

Cambridge City Council

Performance, Assets and Strategy Overview and Scrutiny Committee

Date: Tuesday, 9 September 2025

Time: 5.30 pm

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

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

Agenda

- 1 **Apologies for Absence**
- 2 **Declarations of Interest**
- 3 **Minutes** (Pages 5 - 10)
- 4 **Public Questions**
Public Questions can be submitted to the councils' Overview and Scrutiny Committees in accordance with the Procedure Rules contained within the council's constitution. Any question must be received by 09:00 two days prior to the meeting and sent to democratic.services@cambridge.gov.uk.

Questions about agenda items at Overview and Scrutiny Committee meetings are likely to be best answered by the relevant Cabinet Member. Where this is the case, such questions will be published with the Overview and Scrutiny Committee meeting's agenda and referred by the committee to the Cabinet Member for a response in writing to be provided following the meeting.
- 5 **Cabinet: Update on Budget Setting Consultation 2025-26** (Pages 11 - 26)
- 5a **Procurement at Cambridge City Council** (Pages 27 - 34)
- 5b **Cabinet: Strategic Procurement Pipeline for Repairs, Maintenance, and Compliance Contracts** (Pages 35 - 64)
- 6 **Cabinet: Civic Quarter** (Pages 65 - 98)

7 **Work Programme** (To Follow)

8 **Exclusion of the public and press**

The following motion should be moved, seconded and approved if the committee wishes to exclude the press and public to deal with reports revealing exempt information:

“That the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph X, Schedule 12A, of the Local Government Act 1972.”

Performance, Assets and Strategy Overview and Scrutiny Committee

Members: Porrer (Chair), Gawthrope Wood (Vice-Chair), Clough, Dalzell, Davey, Griffin, Sheil, and one other member*

*this committee includes a vacancy held by the Labour Group. The member to take up this seat is to be confirmed by the Labour Group prior to the meeting. Accordingly, the following members, who are members of the Labour Group but not members of the Cabinet, are summoned to this meeting:

Councillors: Mark Ashton, Robert Dryden, Iva Divkovic, Russ McPherson, Dinah Pounds, Richard Robertson, Richard Swift, and Baiju Thittala

Information for the public

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PERFORMANCE, ASSETS AND STRATEGY OVERVIEW AND SCRUTINY COMMITTEE

10 June 2025

5.30 - 8.32 pm

Present: Councillors Porrer (Chair), Gawthrope Wood (Vice-Chair), Baigent, Dalzell, Davey, Griffin, and Sheil

In attendance (including online): Councillors Bick, Bird, Holloway, Nestor, Todd-Jones, and Wade

Officers (including online): James Elms (City Services Director), Jody Etherington (Chief Finance Officer – Section 151 Officer), Dan Kalley (streaming), Matthew Stickley (Scrutiny Officer, Clerk), Jane Wilson (Chief Operating Officer),

2x/1/P&A Apologies for Absence

Apologies were received from Councillor Hugh Clough. Councillor Naomi Bennett attended as substitute.

2x/2/P&A Declarations of Interest

Councillor Baigent declared an interest as a member of the Cambridge Cycling Campaign. Councillor Bennett asked that it be recorded that she was a member of the Green Group and not subject to a party whip.

2x/3/P&A Minutes

The unapproved minutes of meetings of previously constituted Overview and Scrutiny Committees were presented. The Chair noted that because the remits of the two newly established Overview and Scrutiny Committees did not exactly mirror the previously constituted committees, the minutes were to be presented to the first meetings of both of the newly established Overview and Scrutiny Committees for approval.

The minutes were agreed as an accurate record.

2x/4/P&A Public Questions

There were no public questions. The Chair advised the committee that if public questions were submitted to the committee in future that they may be referred to the relevant Cabinet Member for response.

2x/5/P&A The Role of Overview and Scrutiny in Local Authorities

The Chair introduced the item by outlining the role of scrutiny in local authorities, emphasising both pre-scrutiny and post-scrutiny and that the overview and scrutiny committees should be collegiate, with members working beyond political differences to act as a critical friend to the Cabinet and wider council. She explained that members of the committee had the opportunity to shape its work programme for the year, both during and outside of meetings of the committee. Officers clarified that the Housing Board, the terms of reference for which were still being finalised, was not a scrutiny committee but an advisory body of the Cabinet.

2x/6/P&A Update on Budget-Setting Timetable 2026-27

The committee received a verbal update on the 2026-27 budget-setting timetable. Officers explained that a report would be presented to Cabinet in July 2025 outlining the timeline and that an ambitious programme of savings was already in place. It was noted that quarterly financial monitoring by Cabinet would be introduced from September 2025 and that financial reporting would be embedded in the performance management framework from the second quarter onwards.

The committee discussed the alignment of the Housing Revenue Account and the General Fund. In response to questions, it was clarified that while the two remained legally separate, the processes for their management and oversight would be synchronised. The committee also considered the timing of the Medium Term Financial Strategy, and officers confirmed that it would be refreshed in the autumn and presented to Council in February 2026 to allow forecasting and final budget-setting to be aligned more effectively than in previous years.

It was noted that reports for the July 2025 meeting of Cabinet would be published in early July 2025, and that statutory consultation would be required, with the detail of the consultation to be determined by Cabinet.

The committee noted that further updates on the budget-setting process would be brought forward for consideration at the future meetings of the Performance, Assets and Strategy Overview and Scrutiny Committee.

2x/7/P&A Update on Changes to Performance Management Framework and Approach

The committee received a verbal update on the development of a new performance management framework. Officers reported that work was underway to assess current measures and to identify whether these were the most suitable indicators of performance. It was noted that a Members' Workshop would be arranged to enable input from councillors. It was further noted that a Customer Feedback Report, including findings from customers and the Local Government and Housing Ombudsmen, would be considered by Cabinet in July 2025.

The committee discussed how best to structure its work plan. In response to questions, officers confirmed that Members would receive a template in advance of the planned workshop. It was also clarified that while staff would use one form of dashboard, Members would be provided with a different version designed to give a more strategic overview of the council's performance.

The committee noted that the Corporate Hub's priorities for the coming year included developing the performance management framework, embedding HR structural changes, aligning the budget process, implementing changes required by the Procurement Act 2023, establishing a Programme Management Office, and overseeing Local Government Reorganisation.

There was further discussion about procurement. In response to questions, officers advised that an update on procurement processes could be provided at the September 2025 meeting of the committee. The committee was also informed that a new Communications and Engagement Strategy was being developed, with updates to be provided to the Chair and Vice Chair.

2x/8/P&A Update on the Shared Services Partnership Agreement

The committee received an overview of the shared services partnership. Officers advised that a recommendation would be presented to Cabinet to renew the agreement for five years, which would provide stability of service delivery while retaining a clear exit clause.

The committee discussed the recent appointment of a new Chief Digital and Information Officer for 3C ICT and expressed interest in scheduling a future deep dive into the service. Officers confirmed that contingency planning for disaggregation of service was already in place but that the risk was considered

low. In response to questions, it was clarified that while previous deep dives had been considered by the Strategy and Resources Scrutiny Committee, a session could also be arranged for this committee.

The committee noted that no further shared services items were currently planned for its work programme. It was agreed that officers would liaise with the Chief Digital and Information Officer to confirm a suitable date for attendance at a future meeting and would recirculate confidential background papers previously considered.

2x/9/P&A Update on Stock Condition Survey Commissioning

The committee received a presentation from the Head of Property Services on the stock condition survey. The committee discussed the inclusion of tenant experience measures such as the punctuality and courtesy of officers and the ease of making booking arrangements.

The committee also explored how survey results would feed into the maintenance and repair programme. Officers explained that the data would be fully integrated into existing systems. The issue of access refusals was also discussed, and it was clarified that a tenant not being at home when an officer visited should not be recorded as a formal refusal.

2x/10/P&A Update on Housing Performance and Social Housing

The committee received an update from officers on the Housing Development Programme and the Housing Revenue Account. It was confirmed that quarterly development updates would continue to be reported to Cabinet.

The committee noted positive progress in certain schemes and was advised that rehousing work was ongoing. Members were also informed that a Quarterly Housing Performance Report had been presented to the Housing Scrutiny Committee in February 2025. Officers clarified that no regulatory judgment was expected from the regulator, but that comparisons with judgments made in respect of other authorities could be drawn.

2x/11/P&A Overview and Scrutiny Annual Business: Work Programme and Forward Plan

The Chair and Scrutiny Officer introduced the draft forward plan and work programme.

Members acknowledged that the work programme would be further discussed and be updated as appropriate following the meeting but proposals were tabled such that:

- The September 2025 meeting would consider the Budget Consultation, an update on 3C ICT, and the impact of the Procurement Act 2023.
- The November 2025 meeting would focus on performance management following the workshop, the Cambridge Growth Company, and the Customer Feedback Report.
- The January 2025 meeting would consider the 2026-27 budget and the initial implementation of the performance management framework.
- The March 2026 would focus on further implementation work and Local Government Reorganisation.

The committee discussed other potential areas of work, including the possibility of a Housing Task and Finish Group once the relevant report had been published. It was acknowledged that the Chair and Vice Chair would manage the agendas to ensure that items more appropriately dealt with by Cabinet were directed accordingly.

Officers advised that the forthcoming review of the Constitution would provide an opportunity to consider introducing a scoring matrix for prioritising scrutiny topics.

The meeting ended at 8.32 pm

CHAIR

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REPORT TITLE: BUDGET SETTING CONTEXT 2026/27

To:

Cabinet

15 July 2025

Report by:

Jody Etherington, Chief Finance Officer

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

Wards affected:

All

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Appendix B – General Fund Reserves Forecast

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

Procurement at Cambridge City Council

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Presentation to Performance, Assets, and Strategy
Overview and Scrutiny Committee 9 September 2025

One Cambridge, fair for all

Basic Facts and Figures

In 2024 the Council

- Spent 123.5m through procurement
- Of that
 - 69.5m was spent with Small and Medium sized enterprises (SMEs)
 - 2.3m was spent with Voluntary and Community Sector enterprises (VCSEs)
 - 67m was spent with local businesses

These data points have been collated by an independent organisation, Tussell, which provides an assessment of how well Councils are performing on social value.

Tussell's latest assessment is that Cambridge City Council is a high performer for social value, because of the combination of our local spend and our spend with SMEs and VCSEs.

n.b. These figures include both revenue and capital spend, and combine General Fund and Housing Revenue Account figures, as contracts can often cut across the two funds, with charging to each fund based on use.

Procurement Team

Cambridge City Council has a procurement team with 4 permanent staff and 1 fixed term procurement analyst.

The team:

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- Plans for and manages the impact of legislative change in relation to procurement
- Oversees the general procurement process and provides advice on what is achievable
- Provides direct support to Managers undertaking practical procurement activities
- Ensures that there are named contract managers for all council contracts, who are able to manage those contracts effectively
- Reports to Cabinet Office on those tenders and contracts that meet the threshold for reporting

A lot of work has been going into the major change to procurement legislation that came into force earlier this year.

Public procurement is a heavily regulated activity

- Procurement regulations first introduced in 1971 for construction
- Followed by Goods and Services in 1976
- Regulations last updated in 2015
- THEN BREXIT – however procurement continued more or less unchanged
- A **new Procurement Act** was developed, signed into law in October 2023
- New regulations under that act came into force **24 February 2025**

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What has stayed the same?

- Principles – open, fair, transparent, value for money
- Threshold levels
- Requirements for advertising

n.b. contracts let before 24 Feb 25 continue to run under the old legislation

What has changed?

- Requirement for published pipeline
- Additional mandatory notices
- Requirements around contract management and contract repository
- No more evergreen contracts

More administration, more oversight

Procurement routes by value

Value	Route	timescale	Sign off
Up to 5k	Not proscribed	Can be same day	By second person
5k to 25k	Minimum of 3 quotes	At least a week	By second person with appropriate delegated authority
25k to 179k (goods and services)	Must be advertised Request for Quotation	Advertised for at least 3 weeks	Assessment panel and finance agreement, authorised by person with appropriate delegated authority
25k-4.4m (construction)	Must be advertised Request for quotation	Advertised for at least 5 weeks	Assessment panel and finance agreement, authorised by person with appropriate delegated authority. Over 1m must have Member approval
Over 179k or 4.4m	Full FTS tender	Can take up to a year	Assessment panel and finance agreement, authorised by person with appropriate delegated authority. Over 1m must have Member approval

The procurement team supports staff at any level – most of the focus is on procurements over 25k where the more formal processes have to be followed

Contract Management

- For public contracts over 4.4m the Council must now:
 - Set and publish a minimum of 3 KPIs
 - At least annually publish an assessment of the supplier's performance against those KPIs
 - Publish any failure to achieve KPIs (Contract Performance Notice)
- KPIs will need to be well defined and capable of being achieved – there will be significant scrutiny by potential suppliers, as well as on our side of the contract
- The Council must now also publish a Contract Change Notice ahead of modifying or varying a contract, describing the change and why it is justified
- Contract management has always been important, the new Procurement Act provides a level of additional clarity on what is required of public organisations.

Preparing for the change

Preparing staff

- General – lunch and learn sessions, presentations at Town Halls
- Accredited Contract Management Training
 - 42 staff undertaking Foundation Level Contract Management training
 - 6 undertaking Foundation Plus Level
 - 7 undertaking Practitioner level training

Procurement Team

- One additional member of the team to support new processes around contract management oversight
- Detailed review of contracts
- Development of the procurement pipeline
- Preparation for changed processes

Contracts are starting to come through the new process.

n.b. We will be working with contracts under the two different processes for a long time to come.

Questions?

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One Cambridge, fair for all





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.

REPORT AUTHORS MUST CONSIDER THE EQUALITIES IMPACT OF THE DECISION. REPORT AUTHORS TO ENSURE REPORT FOLLOWS THE COUNCIL'S ACCESSIBILITY RULES.

1.	Recommendations
1.1	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> Note the procurement pipeline for repairs, maintenance, and compliance works as set out in the appendix to this report. 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

	<p>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.</p> <p>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).</p> <p>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.</p>
3.	Alternative options considered
3.1	<p>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:</p> <ol style="list-style-type: none"> 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	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
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	<p>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.</p> <p>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.</p> <p>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.</p> <p>4.9 Attached at Appendix 1 is the proposed programme, showing outline dates for letting the contracts, their indicative durations, and total lifetime values.</p>
5.	Corporate plan
5.1	<p>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:</p> <ul style="list-style-type: none"> • 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.

	<ul style="list-style-type: none"> • 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	<p>6.1 Supplier Engagement</p> <p>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.</p> <p>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.</p>
6.2	<p>6.2 Internal Stakeholder Engagement</p> <p>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.</p> <p>6.3 Post-Award Communication</p> <p>Following contract awards, a structured communication plan will be implemented to keep tenants, councillors, and community stakeholders informed of forthcoming works.</p> <ul style="list-style-type: none"> • Tenants will receive clear, accessible notifications in advance of works, including scope, timetable, and any likely impacts on property access or services.

	<ul style="list-style-type: none"> • 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. <p>This approach will help build trust, reduce complaints, and ensure that the benefits of the procurement pipeline are visible and understood by those affected</p>
7.	Anticipated outcomes, benefits or impact
7.1	<p>7. 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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Tenant-Facing Outcomes & Benefits</p> <ul style="list-style-type: none"> • 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
	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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</p>

	<p>also a risk of programme slippage if contract sequencing is not carefully planned, leading to clashes or inefficient mobilisation of contractors.</p> <p>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.</p> <p>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.</p> <p>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.</p>
	Financial Implications
8.2	<p>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.</p>
	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	<p>Climate Change Rating – High Positive</p> <p>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.</p> <p>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.</p> <p>Through these combined measures, the programme is expected to make a high</p>

	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	<ul style="list-style-type: none"> • 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

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	Email: Sean.Cleary@cambridge.gov.uk

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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.

- 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.

- 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

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Project:

Date:

Your Name:

1. IMPACT ON CARBON EMISSIONS (MITIGATION OF CLIMATE CHANGE)									
HOW WILL THIS PROJECT/PROPOSAL AFFECT THE FOLLOWING KEY AREAS:		WHAT IS THE IMPACT CONSIDERED TO BE? <i>See guidance in the purple box, below, to help you assess the degree of the negative and positive impacts e.g. High, Medium or Low</i>		CLIMATE CHANGE RATING: <i>Use drop down list</i>	WILL THE PROJECT MOVE CAMBRIDGE CITY COUNCIL CLOSER TO THE OBJECTIVE OF BEING NET ZERO CARBON BY 2030? <i>Use drop down list</i>	WILL THE PROJECT MOVE THE CITY CLOSER TO THE OBJECTIVE OF A NET ZERO CARBON CAMBRIDGE BY 2030? <i>Use drop down list</i>	PLEASE DETAIL HERE THE ACTION THAT WILL BE TAKEN TO AVOID, MITIGATE OR COMPENSATE FOR THE NEGATIVE IMPACTS AND MAXIMISE POSITIVE IMPACTS?		HAS A NET ZERO CARBON OPTION BEEN CONSIDERED? PLEASE PROVIDE DETAILS.
1	ENERGY USE	Positive Impact:	Energy use will be reduced or renewable energy will be used	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 photovoltaic panels)	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? <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.	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)	* 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).

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 proactive approach to embedding environmental sustainability into all stages of

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Cambridge City Council Equality Impact Assessment (EqIA)

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

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

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk 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)	<input checked="" type="checkbox"/> Residents <input 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):

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?	<input checked="" type="checkbox"/> New <input checked="" 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
--	--

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

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_l59kt25q).**

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

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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: CIVIC QUARTER PROJECT UPDATE

To: Cabinet, Thursday 25th September 2025

Lead Members:

Councillor Simon Smith, Cabinet Member for Finance and Resources

Councillor Rosy Moore, Cabinet Member for Climate Action and Environment

Councillor 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	Recommendations That Performance, Assets and Strategy OSC notes the report, provides comments and any recommendations before being presented to Cabinet.
2	Exec Summary
2.1	The proposed designs for the Civic Quarter are transformative. They include: 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
2.2	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.
2.3	The business case supports the viability of the Civic Quarter project in terms of cost, revenue design and financial implications for the council. 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.
2.4	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. 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.

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 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	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
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	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.
2.12	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.
2.13	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 5.
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="272 353 991 539"> <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), has also identified an optimal programme approach which would enable shared prelims across projects if the projects were 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 contract sum proposal for cabinet and 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>
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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 and Market, 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 Appendix 2: Business Case for Securing the Future of Cambridge City Market – Place Partnerships Appendix 3: Calford Seaden Cost and Procurement Report</p>
3	Alternative options considered
3.1	See section 8
4	Progress to date:

4.1	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.	
	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	<p>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</p>
6.3	<p>Guildhall</p>
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	<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>

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	<p>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.</p>
6.4.2	<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. Section 6.6.1 outlines proposals for extending the Traffic Regulation Orders (TROs) to manage this pedestrianisation and restriction of traffic.</p>
6.4.3	<p>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</p>
6.4.4	<p>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</p>
6.4.5	<p>Increased biodiversity, by introducing trees around the fountain and the edge of the market square to provide shelter and shade.</p>
6.4.6	<p>Renovating and retaining the toilets in the Market Square basement to support traders, together with an above ground accessible toilet.</p>
6.4.7	<p>New underground bin facilities to significantly improve waste storage and collection processes</p>
6.5	<p>Corn Exchange</p> <p>Appendix 5 and Appendix 8 outlines proposed designs.</p>

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	<p>Public Realm</p> <p>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:</p>
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	<p>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.</p>
6.6.3	<p>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.</p>
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 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	Guildhall revenue projections
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	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.
7.1.3	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.
7.2	The Corn Exchange revenue projections

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	Market Revenue Projections
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	Guildhall and associated public realm Technical Design, Construction and required on-costs is estimated to be £52.16m										
7.4.3	Corn Exchange and associated Technical Design, Construction and required on-costs is estimated to be £26.49m Cost of closure costs excluded currently – commentary on this and mitigation options included above in Business Plan section										
7.4.4	Market Square and associated public realm Technical Design, Construction and required on-costs is estimated to be £13.62m										
7.4.5	<p>Therefore, the total projected expenditure to complete all three projects is as follows:</p> <table border="1"> <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	Funding
7.5.1	<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>
7.5.2	<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	Option 1: Do Nothing - £0 for this project but rising to at least £60m to meet compliance
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 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> <ol style="list-style-type: none"> 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>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> <ol style="list-style-type: none"> 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. 3) Asset compliance – all assets will be compliant and may 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. <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 contract sum and to seek approval from cabinet 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 is 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
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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	<p><i>Consider the anticipated outcome of consideration of this report. For example, it may be that a new major policy or statutory plan is being developed to improve service delivery for a particular group of the population; or a review of existing policy is expected to streamline current processes. What will be different as a result of this decision (what does good look like)? And how will we know – what are the appropriate measures?</i></p> <p>Reference to other sections of the report</p>
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>
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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>
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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	<p>Climate Change rating</p> <p>Climate Change assessment rating has been assessed as Medium Positive overall.</p> <p>See Appendix 11 for Climate Change Assessments concluded for the Guildhall, Corn Exchange and Market Square</p>
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	<p>Background documents</p> <p>Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985</p>

20.1	<p>1) S&R Report November 2024 Civic Quarter Project Update</p> <p>2) S&R January 2024 Civic Quarter Project</p> <p>3) S&R October 2022 Future Office Accommodation Strategy</p> <p>20.2 Environment and Community Scrutiny Committee March 2022 Proposed Improvement to Market Square</p>
21	Appendices
21.1	<p>Link to appendices can be found here –</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</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>
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>

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