taken to address any issues highlighted.
- 12.2 Reporting of financial information to Cabinet leads to greater transparency of decision making.

13. Implications

Relevant risks

- 13.1 Prudent management of the Council's cash balances reduces the risk of financial loss.

Financial Implications

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

Legal Implications

13.3 None

Equalities and socio-economic Implications

13.4 None

Net Zero Carbon, Climate Change and Environmental implications

13.5 The council recognises that there is continuing debate about how best to capture information about the environmental, social and governance (often known as 'ESG') implications of investing decisions taken by the Council.

The council continues to work with MUFG to understand developments within financial markets which offer the opportunity to have regard for ESG criteria when placing investments. The relevant CIPFA guidance asserts the primacy of 'security, liquidity and yield' considerations when managing the treasury portfolio and the council is required to adhere to that guidance.

Where the council invests for the longer term, there are opportunities to invest in products or counterparties which align with council objectives. Currently, this is reflected in the substantial fixed-term deposits with other local authorities and investments in the CCLA Local Authority Property Fund. The CCLA Property Fund provides investors with regular updates about its work to reduce the carbon footprint of its property portfolio and increase the EPC rating of individual properties it owns.

Procurement Implications

13.6 None

Community Safety Implications

13.7 None

14. Appendices

14.1 Appendix A – Treasury Management position as at 31 March 2025

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

Appendix C – Prudential and Treasury Management indicators

Appendix D – Current Counterparty List

Appendix E – Glossary of Terms and Abbreviations

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

Author's Name: Francesca Griffiths

Author's Tel. No. 01223 458126

Author's Email: francesca.griffiths@cambridge.gov.uk

Appendix A

TREASURY MANAGEMENT POSITION AS AT 31 MARCH 2025

CURRENT DEPOSITS

The council's deposits as at 31 March 2025 are shown in the table below:

Counterparty	% Rate	Remaining Duration	Principal (£'000)
Fixed Term Deposits			
Great Yarmouth Borough Council	4.70	5 months	6,000
Blackpool Council	4.80	16 days	5,000
Northumberland County Council	4.85	2 days	5,000
Allia Ltd	2.20	21 months	2,800
Total Fixed Term Deposits			18,800
Counterparty	% Rate	Minimum Duration	Principal (£'000)
Variable Rate Notice Accounts			
Barclays Bank PLC	4.00	Same day	12,788
CCLA Local Authorities Property Fund	4.47	90 days	15,000
Total Variable Rate Notice Accounts			27,788
TOTAL			46,588

Appendix B

MUFG'S OPINION ON UK INTEREST AND INVESTMENT RATES AS AT 31 MARCH 2025

UK Economy

UK inflation has proved somewhat stubborn throughout 2024/25. Having started the financial year at 2.3% y/y (April), the CPI measure of inflation briefly dipped to 1.7% y/y in September before picking up pace again in the latter months. The latest data shows CPI rising by 2.8% y/y (February), but there is a strong likelihood that figure will increase to at least 3.5% by the Autumn of 2025.

Against that backdrop, and the continued lack of progress in ending the Russian invasion of Ukraine, as well as the potentially negative implications for global growth as a consequence of the implementation of US tariff policies by US President Trump in April 2025, Bank Rate reductions have been limited. Bank Rate currently stands at 4.5%, despite the Office for Budget Responsibility reducing its 2025 GDP forecast for the UK economy to only 1% (previously 2% in October).

Moreover, borrowing has become increasingly expensive in 2024/25. Gilt yields rose significantly in the wake of the Chancellor's Autumn Statement, and the loosening of fiscal policy, and have remained elevated ever since, as dampened growth expectations and the minimal budget contingency (<£10bn) have stoked market fears that increased levels of borrowing will need to be funded during 2025.

The table below provides a snapshot of the conundrum facing central banks: inflation pressures remain, labour markets are still relatively tight by historical comparisons, and central banks are also having to react to a fundamental re-ordering of economic and defence policies by the US administration.

	UK	Eurozone	US
Bank Rate	4.50%	2.5%	4.25%-4.5%
GDP	0.1%q/q Q4 (1.1%y/y)	+0.1%q/q Q4 (0.7%y/y)	2.4% Q4 Annualised
Inflation	2.8%y/y (Feb)	2.3%y/y (Feb)	2.8%y/y (Feb)
Unemployment Rate	4.4% (Jan)	6.2% (Jan)	4.1% (Feb)

The Bank of England sprung no surprises in their March meeting, leaving Bank Rate unchanged at 4.5% by a vote of 8-1, but suggesting further reductions would be gradual. The Bank of England was always going to continue its cut-hold-cut-hold pattern by leaving interest rates at 4.50% but, in the opposite of what happened at the February meeting, the vote was more hawkish than expected. This suggested that as inflation rises later in the year, the Bank cuts rates even slower, but the initial impact of President Trump's tariff policies in April 2025 on the financial markets underpin our view that the Bank will eventually reduce rates to 3.50%.

Having said that, the Bank still thinks inflation will rise from 2.8% in February to 3¼% in Q3. And while in February it said “inflation is expected to fall back thereafter to around the 2% target”, this time it just said it would “fall back thereafter”. That may be a sign that the Bank is getting a bit more worried about the “persistence in domestic wages and prices, including from second-round effects”. Accordingly, although we expect a series of rate cuts over the next year or so, that does not contradict the Bank taking “a gradual and careful” approach to cutting rates, but a tepid economy will probably reduce inflation further ahead and prompt the Bank to cut at regular intervals.

From a fiscal perspective, the increase in businesses’ national insurance and national minimum wage costs from April 2025 is likely to prove a headwind, although in the near-term the Government’s efforts to provide 300,000 new homes in each year of the current Parliament is likely to ensure building industry employees are well remunerated, as will the clamp-down on immigration and the generally high levels of sickness amongst the British workforce. Currently wages continue to increase at a rate close to 6% y/y. The MPC would prefer a more sustainable level of c3.5%.

As for equity markets, the FTSE 100 has recently fallen back to 7,700 having hit an all-time intra-day high 8,908 as recently as 3rd March. The £ has also endured a topsy-turvy time, hitting a peak of \$1.34 before dropping to \$1.22 in January and then reaching \$1.27 in early April 2025.

USA Economy

Despite the markets willing the FOMC to repeat the rate cut medicine of 2024 (100 basis points in total), the Fed Chair, Jay Powell, has suggested that the Fed. Funds Rate will remain anchored at 4.25%-4.5% until inflation is under control, and/or the economy looks like it may head into recession as a consequence of President Trump’s tariff policies.

Inflation is close to 3% and annualised growth for Q4 2024 was 2.4%. With unemployment just above 4%, and tax cuts in the pipeline, the FOMC is unlikely to be in a hurry to cut rates, at least for now.

Eurozone Economy

The Eurozone economy has struggled throughout 2024 and is flat lining at present, although there is the promise of substantial expenditure on German defence/infrastructure over the coming years, which would see a fiscal loosening. France has struggled against a difficult political backdrop, but with a large budget deficit it is difficult to see any turn-around in economic hopes in the near-term. With GDP currently below 1% in the Eurozone, the ECB is likely to continue to cut rates, although the headline inflation rate is still above 2% (2.3% February 2025). Currently at 2.5%, a further reduction in the Deposit Rate to at least 2% is highly likely.

Updated Interest Rate Forecast following Base Rate Cut in August 2025

MUFG Corporate Markets Interest Rate View 11.08.25													
	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28
BANK RATE	4.00	4.00	3.75	3.75	3.50	3.50	3.50	3.50	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	4.00	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	4.00	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.30	3.30	3.40	3.40	3.40
12 month ave earnings	4.00	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.30	3.40	3.50	3.60	3.60
5 yr PWLB	4.80	4.70	4.50	4.40	4.30	4.30	4.30	4.20	4.20	4.20	4.20	4.10	4.10
10 yr PWLB	5.30	5.20	5.00	4.90	4.80	4.80	4.80	4.70	4.70	4.70	4.70	4.60	4.60
25 yr PWLB	6.10	5.90	5.70	5.70	5.50	5.50	5.50	5.40	5.40	5.30	5.30	5.30	5.20
50 yr PWLB	5.80	5.60	5.40	5.40	5.30	5.30	5.30	5.20	5.20	5.10	5.10	5.00	5.00

Appendix C

PRUDENTIAL AND TREASURY MANAGEMENT INDICATORS

	Actual 2023/24 £'000	Budget¹ 2024/25 £'000	Actual 2024/25 £'000
PRUDENTIAL INDICATORS			
Capital expenditure			
- General Fund	36,374	112,444	57,890
- HRA	71,043	107,748	57,178
Total	107,417	220,192	115,068
Capital Financing Requirement (CFR) as at 31 March			
- General Fund	70,806	147,014	109,084
- HRA	215,136	292,735	230,352
Total	285,942	439,749	339,436
Change in the CFR ²	15,993	153,807	53,494
Deposits at 31 March	90,191	82,706	46,588
External Gross Debt	213,572	322,778	243,379
Ratio of financing costs to net revenue stream			
-General Fund	(17.73%)	(2.97%)	(20.72%)
-HRA	10.09%	19.39%	11.49%
Net income from commercial and service investments to net revenue stream			
-General Fund	10,626	11,679	10,404
-HRA	494	413	631
% of net revenue stream			
-General Fund	42.67%	40.93%	41.98%
-HRA	0.96%	0.74%	1.11%

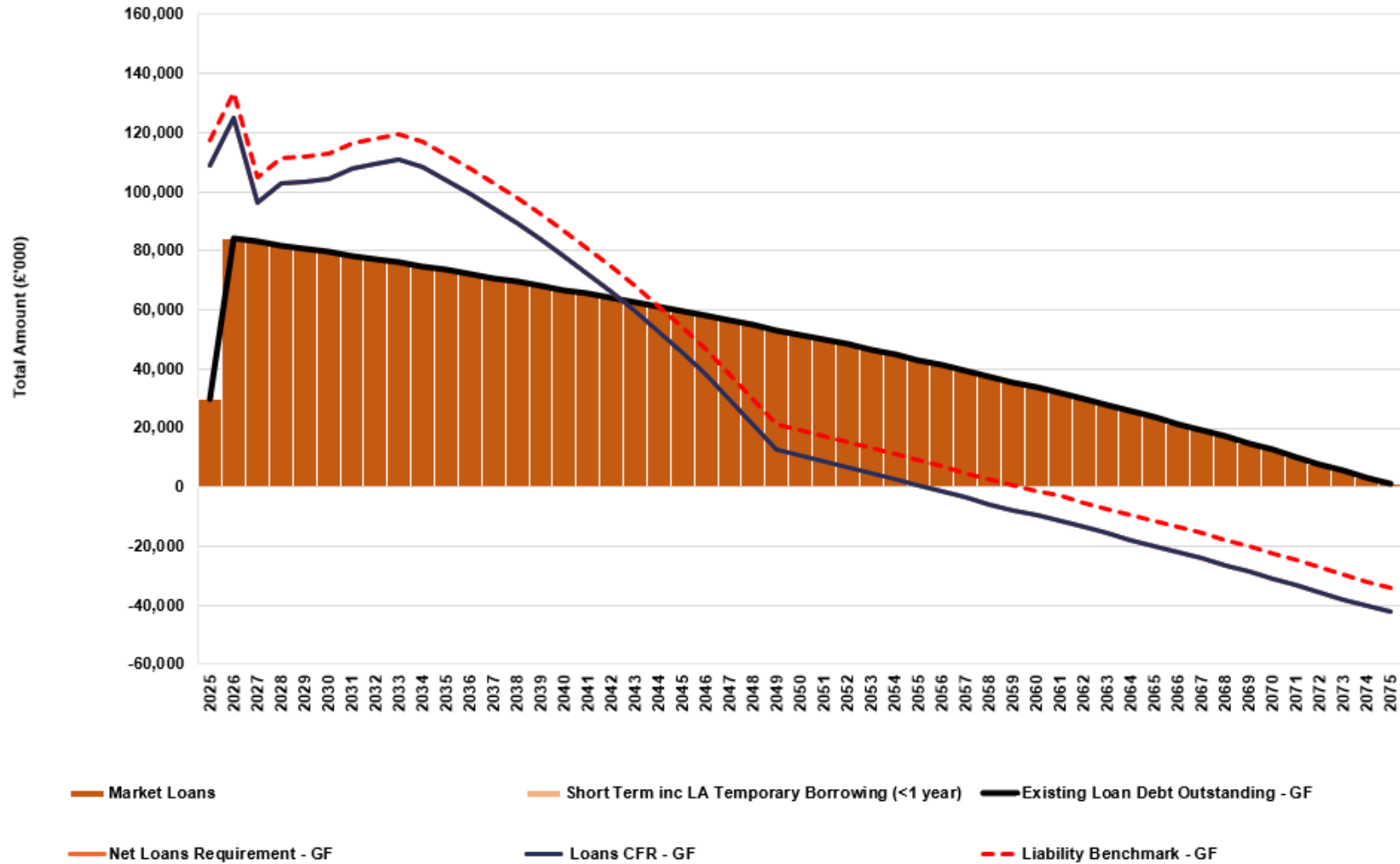
1. As per Treasury Management Strategy report (TMSS) to full Council approved on 15 February 2024, updated for changes to capital programme approved in year

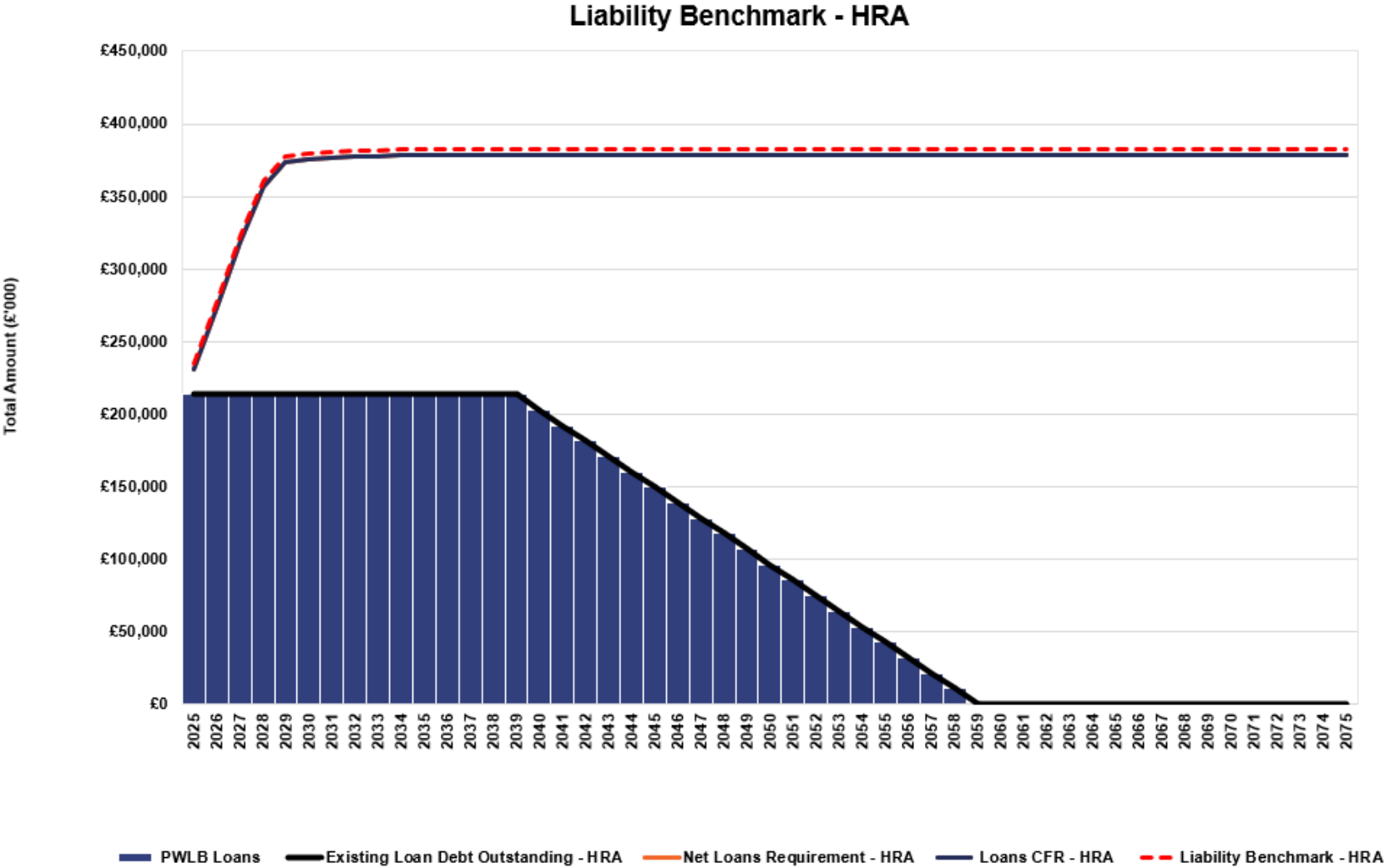
2. After accounting for MRP charge and voluntary revenue provision

	Actual 2023/24 £'000	Budget¹ 2024/25 £'000	Actual 2024/25 £'000
TREASURY INDICATORS			
Authorised limit			
for borrowing	550,000	550,000	550,000
for other long term liabilities	2,000	2,000	2,000
Total	552,000	552,000	552,000
Operational boundary			
for external borrowing	332,461	451,249	434,867
for other long term liabilities	1,500	1,500	1,500
Total	333,961	452,749	436,367
Upper limit for total principal sums deposited for over 364 days & up to 5 years	50,000	30,000	30,000
Upper limit for fixed & variable interest rate exposure			
Net interest on fixed rate borrowing/deposits	3,600	9,613	5,716
Net interest on variable rate borrowing/deposits	(3,122)	(1,773)	(3,681)
Maturity structure of new fixed rate borrowing	Upper Limit	Lower Limit	
10 years and above (PWLB borrowing for HRA Reform)	100%	0%	

¹ Per Annual Treasury Management Strategy Report agreed by Council on 15 February 2024. This is considered the appropriate point of reference since it reflects limits in place from the start of the financial year.

Liability Benchmark - General Fund





Appendix D

Current Counterparty List

The full listing of approved counterparties is shown below, showing the category under which the counterparty has been approved, the appropriate deposit limit and current duration limits.

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

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

Name	Council's Current Deposit Period	Category	Limit (£)
All UK Police Authorities	N/A	Police Authority	20m
All UK Fire Authorities	N/A	Fire Authority	20m
Debt Management Account Deposit Facility	N/A	DMADF	Unlimited
Enhanced Cash Funds (Standard & Poor's: AAAf/S1, Fitch: AAA/S1)	Over 3 months and up to 1 year	Financial Instrument	10m (per single counterparty)
Enhanced Money Market Funds (not below AAf) - VNAV	Over 3 months and up to 1 year	Financial Instrument	5m (per fund)
Money Market Funds (AAf) – CNAV, VNAV & LVNAV	Liquid Rolling Balance	Financial Instrument	15m (per fund) With no maximum limit overall
UK Government Treasury Bills	Up to 6 months	Financial Instrument	15m
Members of a Banking Group	Using MUFG's Credit Criteria	UK Banks and UK Nationalised Banks	40m
Non-Specified Investments: -			
All UK Local Authorities – longer term limit	Over 1 year and up to 5 years	Local Authority	Up to 35m (in total)
Cambridge City Council Housing (CCHC) Working Capital Loan	Up to 1 year	Loan	200,000
Cherry Hinton Community Benefit Society	Up to 1 year	Loan	50,000
CCHC Investment*	Rolling Balance	Loan (Asset Security)	7,500,000
Cambridge Investment Partnership*	Rolling Balance	Loan (Asset Security)	65m
CCLA Local Authorities' Property Fund	Minimum of 5 years	Pooled UK Property Fund	Up to 15m
Certificates of Deposit (with UK Banking Institutions)	Liquid Rolling Balance	Financial Instrument	See limits above

Name	Council's Current Deposit Period	Category	Limit (£)
Certificates of Deposit (with UK Building Societies)	Liquid Rolling Balance	Financial Instrument	See limits above
Certificates of Deposit (with Foreign Banking Institutions)	Liquid Rolling Balance	Financial Instrument	2m (per single counterparty)
Enhanced Cash Funds (Standard & Poor's: AAAf/S1, Fitch: AAA/S1)	Over 1 year and up to 5 years	Financial Instrument	10m (per single counterparty)
Enhanced Money Market Funds (not below AAF) - VNAV	Over 1 year and up to 5 years	Financial Instrument	5m (per fund)
Commercial Property Investments funded from cash balances	Over 1 year	Commercial Property	25m (in total)
Municipal Bonds Agency	N/A	Pooled Financial Instrument Facility	50,000
Secured Local Bond – Allia Limited	N/A	Local Business Bond	Up to 5m in total
Supranational Bonds – AAA	Using Link's Credit Criteria	Multi-lateral Development Bank Bond	15m
UK Government Gilts	Over 1 year & up to 30 years	Financial Instrument	15m

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

Appendix E

Treasury Management – Glossary of Terms and Abbreviations

Term	Definition
Authorised Limit for External Borrowing	Represents a control on the maximum level of borrowing
Capital Expenditure	Expenditure capitalised in accordance with regulations i.e. material expenditure either by Government Directive or on capital assets, such as land and buildings, owned by the Council (as opposed to revenue expenditure which is on day to day items including employees' pay, premises costs and supplies and services)
Capital Financing Requirement	A measure of the Council's underlying borrowing need, i.e. it represents the total historical outstanding capital expenditure which has not been paid for from either revenue or capital resources
Certificates of Deposit (CDs)	Low risk certificates issued by banks which offer a higher rate of return
CIP	Cambridge Investment Partnership
CIPFA	Chartered Institute of Public Finance and Accountancy
Corporate Bonds	Financial instruments issued by corporations
Counterparties	Financial institutions with which funds may be placed
Credit Risk	Risk of borrower defaulting on any type of debt by failing to make payments which it is obligated to do
Enhanced Cash Funds	Higher yielding funds typically for investments exceeding 3 months
Eurocurrency	Currency deposited by national governments or corporations in banks outside of their home market
External Gross Debt	Long-term liabilities including Private Finance Initiatives and Finance Leases
FOMC	Federal Open Market Committee - the Federal Reserve Committee responsible for setting U.S. monetary policy

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

Term	Definition
Ring Fenced Bank (RFB)	Government and Bank of England rules apply to all UK Banks which have to split their business into 'core' retail and investment units known as Ring and Non Ring Fenced Banks
Sterling Over Night Index Average (SONIA)	SONIA is a widely used benchmark based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors.
Security	A measure of the creditworthiness of a counter-party
Specified Investments	Those investments identified as offering high security and liquidity. They are also sterling denominated, with maturities up to a maximum of 1 year, meeting the minimum 'high' credit rating criteria where applicable
Supranational Bonds	Multi-lateral Development Bank Bond
UK Government Gilts	Longer term Government securities with maturities over 6 months and up to 30 years
UK Government Treasury Bills	Short term securities with a maximum maturity of 6 months issued by HM Treasury
Variable Net Asset Value	MMF values based on daily market fluctuations to 2 decimal places known as mark-to-market prices
Weighted Average Life (WAL)	Weighted average length of time of unpaid principal
Weighted Average Maturity (WAM)	Weighted average amount of time to maturity
Yield	Interest, or rate of return, on an investment

This page is intentionally left blank