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Cambridge City Council

STRATEGY AND RESOURCES SCRUTINY COMMITTEE

To: Councillors Boyce (Chair), Rosenstiel (Vice-Chair), Al Bander, Ashton, Benstead, Brown, Herbert, Nimmo-Smith and Pogonowski
Alternate: Saunders, Owers and Wright

Leader of the Council – Councillor Reid
Executive Councillor for Customer Services and Resources –
Councillor McGovern

Despatched: Wednesday 7 March 2012

Date: Monday, 19 March 2012
Time: 5.00 pm
Venue: Committee Room 1 & 2 - Guildhall
Contact: Glenn Burgess **Direct Dial:** 01223 457169

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

Members are asked to declare at this stage any interests that they may have in an item shown on this agenda. If any member of the Committee is unsure whether or not they should declare an interest on a particular matter, they should seek advice from the Head of Legal Services before the meeting.

3 PUBLIC QUESTIONS

4 MINUTES OF THE PREVIOUS MEETING (*Pages 1 - 4*)

Items for Decision by the Executive Councillor, Without Debate

These Items will already have received approval in principle from the Executive Councillor. The Executive Councillor will be asked to approve the recommendations as set out in the officer's report. There will be no debate on these items, but members of the Scrutiny Committee and members of the public may ask questions or comment on the items if they comply with the Council's rules on Public Speaking set out below.

Items for Debate by the Committee and then Decision by the Executive Councillor

These items will require the Executive Councillor to make a decision after hearing the views of the Scrutiny Committee.

There will be a full debate on these items, and members of the public may ask questions or comment on the items if they comply with the Council's rules on Public Speaking set out below

Decisions of the Leader

Items for Decision by the Leader, Without Debate

- 5 INSTALLATION OF SOLAR THERMAL TECHNOLOGY ON CITY COUNCIL PROPERTIES** *(Pages 5 - 16)*

Items for debate by the committee and then decision by the Leader of the Council

- 6 SINGLE EQUALITY SCHEME 2012 - 2015** *(Pages 17 - 58)*

- 7 GREATER CAMBRIDGE GREATER PETERBOROUGH LOCAL ENTERPRISE PARTNERSHIP: INCORPORATION AS A COMPANY LIMITED BY GUARANTEE** *(Pages 59 - 62)*

Decisions of the Executive Councillor for Customer Services and Resources

Items for debate by the committee and then decision by the Executive Councillor for Customer Services and Resources.

8 **DESKTOP UPGRADES** (*Pages 63 - 72*)

9 **PROJECT APPRAISALS:
CUSTOMER SERVICES IMPROVEMENT PROJECTS** (*Pages 73 - 76*)

9a Customer Service Automatic Payment Machine Head of Customer Services
(*Pages 77 - 86*)

9b Customer Service Touch Screen Information Kiosks Head of Customer
Services (*Pages 87 - 96*)

9c Customer Service Centre Accommodation Works Head of Customer
Services (*Pages 97 - 106*)

Items for decision by the Executive Councillor for Customer Services and Resources, without debate.

10 **BENEFIT IRRECOVERABLE DEBTS TO BE WRITTEN OFF**
(*Pages 107 - 108*)

Information for the Public

QR Codes
(for use with Smart
Phones)

Location The meeting is in the Guildhall on the Market Square (CB2 3QJ).

Between 9 a.m. and 5 p.m. the building is accessible via Peas Hill, Guildhall Street and the Market Square entrances.

After 5 p.m. access is via the Peas Hill entrance.

All the meeting rooms (Committee Room 1, Committee 2 and the Council Chamber) are on the first floor, and are accessible via lifts or stairs.



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- For questions and/or statements regarding items on the published agenda, the deadline is the start of the meeting.
- For questions and/or statements regarding items NOT on the published agenda, the deadline is 10 a.m. the day before the meeting.

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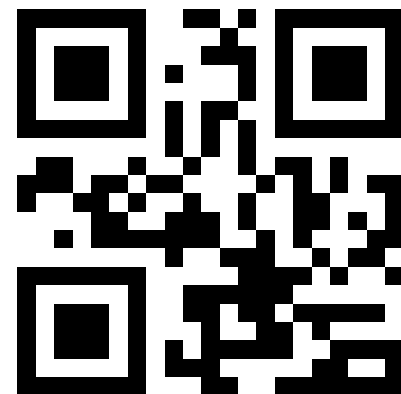
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STRATEGY AND RESOURCES SCRUTINY COMMITTEE 3 February 2012
5.00 - 6.04 pm

Present:

Scrutiny Committee Members: Councillors Boyce (Chair), Rosenstiel (Vice-Chair), Ashton, Benstead, Brown, Herbert and Nimmo-Smith and Saunders.

Executive Councillors:

Deputy Leader and Executive Councillor for Housing: Councillor Smart
Executive Councillor for Customer Services and Resources: Councillor McGovern:
Executive Councillor for Community Development and Health: Councillor Bick
Executive Councillor for Arts, Sport and Public Places: Councillor Cantrill
Executive Councillor for Planning and Sustainable Transport: Councillor Ward

Officers Present:

Chief Executive: Antoinette Jackson
Director of Resources: David Horspool
Director of Environment: Simon Payne
Director of Customer and Community Services: Liz Bisset
Committee Manager – Glenn Burgess

FOR THE INFORMATION OF THE COUNCIL

12/19/SR Apologies for absence

Apologies were received from Councillors Al Bander, Swanson and Reid.

Councillor Saunders attended as an alternate for Councillor Al Bander.

12/20/SR Declarations of interest

None

12/21/SR Public Questions

None

12/22/SR Draft Revenue and Capital BudgetsExecutive Amendment – Section 25 Report

The Director of Resources introduced the Executive Amendment.

Under the Local Government Act 2003, the Chief Financial Officer was required to report to the authority, when it was making the statutory calculations required to determine its Council Tax or precept, on the robustness of the estimates made for the purposes of the calculations, and the adequacy of the proposed financial reserves.

The Scrutiny Committee considered and approved the officer's recommendation by 5 votes to 0.

The Deputy Leader resolved to:

- i. In respect of the recommendation of the Executive on 19 January 2012, to include "Appendix X – Process for the 2012/13 Budget - Robustness of Estimates and Adequacy of Reserves" within the body of Budget Setting Report February 2012, for approval by Council on 23 February 2012.

Labour Group Amendment

The Leader of the Labour Group introduced the Labour Amendment and thanked officers for their assistance.

The following questions were put by Members on the items in the Labour Amendment and answered (A) as listed:

- i. Clarity was sought on the relationship between LB01 and LS01. A) Councillor Herbert explained that there was a need to expand the enforcement team and that any additional income generated from penalty tickets would be redirected to additional cleaning services.

- ii. Clarity was sought on the saving of £20,000 proposed under LS03. A) Councillor Herbert explained that by returning smaller planning decisions to the Planning Committee the amount of officer time required at evening Area Committees would be reduced. Given their increased delivery responsibilities, this would also ensure that the workload of Area Committees was manageable.
- iii. Concern was raised that when free bulky waste collections had been introduced previously the service had been abused. A) Councillor Herbert explained that only those meeting certain criteria would be eligible to receive free collections and officers would actively monitor this.
- iv. Clarity was sought on the need for additional staff training as proposed under LB14. A) Councillor Herbert explained that, due to the scale and complexity of benefit cuts, a wider range of frontline staff would require training. The Director of Customer and Community Services confirmed that, whilst an existing budget was in place for staff training, the Labour Group's proposals would increase this by £10,000.
- v. Further information was requested on how the £10,000 proposed under LB14 would be spent. A) Councillor Hebert confirmed that £3000 would be allocated for leaflets, £2000 for staff training and £5000 for website updates.
- vi. Further information was requested on how the savings proposed under LS05 would be achieved. A) Councillor Herbert explained that increased rental from commercial properties would be aided by the appointment of a permanent Head of Property and an additional Senior Surveyor. It was felt essential that the Council maximise its assets and strive to meet income targets on commercial properties. The Director of Resources confirmed that the additional post would improve pro-active management of the current portfolio and work to reduce the level of voids.
- vii. Clarity was sought on how the £37,800 saving proposed by LS02 would be achieved. A) Councillor Herbert explained that the figure would be made up from the printing and distribution costs of Cambridge Matters, and the reduction of half a staff post.
- viii. Clarity was sought on the consequences of reducing Repair and Replacement (R&R) funding as proposed by LS06. A) Councillor Herbert emphasised the need for a significant review of R&R funding and greater scrutiny of capital replacement and works. The Director of Resources confirmed that a review of R&R, including the centralisation of some aspects of the fund, was currently underway. It was also noted that all Project Appraisals would still be open to challenge through the scrutiny process. The Director of Environment highlighted the need to balance R&R savings with any increased risk to the Council.

- ix. Confirmation was sought that the proposed savings figures were achievable and had been accurately calculated against existing budgets. A) Councillor Herbert confirmed that in preparing their alternative budget the Labour Group had worked closely with the Director of Resources and all relevant officers.
- x. In proposing LB13 it was questioned whether the level of union support at other local authorities had been investigated. A) Councillor Herbert confirmed that discussions had been held with other local authorities. He also noted that, with changes to the building cleaning contract and low staff morale indicated through the Staff Survey, it was essential to maintain the current level of union support.
- xi. Clarity was sought on whether the £20,000 funding proposed by LC03 was in addition to the work already ongoing to improve seating in the City Centre. A) Councillor Herbert confirmed that, whilst he had identified this problem over three years ago, seating was still being removed from the City Centre. It was essential to have additional seating in busy shopping areas to encourage older people to continue using the City Centre.
- xii. Further information was requested on the £37,160 proposed by LHB01 for a Housing Projects Officer. A) Councillor Herbert explained that, as a result of staffing cuts when responsibility passed to the Customer Service Centre, additional funding was needed to address environmental improvement projects and understaffing in project delivery.
- xiii. Clarity was sought on the level of extra income proposed by LS01. A) Councillor Herbert explained that an additional City Centre Enforcement Officer would result in extra income being generated from penalty tickets for offences such as littering and vandalism.
- xiv. Clarity was sought on the scheme for additional toilets proposed by LB15. A) Councillor Herbert explained that the funding would provide 'community toilets', in facilities such as pubs, in badly served areas of the city.
- xv. Clarity was sought on the suggested criteria for bids to the 'Celebrate 2012 fund' proposed by LB10. A) Councillor Herbert explained that criteria would be developed that would encourage and enable events to take place in the local community. Councillor Benstead emphasised the relevance of the 2012 Olympics and the Queens Jubilee and the importance of celebrating and embracing these occasions.

All members were thanked for participating in the debate.

The meeting ended at 6.04 pm

CHAIR

Project Appraisal and Scrutiny Committee Recommendation

Project Name	Installation of solar thermal technology on City Council properties
Committee	Strategy & Resources
Portfolio	Strategy
Committee Date	20 March 2012
Executive Councillor	The Leader, Councilor Sian Reid
Lead Officer	Clare Palferman and Ian Ross

Recommendation/s

Financial recommendations –

- The Executive Councillor is asked to approve commencement of the Solar Thermal Project, included in the Council’s Capital Plan - C2966, Installation of solar thermal panels and/or energy efficiency measures on non-housing Council properties (General Fund). The total capital cost of the project is £140,000.
- The revenue savings from the project are estimated at £15,000 per annum (savings proposal S2967) and these have been included in the revenue budget from 2013/14 onwards.

Procurement recommendations:

- The Executive Councillor is asked to approve the procurement and installation of solar thermal panels and other necessary equipment under the Planned Maintenance Framework.
- If the quotation or tender sum exceeds the estimated contract value by more than 15% the permission of the Executive Councillor and Director of Finance will be sought prior to proceeding.

1 Summary

1.1 The project

The supply and installation of solar thermal panels on selected Council properties to secure a guaranteed income through energy bill savings and heat tariff as part of the Government's national Renewable Heat Incentive (RHI).

Target Start date	25 May 2012
Target completion date	30 September 2012

1.2 The Cost

Total Capital Cost	£140,000
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Capital Cost Funded from:

Funding:	Amount:	Details:
Reserves	£140,000	C2966
HRA Reserves	£	
Section 106	£	
Other	£	

Revenue Cost

Year 1	£0
Ongoing	£(15,000)

1.3 The Procurement

The supply and installation of solar thermal panels and other equipment essential for the project can be procured under the Council's Planned Maintenance Framework.

2 Capital Project Appraisal & Procurement Report

2.1 What is the project?

In March 2011, the UK Government announced details of their Renewable Heat Incentive (RHI). RHI is designed to provide financial support that encourages individuals, communities and organisations to switch from using fossil fuel for heating, to renewables such as wood fuel.

Under the RHI, several different renewable heat technologies are eligible to claim a tariff. A tariff is a set rate paid for every kW of heat generated through renewable heat technologies. An assessment of their deployment potential in City Council owned buildings was carried out and the technology with the highest deployment potential is solar thermal.

Solar thermal technologies gather heat from the sun into collectors which transfer heat energy to a working liquid. This liquid can then be used directly to provide hot water within a building, or an exchanger can transfer the heat from the working liquid to the water.

In order to provide an estimate of the potential for renewable energy generation via solar thermal, an assessment of heat demand and the availability of roof area were required. The Climate Change Officer, together with the Home Energy Officer, carried out a desk based assessment of the viability of installing 200kWth¹ solar thermal systems on 51 Council properties and identified 6 as potentially viable: 1 communal housing property and 5 non-housing properties. Discussions with relevant officers concluded that officers do not have the capacity to install on all 6 sites, so the best sites were chosen and these informed the budget bid.

A budget bid of £200,000 (£60K HRA and £140K General Fund) has been made to purchase and install solar thermal on the following properties (subject to site assessment):

- Pools & Leisure - Abbey Pool

¹ KWth stands for Kilowatt Thermal and 200kWth is the maximum size of system under the RHI.

- Pools & Leisure - Kings Hedges Learner
- Pool Pools & Leisure - Parkside
- Sheltered Housing - Ditchburn Place

Important note: This appraisal is asking for approval for the non-housing properties only. Approval will be asked for Ditchburn Place at a later date once a date for its refurbishment has been established.

In addition to availability of roof space and sufficient hot water demand, these properties must meet a number of other requirements in order to be technically and financially viable for solar thermal installations, such as:

- panels need to be well-orientated and be able to received direct sun light as long as possible;
- panels need to be free from overshadowing trees or buildings (over shading can significantly impair performance);
- roof strength needs to be sufficient to take the weight of panels;
- there needs to be loft space to fit a larger water tank if needed;
- there must be a backup water heating source onsite (e.g. gas/electric/oil);
- panels must be positioned to avoid vandalism wherever possible;
- sites should be easily accessible to limit the cost of installation;
- other site-specific factors should be considered e.g. is the roof under guarantee.

Kier Energy Innovations will carry out the onsite assessments and the above criteria will be assessed at this stage.

2.2 Estimated savings

The estimated financial and CO₂ savings for the three non housing properties are shown in the table below:

Project Total	
Installed capacity	60 kWth
Capital investment	£140,000
Annual revenue	£15,000
Payback	9.3 years
Total 20 year income	£300,000
Annual CO2 saving	29 tonnes
Total 20 year CO2 saving	580 tonnes

The savings have been estimated on the basis of the desk study and are anticipated for the full 20-year lifetime of the scheme. The savings do not take account of predicted energy price increases or the fact that the tariffs are RPI linked. The savings for the Council are therefore likely to be greater than stipulated. The savings will be confirmed at the onsite assessment stage.

The onsite assessments might reveal that it is more cost effective to install a large solar thermal system on one site rather than install three smaller systems on three sites. If this is the case, we will choose the scenario that maximises financial savings for the Council.

2.3 Lessons learned from the solar PV project

In July 2011 Strategy and Resources Committee agreed to invest £432,000 in installing solar PV on seven Council properties (two general fund and five HRA properties). Officers had gone through the processes of getting Asset Management Group (AMG), Housing Management Board (HMB) and committee approval, as well as carrying out onsite assessments and getting planning permission. In November 2011 the Government announced they were radically reducing the tariff for solar PV because uptake had been so high and that the new rate would come into effect on the 12 December 2012.

Originally we were due to install the solar PV before the 31st of March 2012. Therefore, bringing the deadline forward by more than three months meant that we were not going to install the solar PV in time to get the best Feed-In Tariff (FIT) rate. This reduction in subsidy meant that the project became financially less viable and would have taken twenty years for the project to payback the sum invested under the reduced FIT rate.

The lesson we must take from this is that we must work towards installing the solar thermal panels as quickly as possible.

As set out in the RHI guidelines:

“The scheme will remain open until at least 2020 with payments to non-domestic installations guaranteed for 20 years from entry to the scheme.

....Once an installation is accredited under the scheme they will receive a fixed level of support which will be adjusted annually in line with inflation. However, to ensure the scheme is cost effective the tariffs are likely to change over time and the new tariffs will be applied to anyone joining the scheme.

*..... Degression is where trigger levels are built into the RHI scheme which allows tariff levels to reduce automatically once a certain point is reached – for example, a certain level of installed capacity. Degression is a measure to maintain the cost effectiveness of the scheme and we **intend to introduce it in 2012 as part of Phase 2**” (which is due to start in October 2012).*

These guidelines *imply* that the Department for Energy and Climate Change (DECC) will look at reducing the tariff for solar thermal in October 2012. However, as with the solar PV, DECC could look to reduce the tariff for solar thermal even sooner and with little warning.

2.4 Timeframe for delivery

The greatest risk to the project is DECC reducing the tariff before we have installed and registered the panels. If this happens we will not only have lost the opportunity to make substantial financial savings, but we will also have wasted officer time and incurred project costs from carrying out the onsite assessments and submitting planning applications.

Installing the panels as soon as possible can reduce these risks. Usually, we would carry out the site assessments first to confirm site suitability, capital costs and savings and then take the project to Asset Management Group (AMG) and committee. However, this would mean approval would not take place until 9th July committee meeting by which time we will only have three months to deliver the project or the tariff rate may have already been reduced. This is why we are seeking an 'out of cycle' approval so we can start installing the panels in May rather than July as shown in the timetable below.

Timetable for delivery of the solar thermal project	
Task	Deadline
Budget confirmation at full Council	23 February
Kier Energy Innovations to carry out site assessments and confirm site suitability.	Underway. Site assessments should be completed by mid March so we can start planning applications.
Strategy & Resources Scrutiny Committee	20 March
Start Planning applications on relevant sites.	Planning applications can take 8 weeks to get processed so applications should be in no later than Mid March to ensure we are ready to deliver in Mid May.
Asset Management Group (AMG)	22 May
Start delivery on non housing properties	22 May onwards
Registration of Panels	June/July

Strategy and Resources are therefore being asked to approve the installation of solar thermal technology on non housing council properties and delegate further decisions regarding implementation to officers.

2.5 What are the aims & objectives of the project?

The main objective of the project is to secure and maximise guaranteed income for the Council over a 20-year period.

Whilst the project is focussed less on carbon reduction, this project will reduce the Councils carbon footprint and the project contributes to the Council's vision of:

‘A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution.’

2.6 Summarise the major issues for stakeholders & other departments?

The Recreation Services Manager has been consulted to ensure there is officer capacity to deliver this project and to ensure if the intended sites do need to be closed for installation that it would be timely to do so during May/June 2012.

If sites need to be closed during installation, the public will be informed about the reasons for carrying out this work and the Council will work with service users to minimise disruption during this time.

2.7 Summarise key risks associated with the project

Risk	Actions to mitigate risk
DECC may review the RHI scheme and reduce the tariff rate before the systems are registered.	<p>Officers are seeking early project approval so that installation can start as soon as possible.</p> <p>Contracts for supply and installation will be flexible with a 'call off' system so that systems will not be installed if the tariff is reduced.</p>
Success of the project relies on the installation of the equipment within the required timescales by approved contractors.	Kier Energy Innovations are aware of the timeframes and are accredited by the Microgeneration Certification Scheme (MCS).

Intended sites found not suitable	If one or more intended sites are found unsuitable, the number of panels can be increased on the remaining sites.
Applicable planning permission not granted	This is unlikely, but if planning permission was denied on all three sites, we would look to install solar thermal on other sites.
Contractor does not install as agreed or equipment not installed correctly	Contracts will be flexible with a 'call off' system so that systems will not be installed if contractor is not working to agreed timeframes. Energy production can be monitored and the installation programme stopped if the equipment is not sufficiently effective.
Vandalism	The panels will be positioned so they are difficult (ideally impossible) to access by the public.

2.8 Financial implications

- a. Appraisal prepared on the following price base: 2011/12
- b. Specific Government incentive conditions are:
 - Systems under 45KWth must be accredited by the Microgeneration Certification Scheme (MCS).

Other comments

- c.
 - The tariff will be linked to the Retail Price Index (RPI) that ensures that each year they follow the rate of inflation.
 - There is potential for greater savings if the cost of gas increases above inflation.

2.9 Capital & Revenue costs

(a) Capital	£	Comments
Building contractor / works		
Purchase of vehicles, plant & equipment	140,000	
Professional / Consultants fees		
IT Hardware/Software		
Other capital expenditure		
Total Capital Cost	140,000	

(b) Revenue	£	Comments
Revenue from energy bill savings and tariff.	-15,000	Based on guaranteed tariff and current energy prices.
Total Revenue Cost	-15,000	

2.10 VAT implications

There appears to be no apparent VAT implications at this time on the basis of the supplied information.

2.11 Other implications

Planning approval will be required for all of the sites and planning applications may take up to eight weeks to be approved. Applications will therefore be written as soon as sites are confirmed.

2.12 Estimate of staffing resource required to deliver the project

Name	Work
Andrew Limb	Champion
Clare Palferman	Co-ordination and project management
Bob Hadfield	Procurement
David Kidston	Budget Management
Ian Ross	Project and contract management and delivery
Sam Griggs	Installation and monitoring advice
Planning	Planning permission and advice

2.13 Identify any dependencies upon other work or projects

Installation on these three sites is not dependent on any other Council work or projects.

2.14 Background Papers

- 15-02-12 Report for ESG on the Solar Thermal Project.

2.15 Inspection of papers

Author's Name	Clare Palferman
Author's phone No.	457176
Author's e-mail:	clare.palferman@cambridge.gov.uk
Date prepared:	14 February 2012

Capital Project Appraisal - Capital costs & funding - Profiling

Appendix A

DOUBLE CLICK TO ACTIVATE THE SPREADSHEET
Make sure year headings match start date ...

	2010/11	2011/12	2012/13	2013/14	2014/15	Comments
	£	£	£	£	£	
Capital Costs						
Building contractor / works						
Purchase of vehicles, plant & equipment			140,000			
Professional / Consultants fees						
Other capital expenditure:						
Total Capital cost	0	0	140,000	0	0	
Capital Income / Funding						
Government Grant						
S106 funding						
R&R funding						
Earmarked Funds						
Existing capital programme funding			140,000			C2966
Revenue contributions						
Total Income	0	0	140,000	0	0	
Net Capital Bid	0	0	0	0	0	



To: The Leader and Executive Councillor for Strategy and Climate Change: Councillor Sian Reid
Report by: Head of Corporate Strategy: Andrew Limb
Relevant scrutiny committee: Strategy & Resources
19/3/2012
Scrutiny Committee
Wards affected: All Wards

SINGE EQUALITIES SCHEME 2012-2015

Not a Key Decision

1. Executive summary

1.1 The City Council has consulted on a new Single Equality Scheme that sets out how the organisation will challenge discrimination and promote equal opportunity in all aspects of its work over the next three years. An updated draft of the new scheme is attached at Appendix A. It includes six strategic objectives that demonstrate how the organisation will meet the aims of the Equality Duty and the requirement to prepare and publish one or more equalities objectives.

2. Recommendations

2.1 The Executive Councillor for Strategy and Climate Change is recommended:

- a) To approve the new Single Equality Scheme 2012 – 2015.

3. Background

3.1 Cambridge City Council has a strong track record of challenging discrimination and promoting equal opportunities in all aspects of its work. The passing of the Equality Act 2010 was a significant milestone in the equalities agenda. Coupled with the difficult financial situation, this has challenged the authority to remain focused on its equalities objectives and to consider the impact of all its decisions on the different communities of Cambridge.

- 3.2 On the 5th of April 2011 the public sector equality duty was implemented, which requires local authorities and other bodies exercising public functions to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation.
 - Advance equality of opportunity between those who share a protected characteristic and those who don't.
 - Foster good relations between those who share a relevant protected characteristic and those who don't.
- 3.3 The Equality Act also requires specific public bodies, including Cambridge City Council, to:
- Publish information annually to demonstrate how it meets the equality duty, starting no later than 31st January 2012.
 - Prepare and publish one or more objectives to meet any of the aims of the equality duty at least every four years, starting no later than 6th April 2012.
- 3.4 The City Council's [Annual Equalities Review 2012](#) was published on the 30 January 2012, and can be found on our website here: www.cambridge.gov.uk/equality. The report contains a significant amount of equalities information and signposts readers to other sources of information, in particular the City Council's [Equality in Employment Workforce Report November 2011](#), which provides detailed information about the makeup of our workforce.
- 3.5 Cambridge City Council has chosen to develop a new Single Equality Scheme, which incorporates its equalities objectives. Producing and publishing specific Equality Schemes no longer form part of our public duties under law, however, the City Council believes that having a Single Equality Scheme will help it to ensure that it complies with the equality duty, assist in promoting community cohesion and improve its knowledge and awareness of equality and diversity issues.
- 3.6 The new three-year scheme builds on the previous one and all the achievements the Council has made in recent years on the equalities and diversity agenda. It covers all the protected characteristics of Race, Disability, Gender, Gender Reassignment, Age, Sexual Orientation, Religion & Belief, Pregnancy & Maternity, Marriage and Civil Partnership.

3.7 The scheme and the strategic plan incorporated within it do not attempt to capture everything the City Council does to advance equalities and diversity, but it sets out the organisation's priority areas for action in the next three years. The scheme was developed building on the City Council's track record, an analysis of where the authority needs to focus further effort, feedback from communities and residents and input from the recent peer review.

4. Consultation

4.1 On 10 October 2011 the Executive Councillor for Strategy and Climate Change approved a draft Single Equality Scheme for consultation. The consultation ran for 13 weeks, starting on 17 October 2011 and finishing on 22 January 2012. The additional week was included to take into account that the consultation ran over Christmas.

4.2 The consultation was promoted on our website and in an article in the Winter 2011 edition of Cambridge Matters. Officers proactively wrote to a wide range of relevant voluntary and community groups to publicise the consultation. A meeting of the Diversity Forum was also held to discuss the document with relevant local organisations. Officers offered to attend meetings of voluntary and community groups to discuss the draft scheme, however no groups took up this offer. The City Council's partner organisations were also consulted.

4.3 The responses to the consultation are set out in Appendix B. The City Council has provided a reply to each consultation response, to explain if each suggestion can be incorporated in the scheme, or if the City Council already has a means or an alternative way of doing what is being suggested. Where a suggested cannot be taken forward, the City Council has explained why not. The draft Single Equality Scheme 2012-2015 has been updated to reflect the consultation responses, and is attached at Appendix A.

4.4 The key themes that people responding to the consultation raised were:

- a) The importance of having in place means to assess the City Council's performance on equality and diversity matters, including through clear governance, external scrutiny and SMART (specific, measurable, attainable, resourced and timely) performance measures.
- b) The value of working closely with local voluntary and community groups in order to disseminate information to, and to understand the views of, our different communities.

- c) The importance of using a variety of approaches to consultation and engagement to ensure that it is inclusive.
- d) The importance of Equality Impact Assessments as a tool for ensuring that the City Council considers the potential impact of service or policy changes on all our residents.

5. Implications

(a) Financial Implications

The Strategy and Partnerships Team has a small budget to support equalities projects and publications, and a further budget to finance interpreting and corporate translation services to support fair and equal access to and delivery of services. Other services support corporate and service based equalities initiatives through provision of staff resources and occasionally funds for specific projects. We also work extensively with partner organisations to maximise the impact of our resources.

(b) Staffing Implications (if not covered in Consultations Section)

The Joint Equalities Group is made up of staff from across the City Council who are able to input time to supporting the mainstreaming of equalities. These are not specific posts within services but are roles that have been adopted by staff where departments have been able to absorb additional duties. To further equalities work within services and departments it is important that these staff are supported in their role by their Heads of Service and Director.

(c) Equal Opportunities Implications

The Single Equality Scheme 2012-15 will form the framework for the City Council's work to challenge discrimination and promote equal opportunity in all aspects of its work.

(d) Environmental Implications

There are minimal environmental implications. To help reduce fuel poverty, as well as carbon emissions, the City Council continues to work to improve the energy efficiency of its own housing stock and to promote this within the private and leasehold sectors.

(e) **Consultation**

The details of the Single Equality Scheme 2012-15 consultation are set out in paragraphs 4.1 – 4.4. Additional detail is included in Appendix B.

(f) **Community Safety**

There are a number of areas where equalities and community safety overlap such as domestic violence, hate crime and the safety of public spaces. The City Council works with the Police and other partners to address these issues.

6. Background papers

These background papers were used in the preparation of this report:

6.1 These background papers were used in the preparation of this report:

- Annual Equalities Review 2012. This report can be accessed on the council's Equalities web pages at www.cambridge.gov.uk/equality.

7. Appendices

Appendix A: Single Equality Scheme 2012 - 2015.

Appendix B: Summary of consultation responses.

8. Inspection of papers

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

Author's Name:	Strategy Officer: Chris Williams
Author's Phone Number:	01223 457063
Author's Email:	chris.williams@cambridge.gov.uk

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Cambridge City Council

Single Equality Scheme

2012 – 2015



“Embracing diversity, committed to equality”

Cambridge City Council Single Equality Scheme 2012 - 2015

Contents

Introduction	3
Our vision for Cambridge	5
What do we know about people in Cambridge?	6
Our Equalities Objectives for 2012 - 2015	12
What are we already doing to meet our objectives?	13
What more do we need to do to meet our objectives?	18
Our approach to tackling inequalities	27
Cambridge City Council Equality Values Statement	27
Equality Impact Assessments (EqIAs)	31

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Contact Details

✉ Cambridge City Council
Strategy and Partnerships
The Guildhall
Market Square
Cambridge CB2 3QJ

☎ Telephone: 01223 457063
Fax: 01223 457982
Textphone (Minicom): 18001 01223 457063

📧 equalities@cambridge.gov.uk
💻 www.cambridge.gov.uk



Introduction

Cambridge City Council values the strength that comes with difference and the positive contribution that diversity brings to the city. Our vision for Cambridge is of a city which is diverse and tolerant, that values activities which bring people together and where everyone feels they have a stake in the community. This is reinforced by a clear statement of Equality Values (Appendix A).

In April 2010 the Equality Act was passed by Parliament bringing with it some specific duties for public bodies, including local authorities. Implementation of the Act began in October 2010 with the introduction of the employment, equal pay, education, and services, public functions and associations elements. On 5th April 2011 further parts of the Equality Act were implemented under the General Duty which requires local authorities and other local authorities exercising public functions to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between those who share a protected characteristic and those who don't
- Foster good relations between those who share a relevant protected characteristic and those who don't.

The specific duties support and aid compliance with the General Duty and require specific public bodies including Cambridge City Council to:

- Publish information annually to demonstrate how we meet the General Duty starting no later than the 31st of January 2012.
- Prepare and publish one or more objectives to meet any of the aims of the General Duty at least every four years starting no later than the 6th of April 2012.

Producing and publishing specific Equality Schemes no longer form part of our public duties under law, however, Cambridge City Council believes that having a Single Equality Scheme will help it to ensure that it complies with the general and specific duties, assist in tackling discrimination and promoting community cohesion and improve its knowledge and awareness of equality and diversity issues.

The City Council's Single Equalities Scheme covers all the protected characteristics of Race, Disability, Gender, Gender Reassignment, Age, Sexual Orientation, Religion & Belief, Pregnancy & Maternity, Marriage and Civil Partnership. The Scheme is concerned with addressing discrimination in all its forms.

As an employer, service provider and community leader, the Council aims to eliminate prejudice and discrimination, and to promote good relations between different groups. The Council aims to deliver high quality services in a fair and equal way to all who live and work in our community. The Council's vision is for Cambridge to be a city that is vibrant, socially mixed, safe, convenient and an enjoyable place to live. The Council is committed to ensuring that citizens are encouraged to be involved in shaping its values and commitment to equality by:

- Influencing Council decision making processes
- Being involved in measuring Council performance
- Identifying and making suggestions on service improvement
- Working together in partnership.

Our vision for Cambridge

Cambridge City Council has a clear vision for the future of our city, a vision which we share with Cambridge citizens and with partner organisations.

Cambridge – where people matter

- A city which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community.
- A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives.
- A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all.

Cambridge – a good place to live, learn and work

- A city which recognises and meets needs for housing of all kinds - close to jobs and neighbourhood facilities.
- A city which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban open spaces and well designed buildings.
- A city with a thriving knowledge-based economy that benefits the whole community and builds on its reputation as a global hub of ideas and learning.
- A city where getting around is primarily by public transport, bike and on foot.

Cambridge – caring for the planet

- A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution.

What do we know about people in Cambridge?

Only by understanding who lives and works in Cambridge will we be able to provide appropriate and good quality services that meet the needs of the city's different communities. The information we hold about our communities is regularly updated and used to plan services.

An estimated 119,800 people live in Cambridge¹ (mid-2010 population estimate). Cambridge's population is forecast to increase to 151,800 by 2031², which makes Cambridge's growth forecast the highest in the county.

Gender

According to 2001 Census, 50.1% Cambridge residents were female and 49.9% male, which is broadly similar to the national average.

Age structure

Cambridge's age structure differs from the other districts in Cambridgeshire. Over half of Cambridge's population is between 15-44³. This is primarily due to its large student population, which has the effect of reducing other age groups as a proportion of the total district population. Consequently, Cambridge has the highest proportion of 15-24 and 25-44 year olds in Cambridgeshire, and the lowest proportion of 0-14 and residents older than 45. However, although proportions of non-student age groups are comparably low, Cambridge still has large numbers of children and older people.

Age	Mid-2010 Population Estimates
0-4	6%
5-14	9%
15-24	23%
25-44	31%
45-64	20%
65-74	6%
75-84	4%
85+	2%

¹

<http://www.cambridgeshire.gov.uk/business/research/populationresearch/population/population/Researchgrouppopulationestimates.htm>

² <http://www.cambridgeshire.gov.uk/NR/rdonlyres/3B0B3A7B-E448-4D61-A853-0B5A1A467969/0/CambridgeCityDistrictReport2011.pdf>

³ <http://www.cambridgeshire.gov.uk/NR/rdonlyres/3B0B3A7B-E448-4D61-A853-0B5A1A467969/0/CambridgeCityDistrictReport2011.pdf>

Ethnicity

2001 Census data showed that Cambridge was proportionally more ethnically diverse than the national average, in the sense that a larger proportion of the population was made up of ethnic groups that are not white. 78.5% of the population was White British, 1.6% White Irish and 9.4% White Other – 89.5% in total. Almost 11,500 people identified themselves as belonging to other ethnic groups, the largest of which were Indian, Chinese and Bangladeshi, representing an aggregated proportion of 4.8% of the total population.

Travellers were not identified as an ethnic group in the 2001 Census though this changed in the 2011 Census. The Cambridge Area Travellers Needs Assessment 2005 estimated that in Cambridgeshire and Peterborough there were 6,080 Gypsy/Travellers, making them one of the largest minority ethnic groups in the area. Cambridge City's Traveller estimate was 264 in 2005, which equates to 0.2% of the 2005 total district population, the lowest proportion in Cambridgeshire and Peterborough. In Cambridge, much of the traveller population is settled, with 67% of the households in housing rather than caravans.

Migration

The Cambridgeshire County Council Research Group 'Annual demographic and socio-economic report for Cambridge (April 2011)⁴, sets out:

'The internal migration portion of the Office for National Statistics (ONS) mid-2009 population estimate for Cambridge suggests that more people left Cambridge for other parts of the UK than came to Cambridge from other parts of the UK. Net out-migration was approximately 900 people.

International migration is extremely difficult to measure. Currently two data sources can be used to estimate incoming migration: National Insurance Number (NINo) registrations and registrations for the Workers Registration Scheme (WRS).

NINos are required for employment or self-employment purposes or to claim benefits or tax credits and are allocated to overseas nationals by the Department for Work and Pensions. De-registration is not required, however, which means that NINo figures can only be used to estimate in-migration. In 2009 approximately 3,200 international migrants registered for NINos in

⁴ <http://www.cambridgeshire.gov.uk/NR/rdonlyres/3B0B3A7B-E448-4D61-A853-0B5A1A467969/0/CambridgeCityDistrictReport2011.pdf>

Cambridge, which was 24% fewer than in 2008. Between 2002 and 2009 the largest proportion (33%) of registrations were from Western European migrants.

WRS registrations are required by migrants from the so-called A8 countries of Poland, Lithuania, Estonia, the Czech Republic, Slovenia, Latvia, Slovakia and Hungary. The scheme is due to end in April 2011. In 2009 nearly 600 WRS registrations were issued in Cambridge, which was 9% fewer than in 2008.

That both NINo and WRS registration were lower in 2009 than 2008 may indicate that international migration into Cambridge is slowing.' Recent ONS research shows high rates of re-migration – migrants leaving the UK – especially amongst people from the A8 countries. Given the uncertainties involved it is difficult to estimate how many migrants have stayed in Cambridge.

Disability and Health

No single figure exists to record the actual number of disabled people living in Cambridge. According to the 2001 Census, 13.7% of respondents from Cambridge stated that they have a long-term illness, health problem or disability which limits their daily activities or the work they can do.

The Place Survey (2008) asked people whether they consider their health to be 'very good', 'good', 'fair', 'bad' or 'very bad'. 82.9% of Cambridge's population said that their health is good or very good. This therefore indicates that 17.1% of the population feels that they have some form of limitation on their health.

It is estimated that 3,500 children and young people in Cambridgeshire could have some form of disability. A new disability register being installed at the County Council should provide more accurate statistics in the near future.

In 2010 it was predicted that 5,515 people in Cambridge aged 18-64 to have a moderate physical disability (approx 6.2%) and 1,434 to have a serious physical disability (approx 1.6%)⁵. This means that 6,949 people in Cambridge aged 18-64 were predicted to have a moderate or serious physical disability (approx 7.7%).

⁵ The figures are from the Projecting Adult Needs and Service Information System (PANSI). The system provides population data by age band, gender, ethnic group, and by disability living allowance and guardianship for English local authorities.

The report 'Physical and Sensory Impairment and Long-Term Condition' by Cambridgeshire Strategic Needs Assessment in January 2009 states that there were 2,850 people in Cambridgeshire receiving any benefits in the grouping 'disability' in the benefits data and of these 2,820 were receiving Disability Living Allowance. In Cambridge the figure for people receiving disability benefits was 460.

The PANSI system predicts that in 2010 in Cambridge 13,985 people aged 18-64 would have a common mental disorder. This is 17.6% of this section of the population.

The 'Adults with a Learning Disability Joint Strategic Needs Assessment' states that across the total population of the UK an estimate of 2% of adults have some form of learning disability. When applying this to the mid-2010 population estimate for Cambridge this would equate to around 2,400 people.

The National Autistic Society estimate that the prevalence rate for Autistic Spectrum Disorder (ASD) in the UK is 91 per 10,000 of the population. Based on that prevalence the estimated number of people with ASD in Cambridge is 1,090 (applied to mid-2010 population estimates for Cambridge).

In their September 2008 report, Cambridgeshire Learning Disability Partnership points out that at a national level there is considerable concern that the needs of people with learning disabilities from ethnic minority groups are inadequately considered. This is particularly relevant to Cambridge as we have the largest ethnic minority population in the County. The report states that "there is evidence to suggest that the prevalence of learning disability is higher among Traveller communities and also some South Asian populations, probably because of higher levels of material and social deprivation and co-sanguineous marriages which are compounded by poor access to health care and negative practitioner attitudes".

Religion or Belief

According to the 2001 Census the total population of Cambridge at the time was 108,863 and the religious make up of Cambridge was as follows:

Total Population	108,863	Percentage
Christian	62,764	57.65%
Muslim	2,651	2.44%
Hindu	1,293	1.19%
Buddhist	1,139	1.05%
Jewish	850	0.78%
Sikh	205	0.19%
Other	531	0.49%
Religion not stated	10,465	9.61%
No religion	28,965	26.61%

As shown above the religion with the highest proportion of followers in Cambridge is Christianity. At 57.65%, that is significantly lower than the county (71.3%) and national (71.7%) averages.

The Census also reveals that Cambridge is among the districts with the highest proportions of people with no religion in the country, along with Norwich and Brighton & Hove.

Sexual Orientation

There are no statistically reliable data on the proportion of Cambridge residents who declare themselves as LGB (lesbian, gay and bi-sexual). However, Stonewall, the national charity working for equality for lesbians, gay men and bisexuals, states that a reasonable estimate for the UK's population of LGB people would be 5-7%. This would equate to approximately 4,525 – 6,035 people over the age of 18 in Cambridge.

It is recognised that urban areas like Cambridge tend to have higher LGB population rates than the national average, and Cambridge in particular is widely considered to have a large LGB community.

Transgender and Gender Reassignment

With regards to the transgender community, in 2011 the Gender Identity Research and Education Society estimated that organisations should assume that 1% of their employees and service users may be experiencing some degree of gender variance⁶. At some stage, about 0.2% may undergo transition. The number who have so far sought medical care is likely to be around 0.025%, and about 0.015% are likely to have undergone transition. Based on 2010 population estimates, this would equate to 1,198 residents of Cambridge that may be experiencing some degree of gender variance and

⁶ <http://www.gires.org.uk/Prevalence2011.pdf>

that 18 residents are likely to have undergone transition. However, estimating the number of transgender people, and particularly those looking to, or who already actively engaged in, seeking medical transition, is something that is more likely to be underestimated.

Whilst no robust local data is available, informal research indicates that Cambridge is a cluster for the transgender community. For example, TGCamb, who run a social evening mostly for female-spectrum transgender people, estimate that over the last decade they have encountered around 100 trans women, many of whom still live in Cambridge. The group does not encompass the whole community, and is barely frequented by male-spectrum transgender people (e.g. trans men). Most of their attendees are male-to-female crossdressers, but they have some who are transsexual too.



Our Equalities Objectives for 2012 - 2015

The City Council has set six equalities objectives that it will be focusing on during this three-year scheme to advance its equalities agenda. These are:

1. To continue to work to improve access to and take-up of Council services.
2. To develop an improved level of understanding of Cambridge's communities and their needs through research, data gathering and equality mapping.
3. To improve community engagement in the development and delivery of services.
4. To ensure that people from different backgrounds living in the city continue to get on well together.
5. To ensure that the City Council's employment policies and practices are non-discriminatory and compliant with equalities legislation as a minimum standard.
6. To work towards a more representative workforce within the City Council.

What are we already doing to meet our objectives?

1. To continue to work to improve access to and take-up of Council services.

It is paramount that all those who want or need Council services know how and are able to request or access them. We continually review how accessible our services are.

Equality Impact Assessments identify barriers, as well as solutions, to people using our services. They are an important tool and we need to make sure that they are being used to the best effect across the organisation, to ensure that we consistently consider the potential impact of service or policy changes on all our residents.

We also run frequent surveys, ask for your comments and consider your complaints to understand if we could change how we deliver our services in a more user-friendly manner. Many of the changes we make are a direct result of feedback from the people who use our services. For example, over the past year:

- The Grafton Centre has begun an experiment to open the Shopmobility service on Bank Holidays to improve access for older and disabled people.
- Bereavement Services has introduced new graveside procedures this year to better accommodate Islamic funeral practices.
- A new three-year contract is in place for the provision of face-to-face and telephone interpretation, translation and specialist equalities services such as British Sign Language, Braille, audio transcription and lip speak.
- Google translate has been introduced on all our webpages to improve access for those for whom English is not their first language.
- A large screen, public access computers and a free phone have been introduced in the Customer Service Centre to enhance the customer experience and access to our services.
- A Cambridge Card has been introduced offering 50% off sports activities for those on low incomes.
- Work is underway to improve the Assessment Centre at Zion Baptist Church (Jimmy's). This will mean that the building will be accessible for wheelchair users in the future. Vulnerable adults will be safer because dormitories are being replaced with self-contained rooms, which will increase the likelihood of women and young people accessing the service.

We aim to use a range of channels to deliver our services, from face-to-face through to self-service. Where we use technology to provide a service, we strive to make sure that everyone can use it and provide alternatives for those who don't want to.

We have clear expectations of those people delivering services on our behalf. We are going to continue to work with our suppliers of goods and services to ensure that they can demonstrate their commitment to, and compliance with, equalities legislation.

During the life of this scheme there will be some significant changes to law, particularly regarding welfare and housing. We will take a holistic approach to monitoring the impact of the welfare reforms and housing changes on local residents and seek to mitigate any adverse impacts.

2. To develop an improved level of understanding of Cambridge's communities and their needs through research, data gathering and equality mapping.

Only by understanding who lives and works in Cambridge will we be able to provide appropriate and good quality services that meet the needs of the city's different communities. The information we hold about our communities is regularly updated and used to plan services. Equalities is embedded in service planning and service monitoring processes across the organisation.

Information is collected in a variety of ways e.g.:

From customers via:

- Customer comment cards, for example from the Customer Service Centre and Corn Exchange shows.
- Complaints we receive about our services.

From residents and the community via:

- National surveys, for example the Census.
- Local surveys, for example the Citizens' Survey and the Tenant Satisfaction Survey.
- Responses to various consultations e.g. regarding planning applications.

Cost and comparison information comes from:

- Data sets and analysis, for example the Index of Multiple Deprivation, Mapping Poverty Research and the Joint Strategic Needs Assessment.

- Benchmarking with comparable authorities, such as comparisons with other groups of social landlords and using the CIPFA benchmarking tool to compare HR data with other authorities.

3. To improve community engagement in the development and delivery of services.

It is important that people who live and work in Cambridge are able to influence what happens in the city. We recognise that a wide range of methods are needed and we are continually trying to identify new ways to engage with our different communities.

We aim to use the most cost effective and efficient methods of consultation; including face to face meetings; focus groups; workshops; questionnaires; and community working groups. We actively work with diverse communities across the city, including individuals, voluntary and community groups, local business, schools, employees, health colleagues, the Police, and others, to ensure that those who are interested in our work can voice their opinion and help us deliver services to meet their needs.

We have developed a Code of Best Practice on Community Engagement and Consultation to ensure that our approach to consultation is structured, proportionate and appropriate. Details about the code, our upcoming and past consultations are published on our website here: www.cambridge.gov.uk/consultations.

Our area committees bring the Council's decision-making into local communities and give local people the opportunity to voice their views and ideas about how to improve community life.

We work with different equalities groups to ensure that our decisions meet their needs. For example a disability advisory panel made up of residents, architects and representatives of local groups such as CAMTAD and 'Friends With Disabilities' meets monthly to evaluate planning applications in the context of disabled access and the needs of the blind or partially sighted. The Panel's comments are included by planning officers in their committee reports.

4. To ensure that people from different backgrounds living in the city continue to get on well together.

The Council values activities which bring people together and make people feel they have a stake in the community. Despite the challenging economic times, we have maintained our focus on ensuring that social cohesion remains strong within the city.

We support events that involve our different communities, for example the Disability Sport and Arts Festival, the Bling Ya talent show and the Pink Picnic. Ensuring that our events are inclusive remains a priority, and we continue to organise a range of free events. We support our communities to develop themselves, by making grant funding available to support activities, diversity events and outings.

An annual programme of 'diversity days', delivered in partnership, may include:

- Holocaust Memorial Day (27 January)
- LGBT History Month (February)
- International Women's Day (8 March)
- Pink Festival (August)
- Black History Month (October)
- International Day for Older People (October – Cambridge Celebrates Age)
- Disability History Month (22 November – 22 December)

5. To ensure that the City Council's employment policies and practices are non-discriminatory and compliant with equalities legislation as a minimum standard.

We have a long history of working to create a fair and supportive culture throughout the Council. We have in place a clear set of policies and practices that were all reviewed in light of the introduction of the Equality Act 2010 and they have all been subject to an Equality Impact Assessment.

Our staff groups help us to identify potential issues, as well as solutions, and they have good access to and strong support from the Strategic Leadership Team.

We aim to ensure that all staff understand the importance of equality and diversity. All new staff receive an Introduction to Diversity and attend mandatory half-day workshops on Equalities and Diversity. Further one day training in Equality & Diversity is offered to staff and managers through our corporate Learning & Development Programme. Bespoke training and briefings are also delivered, for example 'Hidden Disabilities' training.

6. To work towards a more representative workforce within the City Council.

It is important that our workforce reflects our community. A diverse workforce will help to ensure that we understand our different communities and deliver our services in the most appropriate way.

There should be no barriers preventing any one section of the community from working for us. We have put in a place broad range of policies and processes to ensure that this is the case, from flexible working and harassment and discrimination policies, through to making reasonable adjustments and targeted recruitment campaigns.

Our staff groups help us to identify potential barriers, as well as solutions, and they have good access to and strong support from the Strategic Leadership Team. Our Equality Impact Assessments are designed to ensure that the needs of our staff are also taken into account.

We proactively work with other organisations and partners to develop new ways of developing our workforce. We have made good progress towards developing a truly representative workforce; however there remain three areas where we need to develop further. Of our 1,079 members of staff, we do not employ enough people from the Black and Minority Ethnic (BAME) community, disabled people or young people.

In March 2011, 6.85% of all staff declared themselves to be from Black and Minority Ethnic (BAME) communities. This had dipped from 7.12% a year earlier. We are performing well against for BAME representation within the lower paybands 1 and 2, but we are below target for the higher pay bands, particularly 8 and 9 where we do not have any BAME staff represented.

The highest representation of an ethnic minority amongst staff is Black African (0.93%), Black Caribbean (1.20%), Asian Indian (1.02.%) and Asian Other (1.02%). Our lowest number of BAME staff continues to be from the Chinese community with only (0.18%) of our staff being Chinese. This figure remains very low considering that the Chinese community is the highest single ethnic minority in Cambridge at 3% of the total population.

In March 2011, 3.99% of the Council's workforce declared themselves as disabled. This figure has doubled from 1.99% in March 2009. It is positive that more people feel comfortable declaring that they have a disability.

Our targets for March 2012 are that 8.5% of our workforce will be from BAME communities and 4.5% of our workforce will be made up of disabled people. We will carry out a data validation exercise by the end of 2011 to measure our progress.



What more do we need to do to meet our objectives?

The below action plan sets what more we will do to meet our six objectives during the course of the next three years, as well as a detailed explanation of what we will do in year one.

The plan builds on our achievements, but it does not aim to capture all the work we will do to challenge discrimination and promote equality of opportunity. The actions have been identified and agreed as the areas where we are most keen to make further progress. They have been informed by our own analysis, the results of our Equality Impact Assessments, feedback from the community and an independent peer review.

We will monitor the plan regularly to assess the impact of our actions and refresh it annually to set out the detail of what we will do over the next year. Performance will be monitored by the Joint Equalities Group, our Equalities Panel and the Strategy and Resources Committee, as well as by any other external assessments carried out during the life of the scheme.

Consultation

On 10 October 2011 the Executive Councillor for Strategy and Climate Change approved a draft Single Equality Scheme for consultation.

The key themes that people responding to the consultation raised were:

- a) The importance of having in place means to assess the City Council's performance on equality and diversity matters, including through clear governance, external scrutiny and SMART (specific, measurable, attainable, resourced and timely) performance measures.
- b) The value of working closely with local voluntary and community groups in order to disseminate information to, and to understand the views of, our different communities.
- c) The importance of using a variety of approaches to consultation and engagement to ensure that it is inclusive.
- d) The importance of Equality Impact Assessments as a tool for ensuring that the City Council considers the potential impact of service or policy changes on all our residents.

Further details can be found here: www.cambridge.gov.uk/consultations.

Single Equality Scheme 2012 – 2015 Action Plan

Our objective is	To achieve this over the next three years we will	In the first year of the plan we will	The service(s) that will lead on this is	The end result will be
1. To continue to work to improve access to and take-up of Council services.	<p>Improve the consistency and effectiveness of our approach to Equality Impact Assessments (EqIAs) to ensure that we consider the potential impact of service or policy changes on all our residents.</p> <p>Develop and implement a new Customer Access Strategy which puts the needs of our diverse residents first.</p> <p>Improve the accessibility of the city centre.</p> <p>Improve the accessibility of our website by working with a range of people that use it.</p>	<p>Refine the template that we use and the guidance provided to officers. Run training for officers.</p> <p>Undertake random sample of EqIAs to check their quality and use the Joint Equalities Group to promote consistency and best practice.</p> <p>Develop the Customer Access Strategy and start to implement it.</p> <p>Commission a survey of disabled users and Shopmobility users to review how we can improve the accessibility of parking and Shopmobility services in Cambridge.</p> <p>Carry out user testing of our website with disabled people.</p>	<p>Strategy and Partnerships</p> <p>Strategy and Partnerships</p> <p>Customer Services</p> <p>Planning / Specialist Services</p> <p>Corporate Marketing and Communications</p>	<p>All those who want or need Council services know how and are able to request or access them.</p>

Our objective is	To achieve this over the next three years we will	In the first year of the plan we will	The service(s) that will lead on this is	The end result will be
	<p>Work with our suppliers of goods and services to ensure that they can demonstrate their compliance to equalities legislation.</p> <p>Take a holistic approach to monitoring the impact of the welfare reforms and housing changes on local residents and seek to mitigate any adverse impacts.</p>	<p>Produce a Quick Guide to Procurement and Equalities for staff undertaking procurement and contract managers, complete with training package, to ensure that we are regularly and consistently monitoring our suppliers' compliance to equalities legislation.</p> <p>Continue to work with the Government to understand the proposed changes and to lobby them to mitigate any potentially adverse impact on our residents.</p> <p>Investigate how the service area could work better with partners and the voluntary sector to develop a coordinated approach to home visits, to ensure that the needs of vulnerable residents are identified and responded to, and that they are aware of the benefits they are entitled to.</p>	<p>Resources</p> <p>Revenue and Benefits / Strategic Housing</p> <p>Revenue and Benefits / Strategic Housing</p>	

Our objective is	To achieve this over the next three years we will	In the first year of the plan we will	The service(s) that will lead on this is	The end result will be
<p>2. To develop an improved level of understanding of Cambridge's communities and their needs through research, data gathering and equality mapping.</p>	<p>Analyse a range of data sources, ensure our councillors and services understand the key findings and adapt our portfolio and operational plans as appropriate.</p> <p>Work with partners to develop a better understanding of mental health and learning disability issues and identify any gaps in our services.</p> <p>Assess the future needs of Gypsies and Travellers in the area.</p> <p>Understand the gaps in the city's provision for cultural activity.</p>	<p>Undertake 'Mapping Poverty' research and adapt our portfolio and operational plans as appropriate.</p> <p>Analyse the outcomes of the 2011 Census, 2010 Index of Multiple Deprivation and the 2011 Joint Strategic Needs Assessment and adapt our portfolio and operational plans as appropriate.</p> <p>Investigate establishing a working group with partners.</p> <p>Carry out an assessment of potential Gypsy and Traveller sites, as part of the local plan development process.</p>	<p>Strategy and Partnerships / All</p> <p>Strategy and Partnerships / All</p> <p>Strategy and Partnerships</p> <p>Strategic Housing / Planning Services</p> <p>Arts and Recreation</p>	<p>The Council is able to provide appropriate and good quality services that meet the needs of the City's different communities.</p>

Our objective is	To achieve this over the next three years we will	In the first year of the plan we will	The service(s) that will lead on this is	The end result will be
	Develop a consistent approach to gathering equalities monitoring information.	Develop equality monitoring guidance for officers.	Strategy and Partnerships	
3.To improve community engagement in the development and delivery of services.	<p>Implement our new Code of Best Practice on Consultation and Community Engagement.</p> <p>Review our equalities structure to ensure that we are working with groups representing different protected characteristics and that equalities is understood and actively considered by all our services, including through the use of EqIAs.</p> <p>Develop our approach to area working to ensure that residents can influence decisions that are made about their local area.</p>	<p>Develop a forward plan of consultations that the Council will be carrying out.</p> <p>Carry out annual review of the Code to ensure that it is being implemented effectively.</p> <p>Carry out a review of how we work with different external groups, for example through the Diversity Forum.</p> <p>Review the results of the North Area Committee pilot, then agree and implement what changes the committees will make.</p>	<p>Strategy and Partnerships / All</p> <p>Strategy and Partnerships / All</p> <p>Joint Equalities Group</p> <p>Strategy and Partnerships / Democratic Services</p>	<p>Communities are enabled to play a bigger part in the decisions that affect their lives and can choose to participate in the delivery of those services that are important to them.</p>

Our objective is	To achieve this over the next three years we will	In the first year of the plan we will	The service(s) that will lead on this is	The end result will be
		Consider the implications of the Localism Bill and adapt our portfolio and operational plans as appropriate.	Strategy and Partnerships / All	
4. To ensure that people from different backgrounds living in the city continue to get on well together.	<p>Work with partners to support and organise a range of events to raise awareness of and to celebrate the different communities that live in Cambridge.</p> <p>Promote community engagement and the role of the voluntary sector in the work and democratic processes of the Council and in the organisation of community activities.</p>	<p>Support a wide range of celebratory activities, including Holocaust Memorial Day, LGBT History Month, International Women's Day, Black History Month, Disability History Month and other events as appropriate.</p> <p>Promote and manage grant funding so that voluntary groups are able to access grant aid and other support to help them build their knowledge, skills and confidence.</p> <p>Engage more actively with BAME and other communities who feel vulnerable to provide them with opportunities to express their concerns and have them addressed.</p>	<p>Arts and Recreation / Community Development / Strategy and Partnerships</p> <p>Community Development</p> <p>Community Development</p>	<p>Despite challenging economic times social cohesion remains strong within the city.</p>

Our objective is	To achieve this over the next three years we will	In the first year of the plan we will	The service(s) that will lead on this is	The end result will be
5. To ensure that the City Council's employment policies and practices are non-discriminatory and compliant with equalities legislation as a minimum standard.	<p>Proactively identify potential issues through the use of Eq/As and take appropriate action.</p> <p>Work with our staff to understand if they have any concerns or suggestions about our policies and practices, including through the staff groups.</p>	<p>Implement the actions arising from the Eq/As of employment policies.</p> <p>Track any patterns in disciplinary cases and grievances, learn the lessons and take appropriate actions.</p> <p>Implement the action plan arising from the staff survey.</p>	<p>Human Resources</p> <p>Human Resources</p> <p>Human Resources</p> <p>Human Resources</p>	<p>Employment policies are compliant with equalities legislation and actively promote good relations between Council staff.</p>
6. To work towards a more representative workforce within the City Council	<p>Support our staff to understand the equalities legislation and what it means for them.</p> <p>Develop targeted approaches to increase the representation in our workforce of young people, people with disabilities and people from Black and Minority Ethnic communities (especially the Chinese community).</p>	<p>Review the equalities training we offer managers and staff to address any gaps or issues.</p> <p>Investigate opportunities for carrying out a recruitment survey among the BAME community groups in Cambridge.</p> <p>Continue our work with the Papworth Trust to support our managers to identify potential job opportunities for disabled people and encourage the Trust's</p>	<p>Human Resources</p> <p>Human Resources</p>	<p>Our workforce will better reflect our communities.</p> <p>In particular, there will be an increase in the percentage of our workforce from BAME communities (our target is 8.5%) and an increase in the percentage of our workforce that has a disability (our target is</p>

Our objective is	To achieve this over the next three years we will	In the first year of the plan we will	The service(s) that will lead on this is	The end result will be
		<p>disabled clients to apply for suitable positions.</p> <p>Work with the County Council to explore opportunities for potential work experience placements for young people across Cambridge City Council directorates.</p> <p>Carry out a data validation exercise of our workforce equalities monitoring information.</p>	<p>Human Resources</p> <p>Human Resources</p>	<p>4.5%).</p>

Our approach to tackling inequalities

Challenging discrimination and promoting equal opportunities is a priority across the Council. We have put in place robust policies and processes, underpinned by a clear structure to provide leadership and support throughout the organisation.

At an officer level, the Chief Executive, Antoinette Jackson, is the Equalities Champion. The Leader of the Council, Councillor Sian Reid, is our Member Lead for Equalities.

Despite the challenging financial climate during which this scheme will be delivered, as an organisation we have committed to working to ensure that we protect services for vulnerable individuals and communities.

The Council has an Equalities Policy that outlines our commitment to equality and diversity as an employer, as a service provider, and as a community leader. The Council also has the following Value Statement, which sets out the responsibilities of staff.

Cambridge City Council Equality Values Statement

“Embracing diversity, committed to equality”

Cambridge City Council believes in the dignity of all people and their right to respect and equality of opportunity. We value the strength that comes with difference and the positive contribution that diversity brings to our city.

As an employer, service provider and community leader, we aim to eliminate prejudice and discrimination, and to promote good relations between different groups.

We recognise that certain individuals and groups of people can experience significant disadvantage in society, including

- Black and Minority Ethnic communities
- Women (including pregnant women and nursing mothers)
- Disabled people
- Lesbian, gay, bisexual and transgendered people
- Older people, children and young people
- Religious and belief groups

and that people can be disadvantaged because of their marital or civil partnership status.

As a service provider, we will ensure that:

- service users receive fair, sensitive and equal treatment
- services are relevant and responsive to the changing and diverse needs of our local population
- services, buildings and information are fully accessible, particularly to those groups or individuals who face disadvantage or discrimination

As an employer, we will ensure that:

- employees do not discriminate against anyone, or influence another employee to discriminate, tolerate or condone discriminatory practices, harass or abuse other employees or members of the public
- we provide a safe, supportive and accessible working environment free from harassment and discrimination for existing and potential employees where individuals' values, beliefs, identities and cultures are respected
- we will develop inclusive initiatives to redress imbalances in our workforce at all levels, through recruitment, career development and training, and strong community links.

It is the responsibility of every individual member of staff within Cambridge City Council to uphold these values and act accordingly. We expect our staff to be treated with the same respect and dignity that we offer our customers.



Equalities Panel

The role of the Council's Equalities Panel is to lead in the promotion of equality and diversity; to develop and implement positive action to tackle and eradicate discrimination; to champion organisational cultural change; and to promote positive relations in the workplace and community.

The membership consists of four elected Members, four members of the public and four members of staff. The Council's Equalities Champion chairs the Panel: the Equalities Champion is the Chief Executive. This ensures senior level commitment to our equalities and diversity work internally and externally.

Public and staff members are selected via an open recruitment process: public members must live within the City of Cambridge, and they receive a small allowance to cover expenses such as travel and caring responsibilities.

The Panel meets formally twice a year to oversee the Council's equalities work, and if required has further informal meetings for training and consultation purposes.

Joint Equalities Group (JEG)

The role of the Joint Equalities Group (JEG) is to coordinate and monitor the Council's equality and diversity work, including the development and monitoring of our Single Equalities Scheme and annual Equalities Action Plans.

JEG oversees equalities issue related to legal compliance, policies, service, organisational, and cultural issues within the Council. The Group has also taken on a new role of monitoring the annual programme of Equality Impact Assessments (EqIAs) and providing quality assurance to those EqIAs considered 'high risk'.

The membership consists of staff from across the organisation to ensure that equalities is embedded in everything that we do. Members of the group act as champions on equalities and diversity issues throughout the Council.

Our Staff Groups

The Council is committed to and facilitates four staff groups that support staff from minority or disadvantaged communities. They are:



Black and Minority Ethnic (BAME) Staff Group
BAME@cambridge.gov.uk

Providing support, information, links and opportunities for BAME staff; tackling discrimination and prejudice; involvement in Black History Month



Lesbian Gay Bisexual & Transgender (LGB&T) Group
lgbt@cambridge.gov.uk

Challenging homophobia and raising awareness, supporting LGB&T staff; involvement in LGBT History Month



Disabled Staff Group (DSG)

Working to create a sensitive and supportive working environment for disabled staff.



Women's Staff Network (WSN)
women@cambridge.gov.uk

Wide-ranging focus on gender specific issues and women's life experiences.

The aim of the staff groups is to provide a safe place where staff can raise issues of concern and have these addressed within the organisation. The groups advise on corporate policy, as well as participate in training for staff and managers. They meet on average six times a year with attendance being classed as work time for staff.

Each of our staff groups has a link with a member of our Senior Leadership Team or a Head of Service. This is to ensure senior backing and support for the groups that help to identify issues for minority groups or disadvantaged people. The staff groups also meet annually with the Senior Leadership Team to exchange achievements, concerns and ideas. The links are:

- BAME (Black & Minority Ethnic) Link – Director of Environment
- WSN (Women's Staff Network) Link – Director of Customer and Community Services
- LGBT (Lesbian, Gay, Bisexual & Transgender) Link – Chief Executive
- Disability Link – Head of Human Resources.

The Council also actively promotes LGBT Cambridgeshire, which is a network to bring together support available to LGBT colleagues that work in the public sector in the county.

Equality Impact Assessments (EqIAs)

The Equality Duty requires us, and indeed every public body, to consider all individuals when carrying out our day-to-day work; in shaping our policies, in delivering our services and in relation to our own employees.

The Equality Duty supports good decision making – it encourages us to understand how different people will be affected by our activities, so that our policies and services are appropriate and accessible to all and meet different people's needs. We can be more efficient and effective by understanding the effect of our activities have on different people.

Equality Impact Assessments help us to make this duty a reality. EqIAs are a process we go through when developing new projects, making changes to services (including where these may be cut), or developing or significantly revising policies and strategies. They are completed for all existing or proposed areas of the Council's work. Each department is challenged to think through the impact of change (from a customer point of view), to identify any unintended discrimination or negative impact our customers or staff might experience as a result.

EqIAs are carried out across the Council, supported by equalities Link Officers. An internal audit of the Council's EqIA process was undertaken in March 2009. The audit found that the EqIA process could be improved with better action planning, and improved monitoring of the effects EqIAs have on policy and service delivery. Revised guidance and simplified documentation for recording EqIAs and actions arising from them have now been launched. Training has also been provided to staff.

The Equalities Panel continues to monitor two or three EqIAs at each of its meetings, and the Joint Equality Group is focused on ensuring that EqIAs are carried out consistently and to a high standard.

We recognise that EqIAs are an important tool for advancing our work on equalities, and we are committed to continually improving their effectiveness.



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Single Equality Scheme Consultation (Appendix B)

Summary of Consultation Responses

Respondent	Response	Comment
Councillor	General comments about the draft Single Equality Scheme 2012-15 The 'What do we know about people in Cambridge' section needs to include additional information about the lesbian, gay, bisexual and transgender communities.	Incorporated.
Diversity Forum	The 'What do we know about people in Cambridge' section needs to include additional information about the LGBT population, the young disabled population and older people.	Incorporated.
Cambridgeshire Constabulary	Develop a communication strategy to inform service users with disabilities about services, service development, policies and disability access.	The City Council is committed to ensuring that all residents, visitors and people working in Cambridge are able to access information about our services. In 2011 the authority produced Corporate Branding Guidelines that set minimum standards in terms of accessibility. Our website includes a range of features to ensure that people with disabilities can use it.
Cambridgeshire Constabulary	Monitor and respond to complaints from disabled people or carers regarding service delivery or communication issues.	The City Council will continue to consult and work with local disability organisations and community groups to ensure that disabled people are kept informed, for example the authority has worked with Disability Cambridgeshire and the Cambridge User Led Organisation to produce a new 'Guide to services for older and disabled people 2012-14'. The City Council regularly monitors and analyses complaints that it receives. The authority looks to identify trends, including issues that are raised by people from different protected characteristics.
Cambridgeshire Constabulary	The author has conducted some useful research to obtain as accurate figures as possible using alternative resources. Page eight outlines the fact that there is considerable concern that the needs of people with learning disabilities from ethnic minority groups are inadequately considered. With large numbers of Traveller communities and South Asian populations in Cambridge a specific objective to address these concerns would have been encouraging.	Services also respond to the findings of consultation and engagement undertaken with the people that use their services, including people from, or groups representing, the different protected characteristics. For example, following consultation with the transgender community in Cambridge, changes were made to the redevelopment of Parkside Pools to include gender neutral areas.
South Cambridgeshire District Council	Overall, the SES is easy to read and understand. It is clear where the Council wants to be in the next three years and actions appear realistic in this time frame.	The Single Equality Scheme includes the following action: 'Work with partners to develop a better understanding of mental health and learning disability issues and identify any gaps in our services.' The City Council will incorporate looking at the specific needs of the Traveller community and the South Asian population in this work.
Cambridge Fire and Rescue Service	Very clear and engaging! Direction to your Code of Practice on Consultation and Community Engagement would be useful.	Welcomed.
Diversity Forum	The Single Equality Scheme 2012-15 should include more on what the council will do regarding the protected characteristic of gender.	Incorporated. The City Council is committed to challenging discrimination and promoting equality of opportunity for all the protected characteristics. The Single Equality Scheme 2012-15 includes a range of actions that will benefit all the protected characteristics. Conducting Equality Impact Assessments will ensure we continue to identify and address potential issues regarding gender equality.

Councillor	The objectives and the actions in the plan need to be SMART (specific, measurable, attainable, resourced and timely). How will we measure performance against our objectives?	The City Council will monitor implementation of the scheme and the Equalities Panel will provide some external scrutiny of our performance. The authority will continue to produce and publish an annual equalities review, which assesses the organisations performance and meets its statutory duty to publish information as required by the Equality Act 2010. The City Council will continue to use a variety of other ways of measuring our performance, including surveys, focus groups and engaging with community groups.
Objective 1: To continue to work to improve access to and take-up of Council services.		The City Council is developing a new Accomodation Strategy which will incorporate further work to ensure that the authorities buildings are accessible.
Councillor	Should the document include an action regarding the accessibility of Cambridge City Council buildings?	The City Council does work with the voluntary sector to ensure that people that live in, work in or are visiting Cambridge have access to a wide range of information. For example Customer Services works closely with Cambridge Citizen's Advice Bureau. The City Council would be happy to discuss opportunities for further joint work with voluntary sector providers on this matter.
Diversity Forum	The council should investigate if there are opportunities to work in partnership with the voluntary sector to host information points or local advice hubs in the council's buildings.	Customer Services aims to meet the needs of all its users and is committed to providing a range of methods to contact the City Council. The City Council's Customer Charter states that the Customer Service Centre will be 'Open at times that reflect customer need and at a cost that is suitable and acceptable to our customers'. When Customer Services has previously reviewed the opening hours it has concluded that demand is not sufficient to enable the centre to open later, however Customer Services will continue to regularly review opening hours.
Diversity Forum	The council should investigate if the Customer Service Centre could open later to better cater for certain groups, including people that work, people with social phobias and people that take strong medication.	The City Council is committed to working with the County Council, which is the Highways Authority, and other partners to ensure that Cambridge has an excellent public transport network.
Diversity Forum	The council should lobby its partners to ensure that there is good public transport links into the city so that residents can access public services.	The overall objectives of the City Council are: <ul style="list-style-type: none"> - to minimise the need for people to use transport, particularly cars - to minimise the adverse effects of transport on people and the environment - to provide accessibility, particularly to jobs and essential services, for everyone especially those without access to a car - to provide a safe transport system, particularly for vulnerable groups such as cyclists and pedestrians - to provide an efficient transport system in terms of energy consumption, pollution and space requirements. More information can be found: http://www.cambridge.gov.uk/ccm/content/transport-and-streets/transport-planning.en
Diversity Forum	The council should investigate how it could work better with partners and the voluntary sector to develop a coordinated approach to home visits, to ensure that the needs of vulnerable residents are identified and responded to, and that they are aware of the benefits they are entitled to.	An action has been added to the Single Equality Scheme for the Revenues and Benefits Service to: 'Investigate how the service area could work better with partners and the voluntary sector to develop a coordinated approach to home visits, to ensure that the needs of vulnerable residents are identified and responded to, and that they are aware of the benefits they are entitled to.' This action is also incorporated into the Revenues and Benefits Service operational plan for 2012/13.

Diversity Forum	<p>A range of comments were made about Equality Impact Assessments (EqIAs):</p> <ul style="list-style-type: none"> · Good to see that EqIAs will still be used by the council. · Due to the economic difficulties and cuts in public spending, rigorous testing of budgets cuts and their impact on specific groups is key. · Use of the new EqIA template needs to be embedded into the Single Equality Scheme. · EqIAs need to be made available. Who analyses them? How are the assessments shared and disseminated? · Can the Equalities Panel assess a sample of EqIAs? · Need to educate staff on the benefits of EqIAs. How can it be embedded so that staff feel inspired to complete the assessment as part of the process? · How do members of the public feed into the EqIA process? · The council needs to ensure that gender reassignment is consistently considered when EqIAs are completed. · Where there are sex segregation issues, EqIAs must consider the implications on the transgender community. 	<p>The City Council is committed to improving the consistency and effectiveness of our approach to Equality Impact Assessments (EqIAs) to ensure that we consider the potential impact of service or policy changes on all our residents.</p> <p>In the next year we will refine the template that we use, re-write our guidance and run training for officers.</p> <p>The Equalities Panel does assess a sample of EqIAs, and completed EqIAs are available on our website here: www.cambridge.gov.uk/equality.</p>
	Objective 2: To develop an improved level of understanding of Cambridge's communities and their needs through research, data gathering and equality mapping.	
Diversity Forum	Need a combination of data and 'authentic' and 'anecdotal' evidence.	Agreed.
Diversity Forum	This is a shared responsibility. The council needs to work with partners to improve understanding.	Agreed.
	Objective 3: To improve community engagement in the development and delivery of services.	
Cambridgeshire Constabulary	As Cambridge has the highest proportion of 16-24 and 25-39 year olds in Cambridgeshire ensure that you have adequate representation from these age groups on advisory networks for consultation purposes.	The City Council has a Code of Best Practice on Consultation and Community Engagement. To support officers undertaking consultations the authority has developed a toolkit, which includes information about targeting our engagement. It guides officers to ensure that consultations explain why we are asking for peoples views and what people are able to influence. The guidance also highlights the importance of providing feedback to people that respond to consultations.
Diversity Forum	The council should create a shared address book for officers of voluntary groups in Cambridge on the Groupwise email system. This could be used for consultations and specific projects.	We also have consultation database of local voluntary and community groups for officers to use. We will be reviewing this over the next year to ensure that the contacts are up-to-date and to identify any gaps.
Diversity Forum	Local networks play an important role. It would be useful to share which parts of the council are working with different groups, and who are the key contacts within different local groups.	
Diversity Forum	The council should use infrastructure organisations like Cambridge Ethnic Community Forum, CCVS, Age UK etc to disseminate information.	
Diversity Forum	People want to be asked/consulted to help inform the decision – not asked to comment after a decision has been taken.	
Diversity Forum	The council needs to make consultations relevant and be clear at what point people can feed into a process. The council should ask people who are affected, not those who aren't.	
Diversity Forum	Providing people who respond to consultations with feedback/follow up is important.	
Diversity Forum	You get much more from face to face communication, so the council should get out and talk to local groups.	
Diversity Forum	Can we access community groups via the area committees?	The Area Committees have an important role to play in consultation. Over the past year the City Council's North Area Committee has trialled a range of new ways to engage with the local people and community groups.

Diversity Forum	Some organisations feel the council is remote and difficult to engage with. This is particularly true if the group is less confident or there is a language barrier. Even confident groups still need a network, to know where to go and how to be involved.	The City Council is committed to undertaking meaningful consultation. We have developed a Code of Best Practice on Consultation and Community Engagement to ensure that our approach to consultation is structured, proportionate and appropriate. Our Community Development Service works with a wide range of groups, including those who represent harder to reach communities, to ensure that we understand the views of Cambridge's diverse population.
Objective 4: To ensure that people from different backgrounds living in the city continue to get on well together.	Does the Council have a role to play in third party Hate Crime reporting such as Open Out and is there potential to work with Police and other partners on this?	The City Council works with Open Out to address Hate Crime, and in the past has supported it financially with grants.
Diversity Forum	How do we raise awareness of the public? For example for Disability History Month. The council should promote the community cohesion work that it already undertakes.	The City Council uses a variety of means to promote the community cohesion work that it undertakes, including through the local media, Cambridge Matters, the authority's website and through community groups that it works with. The range of diversity days supported by the City Council, for example LGBT History Month and International Women's Day, demonstrate a clear and public commitment to strengthening community cohesion. The City Council will continue to look for new and innovative ways of promoting this work.
Objective 5: To ensure that the City Council's employment policies and practices are non-discriminatory and compliant with equalities legislation as a minimum standard.	Could the council publicise the reasonable adjustments process more?	The City Council is committed to supporting people with disabilities to work for the authority, including by making reasonable adjustments. The authority works closely with the Papworth Trust to support people with disabilities within the workplace.
Objective 6: To work towards a more representative workforce within the City Council.	Are your aspirations to be more representative realistic in present economic climate?	The City Council is actively recruiting and has realistic targets in place for BAME and disability, which are reviewed as and when required.
Diversity Forum	Does the council work with any organisations that support people who have experienced mental ill health to return to work, for example the Richmond Fellowship?	The City Council recognises that mental ill health is one of the largest causes of staff absence. The authority works closely with the Papworth Trust to support staff returning to work.
Diversity Forum	Has the council considered applying for the 'Investors in Diversity' accreditation?	The City Council has been awarded a number of accreditations that reflect our approach to equalities and diversity. For example in 2011, the authority was awarded the 'Achieving' level of the Equality Framework for Local Government. At the moment the City Council has no plans to apply for the Investor in Diversity accreditation.
Diversity Forum	Does the council advertise positions in a wide range of places, including specialist diversity magazines and websites, for example Stonewall?	This depends on the role that is being advertised, but the City Council has advertised in specialist diversity magazines or websites. It will continue to do so when appropriate.
Diversity Forum	One of the challenges that young people in particular face is that many jobs ask for experience and too few adverts state that training will be provided. This discourages people from applying in the first place.	The City Council recognises that young people face many challenges when applying for jobs and is in the process of reviewing the recruitment process to appeal to all groups of people.
Diversity Forum	Could the council sponsor individuals to gain work experience in the voluntary sector? For example, Disability Cambridgeshire run a project called 'Opportunities for Volunteers'.	The City Council recognises the value to individuals of gaining work experience, however it is not in a position to sponsor individuals at the moment. The authority does offer work experience placements, and often works in partnership with the County Council and directly with schools to do so. The authority also supports people who want to undertake voluntary work for Cambridge City Council.
Diversity Forum	Does the council have people at a senior level that work part-time? Does the council actively support senior officers to work part-time?	The City Council does have people at a senior level that work part-time or as a job share. The authority has policies in place to ensure that all staff have the opportunity to request a change to their working arrangements.



To: Leader and Executive Councillor for Strategy and Climate Change: Councillor Sian Reid
Report by: Antoinette Jackson, Chief Executive
Relevant scrutiny committee: Strategy & Resources 19 March 2012
Scrutiny Committee
Wards affected: All Wards

GREATER CAMBRIDGE GREATER PETERBOROUGH LOCAL ENTERPRISE PARTNERSHIP: INCORPORATION AS A COMPANY LIMITED BY GUARANTEE

Not a Key Decision

1. Executive summary

To consider the City Council becoming a corporate member of the Greater Cambridge-Greater Peterborough Enterprise Partnership (LEP) as part of its incorporation as a company limited by guarantee

2. Recommendations

The Executive Councillor is recommended:

To agree the principle of the City Council becoming a corporate member of the LEP and to ask the Chief Executive to finalise the arrangements with the LEP Board.

3. Background

- 3.1 In Summer 2010, the Coalition Government invited proposals for locally-driven, business-led LEPs as the key body to drive economic growth at the sub-national level. A LEP has been created locally based on the overlapping travel to work areas for the cities of Cambridge and Peterborough. The LEP Board was formed in March 2011 and Councillor Sian Reid is a local authority Board Member of the LEP.
- 3.2 The LEP Board has now agreed that it makes sense to incorporate the LEP, so that it has legal status and can more readily take actions in a number of areas (including, for example, entering into contracts).

3.3 As part of this proposal the 13 Local Authorities making up the LEP area will become corporate members of the LEP. Corporate membership of the LEP formally acknowledges the role of the local authorities in relation to the LEP, but does not bring additional financial commitments for the Council or other councils party to the LEP. Key decision making on issues within its remit remains with the Board of the LEP. The character of membership of the GCGPEP is akin to, but significantly different from, that of shareholders in a 'for profit' company. In particular, the LEP members have no entitlement to dividends or a share of the LEP 'profits'. The members have certain limited rights under company law, for example, the right to attend the AGM (if one is held), and the right to vote on any changes to the LEP's constitution.

3.4 The Board of the LEP is made up as follows:

- five Public Sector Members (elected members chosen by the 13 local authorities).
- seven Private Sector Members
- one Education Sector Member; and
- one Third Sector Member.

The Board has a private sector Chair and a private sector majority, in line with Government's policy aims for LEPs.

3.5 The leader of the Council is currently a Board member of the LEP because she was elected to this position by the other authorities but this is a personal appointment (the City Council does not have a place on the board as a right) and after her term of office ends there is no guarantee that she would be elected for a second term. In this context it is important that the city council is also represented with the LEP structures through corporate membership.

5. Implications

(a) Financial Implications

There are no additional financial implications from this proposal. The City council currently contributed £8,000 per annum to the LEP.

(b) Staffing Implications (if not covered in Consultations Section)

There are no additional staffing implications from this proposal

(c) **Equal Opportunities Implications**

There are no additional equalities implications from this proposal therefore an Equalities Impact assessment has not been conducted.

(d) **Environmental Implications**

There are no additional environmental implications from this proposal.

(e) **Consultation**

The proposals have been discussed by the LEP Board and local authorities in the LEP area have been consulted. Each is considering the issue through their own formal decision making processes.

The Head of Legal Services is reviewing the proposed memorandum and articles of the company to ensure they are suitable.

(f) **Community Safety**

6. Background papers

These background papers were used in the preparation of this report: Draft Articles and Memorandum for the company.

7. Appendices

None

8. Inspection of papers

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

Author's Name: Antoinette Jackson
Author's Phone Number: 01223 457001
Author's Email: Antoinette.Jackson@cambridge.gov.uk

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Cambridge City Council

Item

To: **Executive Councillor for Customer Services and Resources, Councillor Neil McGovern**

Report by: **James Nightingale**

Relevant scrutiny committee: **Strategy & Resources Scrutiny Committee** **19 March 2012**

Wards affected: **All**

Project Appraisal and Scrutiny Committee Recommendation

Project Name: ICT Desktop Upgrades

Recommendation/s

Financial recommendations –

- The Executive Councillor is asked to approve the commencement of this scheme, which is already included in the Council's Capital & Revenue Project Plan (SC541 Corporate PC Replacement Programme and PR020 ICT Infrastructure Programme).
 - The total cost of the project is £700,000, funded from IT Infrastructure Replacement R&R fund, IT Software Replacement R&R fund and Departmental PC replacement R&R.
 - There are no ongoing revenue implications arising from the project.

This will be combined into one project with work already approved for the upgrade of MS Office, making a total project cost of £990,000.

Procurement recommendations:

- The Executive Councillor is asked to approve the carrying out and completion of the procurement of hardware and software to support upgrades to ICT desktops, including upgrades to Windows and PCs replacements.

- Subject to:
 - The permission of the Director of Resources being sought prior to proceeding if the quotation or tender sum exceeds the estimated contract.
 - The permission from the Executive Councillor being sought before proceeding if the value exceeds the estimated contract by more than 15%.

1 Summary

Purchase and deployment of an upgraded ICT desktop environment for all staff, including replacement of up to 500 PCs.

1.1 The project

Target Dates:	
Start of procurement	1 st April 1012
Award of Contract	N/A – existing contract
Start of project delivery	1 st April 2012
Completion of project	31 st December 2012

1.2 The Cost

Total Project Cost	£ 700,000
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Cost Funded from:

Funding:	Amount:	Details:
Reserves	£	
	£ 350,000	Corporate infrastructure R&R
Repairs & Renewals	£ 350,000	Departmental PC R&R
Developer Contributions	£	
Other	£	

Ongoing Revenue Cost

Year 1	£0	
Ongoing	£0	

1.3 The Procurement

Software licences will be procured under an ESPO framework contract for software.

Hardware will be procured by tender under OGC framework contracts.

Labour costs will be supplied under the Serco FM ICT contract.

2 Project Appraisal & Procurement Report

2.1 The Project

The aim of the project is to move the Council to the following desktop environment:

- All machines on Office 2010
- All machines on IE8
- All machines driven by upgraded Novell ZCM
- 500 machines converted to thin client access (i.e. using a simple terminal to access a virtual PC)
- 500 machines re-built
- Flexible working extended to 500 users
- All machines on Windows 7
- Centralised management of PC support and R&R costs

2.1.1 Background

- 2.1.1.1 Work to upgrade MS Office and to upgrade Novell Zenworks to Novell ZCM are already approved.
 - 2.1.1.2 Cambridge City Council has been using a traditional PC desktop set-up for many years.
 - 2.1.1.3 Over the coming year about half of the PCs, as well as Windows and Microsoft Office, are due for upgrade and replacement.
 - 2.1.1.4 As part of developing new ways of working we have a challenge to support faster log-ons, hot-desking, better remote access and better support for mobile and home workers.
 - 2.1.1.5 We have an aim to provide fast, secure, reliable access to ICT from any device, anywhere.
 - 2.1.1.6 By combining several projects into one major upgrade we have an opportunity to take a huge leap forward with our technology and support new ways of working, for roughly the same cost as the piecemeal approach.
- 2.1.2 Training: Extensive training will be provided, and will include:
- Introductory training
 - In depth, classroom training
 - Floor walking and on site support
 - Written support materials and Intranet site
 - Computer based training will also be investigated.

2.1.3 Testing: the solution will involve extensive testing, especially of third party products. The verification process will include:

- Written checks with suppliers that their products will work (underway - work rounds are available in case of problems).
- Automated checks for compatibility (currently underway)
- Initial testing
- Pilot group testing
- Phased roll out to allow configuration corrections to be made.

2.1.4 Timetable

The outline timetable comprises:

Technical testing	Mar – Apr 2012
PC rebuild / upgrades	May – Jul 2012
Proof concept virtual PC	Mar – Jun 2012
Pilot user group (50 users) virtual PC	July – Sep 2012
Full roll out virtual PC	Oct – Dec 2012

2.2 Aims & objectives

An effective ICT desktop infrastructure supports all of the council's medium term objectives, by supporting front line service delivery more effectively.

'The project contributes to the Council's vision for:

'A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution', through use of greener ICT equipment, and through further promotion of flexible working, reducing car journeys into Cambridge.

2.3 Major issues for stakeholders & other departments

This project will be a significant change for desktop PC users, with upgrades to Office, Windows, and in some cases the equipment they use, hence the emphasis on training described above.

The work will increase working speed compared to many of the desktops currently in use and will make upgrades and repairs simpler.

2.4 Summarise key risks associated with the project

If the project does not take place

- Much of the work will need to take place piecemeal, and this will cost more overall.
- Suppliers are already announcing that they will not provide hardware compatible with Windows XP, so there is a risk that we can no longer source PCs.
- A high proportion of the equipment in use is beyond useful life, and failure to replace it will continue to impact productivity.

Risks of the project.

- The project is a major step forward for users, and there is a risk that they will find difficulty in getting used to the new set-up. This will be mitigated through training.
- Some aspects of the technology are relatively new, compared to traditional PC deployment, so there are technical risks to the project. Outside consultancy will be used to verify and supplement Serco advice.

2.5 Financial implications

- a. Appraisal prepared on the following price base: 2012/13
- b. Specific grant funding conditions are: N/A
- c. Other comments: N/A

2.6 Capital & Revenue costs

(see also Appendix A for spread across financial years)

(a) Capital	£	Comments
Building contractor / works		
Purchase of vehicles, plant & equipment		
Professional / Consultants fees	57,000	
IT Hardware/Software	643,000	
Other capital expenditure		
Total Capital Cost	700,000	

(b) Revenue	£	Comments
Maintenance	0	Within existing costs
R&R Contribution	0	Within existing costs
Total Revenue Cost	0	

2.7 VAT implications

There are no apparent adverse VAT issues associated with this Project.

2.8 Environmental Implications

Climate Change impact	+M
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The project will replace existing PCs with thin client devices. In addition to saving energy in use, thin clients use less resources to manufacture, are easier to transport, have a working life 2-3 times longer than a PC and are 90% recyclable at end-of-life.

Thin client terminals are estimated to use one tenth of the electricity of a traditional PC, saving 28 tonnes of CO₂ p/a for 500 machines, and saving c £4,000 p/a.

The expansion of flexible working facilities will enable a reduction on use of office space, reducing heating and power costs, and a reduction in car journeys into Cambridge.

2.9 Other implications

The proposed new facilities are designed to support potential changes to office accommodation.

The technology will also support joint work and shared services with other authorities, by enabling simpler ways for systems to be shared.

2.10 Staff required to deliver the project

Most project work will be undertaken by Serco and other suppliers, in conjunction with the ICT client team.

2.11 Dependency on other work or projects

The introduction of hot desking facilities will assist with the relocation of staff from Lion House in 2014

2.12 Background Papers

Detailed design documents are being prepared.

2.13 Inspection of papers

Author's Name	James Nightingale
Author's phone No.	X 7461
Author's e-mail:	James.nightingale@cambridge.gov.uk
Date prepared:	17/2/2012

Capital Project Appraisal - Capital costs & funding - Profiling

Appendix A

DOUBLE CLICK TO ACTIVATE THE SPREADSHEET
Make sure year headings match start date ...

	2012/13	2013/14	2014/15	2015/16	2016/17	Comments
	£	£	£	£	£	
Capital Costs						
Building contractor / works						
Purchase of vehicles, plant & equipment						
Professional / Consultants fees	57,000					
Other capital expenditure: <i>insert rows as needed</i>	643,000					
Total Capital cost	700,000	0	0	0	0	
Capital Income / Funding						
Government Grant						
Developer Contributions						
R&R funding	700,000					IT Infrastructure Replacement R&R Fund 27742, IT Software Replacement R&R Fund 27749 and Departmental PC R&R Funds (various)
Earmarked Funds						
Existing capital programme funding						
Revenue contributions						
Total Income	700,000	0	0	0	0	
Net Capital Bid	0	0	0	0	0	

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CUSTOMER AND COMMUNITY SERVICES DIRECTORATE

BRIEFING NOTE

PREPARED FOR:	Executive Councillor Neil McGovern		
CONTACT OFFICER:	Jonathan James and Chris Bolton	TEL NO	Ext 8603
SERVICE:	Customer Services	DATE	5 th March 2012
SUBJECT:	Cambridge City Council Customer Service Improvement Projects		

Purpose

The purpose of this briefing note is to notify the Executive Councillor on the proposals to implement three improvement projects in Customer Services:

- Automated Payment Machine
- Touch Screen Information Kiosks
- Reception Building Works

The projects has been identified as key enablers in providing the customers of Cambridge City Council choice to access Council services in their local communities, minimise customer waiting times and allow the reallocation of resources in the customer service centre.

Background

Since its inception in 2008 the Customer Service Centre has brought together an increased range of services to customers through the contact centre, on-line services, face to face and payments (formerly cashiers) in one location and over extended hours of operation. This has been completed with minimal disruption to both service provision and overall performance.

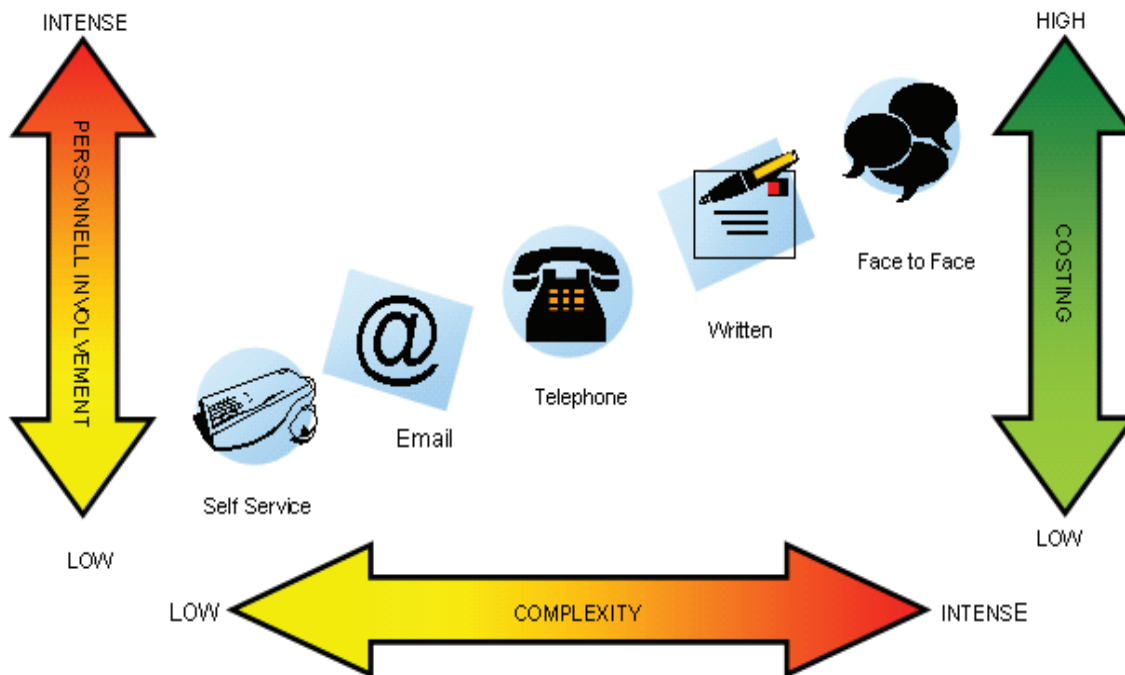
Since then technology and digital communications have significantly improved and there is a need for more fundamental change, driven by innovation at all levels and in all ways – people, processes, and technology. We need to develop multiple ways for customers to access our services, to harness technology and improve the speed and flexibility of service provision.

With a new Customer Access Strategy being developed it is now timely to review future customer service delivery with the following strategic principles underpinning that we:

- Provide straightforward, high quality, value for money service through a choice of access channels.
- Put the needs of the customer and local communities at the heart of service design.
- Increase resolution at first point of contact and reduce avoidable contact caused by service failures, progress chasing and poor communication.
- It is important that we allow customers greater choice by developing multiple ways for customers to access our services. These channels should harness available technology to improve the speed and flexibility of service provision and at the same

time deliver efficiency savings.

As the diagram and table indicates below significant efficiencies can be achieved by promoting self-service.



Channel	Average cost per transaction
Face to face	£14
Telephone (through call centre)	£4
Self service	20p
Web	17p

What is being proposed?

An automated payment machine is to be installed at Mandela House to give customers choice between face to face or undertaking the transactions themselves in their own time, reduce queuing times and speed up transaction times.

Since 2008, the volume of face-to-face visitors to the Customer Service Centre has increased and highlights the need for investment to increase the centres’ capacity for dealing with visitors. The building of an additional interview room and two desks in the reception area of the Customer Service Centre will reduce queuing times, allow customers greater access to Cambridge City Council services and council information.

Touch screen information kiosks have been identified as a key enabler to providing service to customers with access to Council services in their local communities. This has been borne out by the successful implementation of the CCAB information kiosks across the city.

It is initially planned that the Information Kiosks would be located at key customer access points across the city e.g. City Homes North, 171, Arbury Road and City Homes South, Cherry Hinton Road, where customers will be able to ‘connect on demand’ to the Council’s Contact Centre located in Mandela House.

The use of Touch screen information kiosks enables access to services anywhere in the city where there is a secure location. If customers want to access face to face or telephone services then these would still be available at the area housing offices and Mandela house as usual.

What about existing information kiosks used by CCAB

Existing CCAB kiosks which provide information only have already been deployed in the city. These are providing a valuable resource for residents and customers especially those vulnerable adults in need of independent advice and help.

Customer services are working closely with CCAB to ensure that any self-service kiosks complement the role out of the CCAB kiosks. The self-help kiosks will not be used along side CCAB ones though there may be future occasions at high customer transactions sites to look at sharing kiosks to give customers greater access to services. If this does occur then this would free up the CCAB information kiosk to be deployed else where in the city.

Recommendation/s:

It is recommended that the proposal for the three customer service improvement projects be approved.

Background papers:

ICTSG Project Appraisals February 2012.

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Cambridge City Council

Item

To: Executive Councillor for Customer Services and Resources

Report by: Jonathan James / Chris Bolton

Relevant scrutiny committee: Strategy and Resource Scrutiny

Wards affected: All

19th March 2012

Project Appraisal and Scrutiny Committee Recommendation
Project Name: Customer Service, Automatic Payment Machine

Recommendation/s

Financial recommendations –

- The Executive Councillor is asked to approve the commencement of this scheme, which is already included in the Council's Capital & Revenue Project Plan (SC335).
 - **The estimated total cost of the project is £17,300, funded from the Technology Investment Fund.**
 - **The revenue costs of the project are £2,000 for 2012/13 onwards and will be met from the Customer Service revenue budget. (00094).**

Procurement recommendations:

- The Executive Councillor is asked to approve the invitation and evaluation of quotations and award of contract for the Automatic Payment Machines' hardware and related software plus annual maintenance for the project.
- If the tender sum exceeds the estimated contract value by more than 15% the permission of the Executive Councillor and Director of Resources will be sought prior to proceeding.

1 Summary

The purchase and installation of an automatic payment machine at Mandela House.

Full background details and a more detailed explanation are provided within section 2.1.

1.1 The project

Target Dates:	
Start of procurement	April 2012
Award of Contract	July 2012
Start of project delivery	August 2012
Completion of project	December 2012

1.2 The Cost

Total Project Cost	£ 17,300
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Cost Funded from:

Funding:	Amount:	Details:
Reserves	£	
Repairs & Renewals	£	
Developer Contributions	£	
Other	£ 17,300	Technology Investment Fund

Ongoing Revenue Cost

Year 1	£ 2,000	Customer Services Centre budget 00094.
Ongoing	£ 2,000	To be met from the Customer Service Centre, cost centre 00094.

1.3 The Procurement

The Council will procure an automatic payment machine, allowing residents to access Cambridge City Council online self services including payments and online service requests.

The procurement approach will be to invite three suppliers to submit quotations based on a specification/requirements document.

2 Project Appraisal & Procurement Report

2.1 The Project

The provision of an automatic payment machine has been identified as a key enabler to providing customers of Cambridge City Council the choice of how they access Council services.

The Cambridge city automatic payment machine is to be installed to give customers greater choice between face to face or undertaking the transactions themselves in their own time, reduce queuing times and speed up transaction times.

It is planned that the automatic payment machine would be located at the Customer Service Centre, Mandela House, Regent Street.

Whilst the Council is committed to providing a choice of access channels for customers, we will also need to encourage customers to use access channels that are more appropriate to the transaction and cost effective for the Council.

The solution will be piloted initially. The success of the pilot will be evaluated based on customer uptake and feedback. It is anticipated that the pilot will be implemented from April 2012 and will run until December 2012.

2.2 Aims & objectives

“The project contributes to the Council’s vision for:

- in the forefront of low carbon living and minimising its impact on the environment from waste and pollution.
- “A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery

2.3 What services will be available via the automatic payment machine

Customer Services are looking to deliver the following overall outcomes:

- Improved customer experience for all
- Alignment of Council, agencies and partner services – seamless delivery of services
- Implementation of technology and communication to allow self-service
- Services accessible by all
- Innovation in service delivery

The CSC has brought together an increased range of services to customers through the contact centre, on-line services, face to face and payments (formerly cashiers) in one location and over extended hours of operation. This has been completed with minimal disruption to both service provision and adverse effects to overall performance.

We also need to maximise the efficiency of our ICT systems and projects such as transactional web portal, e-council tax and cashiering kiosks will all help in moving customer to self serve which is the cheapest form of transaction.

The introduction of an automatic payment machine will: -

- Minimise customer waiting times
- Reduce pressure on cashiers
- Provide choice for customers
- Allow the reallocation of resources in the customer service centre.

Cambridge City Council's cashiers' service currently receives payments around £17 million each year, with approximately £2 million worth of payments in cash. The proposed solution must be capable of handling this volume of payments made by a diverse customer base.

2.4 Major issues for stakeholders & other departments

Implementation as soon as possible during the 2012/ 13 financial year, so that evaluation can take place.

2.5 Summarise key risks associated with the project

- Availability of resources to project manage, competing demands of other projects
- Staff not adapting to new ways of working and the use of technology.
- Systems integration does carry risks, the project aims to integrate the self service technology with the Council's Capita payments system, any system procured will have to have the potential to achieve this.

2.6 Financial implications

- a. Appraisal prepared on the following price base: 2011/12
- b. Specific grant funding conditions are: N/A
- c. Other comments: N/A

2.7 Capital & Revenue costs

(a) Capital	£	Comments
Building contractor / works		
Purchase of vehicles, plant & equipment		
Professional / Consultants fees		
IT Hardware/Software	17,300	Purchase of an automatic payment machine, installation and training
Other capital expenditure		
Total Capital Cost	17,300	

(b) Revenue	£	Comments
Maintenance	2,000	Suppliers' system and equipment annual maintenance for one automatic payment machine at £2,000 p.a.
R&R Contribution		
Total Revenue Cost	2,000	

2.8 VAT implications

There are no adverse VAT implications for this project.

2.9 Environmental Implications

Climate Change impact	+ L
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Not applicable

2.10 Other implications

There are no other known implications at this stage of the project.

2.11 Staff required to deliver the project

Implementation of the pilot project is expected to be completed using current resources.

2.12 Dependency on other work or projects

Not applicable

2.13 Background Papers

ICTSG project Brief Oct 2011
Briefing Note

2.14 Inspection of papers

Authors' Name	Jonathan James / Chris Bolton
Authors' phone No.	8601 / 8603
Authors' e-mail:	Jonathan.james@cambridge.gov.uk / chris.Bolton@cambridge.gov.uk
Date prepared:	2 nd February, 2012

Capital Project Appraisal - Capital costs & funding - Profiling

Appendix A

DOUBLE CLICK TO ACTIVATE THE SPREADSHEET
Make sure year headings match start date ...

	2012/13	2013/14	2014/15	2015/16	2016/17	Comments
	£	£	£	£	£	
Capital Costs						
Building contractor / works						
Purchase of vehicles, plant & equipment	17,300					
Professional / Consultants fees						
Other capital expenditure:						
<i>insert rows as needed</i>						
Total Capital cost	17,300	0	0	0	0	Equivalent lease of 3 kiosks over 3 years = £54,771
Capital Income / Funding						
Government Grant						
Developer Contributions						
R&R funding						
Earmarked Funds	17,300					Technology Investment Fund, (24613)
Existing capital programme funding						
Revenue contributions						
Total Income	17,300	0	0	0	0	
Net Capital Bid	0	0	0	0	0	



Cambridge City Council

Item

To: Executive Councillor for Customer Services and Resources

Report by: Jonathan James / Chris Bolton

Relevant scrutiny committee: Strategy and Resource Scrutiny

Wards affected: All

19th March 2012

Project Appraisal and Scrutiny Committee Recommendation

Project Name: Customer Service Touch Screen Information kiosks

Recommendation/s

Financial recommendations –

- The Executive Councillor is asked to approve the commencement of this scheme, which is already included in the Council's Capital & Revenue Project Plan (SC538).
 - **The total cost of the project is £25,000, funded from Reserves.**
 - **The revenue costs of the project are £6,000 for 2012/13 onwards and will be met from the Customer Service revenue budget. (00094).**

Procurement recommendations:

- The Executive Councillor is asked to approve the invitation and evaluation of tenders and award of contract of the Touch Screen Information kiosks hardware and related software plus annual maintenance for the project.
- If the tender sum exceeds the estimated contract value by more than 15% the permission of the Executive Councillor and Director of Resources will be sought prior to proceeding.

1 Summary

The purchase and installation of five Touch Screen Information Kiosks at locations to be confirmed.

Full background details and a more detailed explanation are provided within section 2.1.

1.1 The project

Target Dates:	
Start of procurement	April 2012
Award of Contract	July 2012
Start of project delivery	August 2012
Completion of project	December 2012

1.2 The Cost

Total Project Cost	£ 25,000
--------------------	-----------------

Cost Funded from:

Funding:	Amount:	Details:
Reserves	£ 25,000	5 touch screen information kiosks
Repairs & Renewals	£	
Developer Contributions	£	
Other	£	

Ongoing Revenue Cost

Year 1	£ 6,000	Customer Services Centre budget 00094
Ongoing	£ 6,000	To be met from the Customer Service Centre budget provision.

1.3 The Procurement

The Council will procure five touch screen information kiosks allowing residents to access Cambridge City Council online self services and council information around the city.

The procurement approach will be to invite four suppliers to submit tenders based on a specification/requirements document, in accordance with the Council's Contract Procedure Rules. The value of this contract is below the threshold for the EU Public Contracts Regulations to apply.

2 Project Appraisal & Procurement Report

2.1 The Project

A touch screen information kiosk solution has been identified as a key enabler to providing customers of Cambridge City Council the choice to access Council services in their local communities without the need to ring or visit the customer contact centre. This has been borne out by the successful implementation of the Cambridge Citizens Advice Bureau, (CCAB), information kiosks.

The Cambridge city kiosks are to be installed in 2012/13 to give customers greater choice between face to face or undertaking the transactions themselves in their own time, reduce queuing times and speed up transaction times.

It is initially planned that the information kiosks would be located at key customer access points across the city where customers will be able to 'connect on demand' to the Council's Contact Centre.

Whilst the Council is committed to providing a choice of access channels for customers, we will also need to encourage customers to use access channels that are more appropriate to the transaction and cost effective for the Council.

The touch screen information kiosks will for example offer a choice of options:

- Self help via a touch screen interface to the Council's website for a defined set of service requests

- Telephone support through the kiosk via the Council's 'essential numbers'
- Video help connecting to a Customer Service Advisor in the CSC or using a virtual assistant to advise the customer.

The use of touch screen information kiosks therefore enables access to services anywhere in the city where there is a secure location. If customers want to access face to face or telephone services then these would still be available at Mandela house as usual.

The solution will be piloted initially, and then rolled out across the city if the pilot is deemed successful. The success of the pilot will be evaluated based on customer uptake and feedback. It is anticipated that the pilot location/s will be implemented from April 2012 and will run until December 2012.

2.2 Aims & objectives

“The project contributes to the Council’s vision for:

- in the forefront of low carbon living and minimising its impact on the environment from waste and pollution
- “A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery”

The use of information kiosks enables access to services anywhere in the city where there is a secure location and will mean that residents will not need to travel to the Customer Service Centre to make access Cambridge City Council information.

2.3 What services will be available via the Touch Screen Information Kiosks?

The kiosks will offer a choice of options (these may be phased depending on complexity, back office connectivity and the implementation of the new website):

- Self help via a touch screen interface to the Council's website for a defined set of service requests
- Telephone support via the Council's 'essential numbers'

- Video help connecting to a Customer Service Advisor in the Contact Centre

Self Help Services	Assumptions and Dependencies
Make a payment	Design of Kiosk home page to provide a simple and straightforward user interface for customers to access a range of services available through the Kiosk.
Report a service request	
Report a missed bin collection	
View a planning application	
Find out what's on in your area	
Telephone Support	Assumptions and Dependencies

The Video Help services may be extended to connect to other Council departments or Community partners, such as Citizens Advice Bureau following successful implementation for the Contact Centre.

What about existing information kiosks used by CCAB

Existing CCAB kiosks that provide information only have already been deployed in the city. These are providing a valuable resource for residents and customers especially those vulnerable adults in need of independent advice and help.

Customer Services are working closely with CCAB to ensure that any touch screen kiosks complement the roll out of the CCAB kiosks.

The information kiosks will not be used alongside CCAB ones though there may be future occasions at high customer transactions sites to look at sharing kiosks to give customers greater access to services. If this does occur then this would free up the CCAB information kiosk to be deployed elsewhere in the city. The pilot self help kiosk will be installed at a location that does not clash with CCAB roll out.

2.4 How it will improve customer service from the city council perspective?

- Simple To Use – local people and visitors dial a local rate number to access customer services
- Low Cost – Extends access to existing website and audio content via standard display screens.
- Creates Customer Relationships – Provides public access to information and services, and helps the local authority to service the needs of citizens.
- Available 24 Hours – Extends access to information from flexible locations and reduces costs.
- Extends Value – Delivers added value information to build and enhance local and visitor relationships.
- Improved Communication – helping to satisfy requirements directly or through the call transfer facility, to the appropriate local authority service.

2.5 Major issues for stakeholders & other departments

Implementation as soon as possible during the 2012/ 13 financial year, so that evaluation can take place.

2.6 Summarise key risks associated with the project

- Availability of resources to project manage, competing demands of other projects
- Staff not adapting to new ways of working and the use of technology.

2.7 Financial implications

- a. Appraisal prepared on the following price base: 2011/12
- b. Specific grant funding conditions are: N/A
- c. Other comments: N/A

2.8 Capital & Revenue costs

(a) Capital	£	Comments
Building contractor / works		
Purchase of vehicles, plant & equipment		
Professional / Consultants fees		
IT Hardware/Software	25,000	Purchase of 5 information kiosks
Other capital expenditure		
Total Capital Cost	25,000	

(b) Revenue	£	Comments
Maintenance	6,000	Suppliers' system and equipment annual maintenance for 5 kiosks
R&R Contribution		
Total Revenue Cost	6,000	

2.9 VAT implications

There are no adverse VAT implications for this project.

2.10 Environmental Implications

Climate Change impact	+ L
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The installation of 5 information kiosks in locations around the city will reduce travel by customers who can now access Council information in their local offices rather than having to travel to the Customer Service Centre.

2.11 Other implications

There are no other known implications at this stage of the project.

2.12 Staff required to deliver the project

Implementation of the pilot project is expected to be completed using current resources.

2.13 Dependency on other work or projects

These kiosks will not be adjacent to the CCAB supported kiosks.

2.14 Background Papers

ICTSG project Brief Oct 2011
Briefing Note

2.15 Inspection of papers

Authors' Name	Jonathan James / Chris Bolton
Authors' phone No.	8601 / 8603
Authors' e-mail:	Jonathan.james@cambridge.gov.uk / chris.Bolton@cambridge.gov.uk
Date prepared:	15th February, 2012

Capital Project Appraisal - Capital costs & funding - Profiling

Appendix A

DOUBLE CLICK TO ACTIVATE THE SPREADSHEET
Make sure year headings match start date ...

	2012/13	2013/14	2014/15	2015/16	2016/17	Comments
	£	£	£	£	£	
Capital Costs						
Building contractor / works						
Purchase of vehicles, plant & equipment	25,000					
Professional / Consultants fees						
Other capital expenditure:						
<i>insert rows as needed</i>						
Total Capital cost	25,000	0	0	0	0	
Capital Income / Funding						
Government Grant						
Developer Contributions						
R&R funding						
Earmarked Funds						
Existing capital programme/scheme funding	25,000					SC538 - cost centre 42104
Revenue contributions						
Total Income	25,000	0	0	0	0	
Net Capital Bid	0	0	0	0	0	



Cambridge City Council

Item

To: Executive Councillor for Customer Services and Resources

Report by: Jonathan James / Chris Bolton

Relevant scrutiny committee: Strategy and Resource Scrutiny

Wards affected: All

19th March 2012

Project Appraisal and Scrutiny Committee Recommendation
Project Name: Customer Service Centre Accommodation works

Recommendation/s

Financial recommendations –

- The Executive Councillor is asked to approve the commencement of this scheme, which is already included in the Council's Capital & Revenue Project Plan (SC537).
 - **The total cost of the project is £25,000, funded from Reserves.**
 - **There are no revenue costs arising from the project.**

Procurement recommendations:

- The Executive Councillor is asked to approve the invitation and evaluation of quotations and award of contract of an additional interview room and desk in the reception area of the Customer Service Centre.
- If the quotation sum exceeds the estimated contract value by more than 15% the permission of the Executive Councillor and Director of Resources will be sought prior to proceeding.

1 Summary

Purchase and Installation of an additional interview room and desk in the reception area of the customer service centre.

Full background details and a more detailed explanation are provided within section 2.1.

1.1 The project

Target Dates:	
Start of procurement	April 2012
Award of Contract	July 2012
Start of project delivery	August 2012
Completion of project	December 2012

1.2 The Cost

Total Project Cost	£ 25,000
--------------------	-----------------

Cost Funded from:

Funding:	Amount:	Details:
Reserves	£ 25,000	
Repairs & Renewals	£	
Developer Contributions	£	
Other	£	

Ongoing Revenue Cost

Year 1	N/A as cleaning, heating etc already accounted for in CSC budget provision.
Ongoing	

1.3 The Procurement

The Council will procure an additional interview room and desk in the reception area of the Customer Service Centre allowing residents to access Cambridge City Council services and council information.

The procurement approach will be to invite three suppliers to submit quotations based on a specification/requirements document.

2 Project Appraisal & Procurement Report

2.1 The Project

The procurement of an additional interview room and desk in the reception area of the Customer Service Centre has been identified as a key enabler to allowing residents to access Cambridge City Council services and council information.

This has been borne out by the successful implementation of the Customer Service Centre in 2008 and increase in visitors' to the centre each year.

Since 2008, the volume of face-to-face visitors to the Customer Service Centre has increased as shown in table 1 below and highlights the need for investment to increase the centres' capacity for dealing with visitors.

Table 1. Customer Service Centre Visits, 2008 -2012

Year	Visitors
2008-9	33,000
2009-10	42,000
2010-11	44,000
2011-12	36,000 to Jan '12

The additional interview room and desk will allow a greater capacity in room and desk space, reduce queuing times and speeding up transaction times.

2.2 Aims & objectives

“The project contributes to the Council’s vision for:

- A city which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community
- A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives

The additional interview room and desk space will increase the ability of Customer Service Advisors to deal with customer enquiries, reduce queuing times and speed up transaction times.

2.3 What services will be available?

The additional space will be used by advisors for all of the services that are delivered at the Centre. These are:

- Arts & Recreation Services
- Box Office information
- Streets & Open Spaces
- Community Development
- Council Tax
- Data Protection
- Electoral Services
- Environment and Planning
- Environmental Services (including Taxi Licensing)
- Freedom of Information
- General Enquiries
- Homelink
- Housing Benefits
- Housing Needs and Options
- Housing Repairs
- Housing Management
- Safer Community calls

2.4 How it will improve customer service from the city council perspective?

The additional interview room and desk will allow: -

- Greater capacity in room space
- Greater capacity in desk space
- Reduction queuing times
- Improved transaction times.

2.5 Major issues for stakeholders & other departments

Possible disruption to the delivery of face-to-face services when building works are undertaken. In particular those services using the self service pc's, Planning and Homelink.

2.6 Summarise key risks associated with the project

- Availability of resources to project manage, competing demands of other projects.

2.7 Financial implications

- a. Appraisal prepared on the following price base: 2011/12
- b. Specific grant funding conditions are: N/A
- c. Other comments: N/A

2.8 Capital & Revenue costs

(a) Capital	£	Comments
Building contractor / works	25,000	Purchase of one interview room and an additional desk.
Purchase of vehicles, plant & equipment		
Professional / Consultants fees		
IT Hardware/Software		
Other capital expenditure		
Total Capital Cost	25,000	

(b) Revenue	£	Comments
Maintenance		N/A as cleaning, heating etc already accounted for in CSC budget provision.
R&R Contribution		
Total Revenue Cost		

2.9 VAT implications

There are no adverse VAT implications for this project.

2.10 Environmental Implications

Climate Change impact	+ L
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2.11 Other implications

There are no other known implications at this stage of the project.

2.12 Staff required to deliver the project

Implementation of the project is expected to be completed using current resources.

2.13 Dependency on other work or projects

Not applicable.

2.14 Background Papers

Briefing Note AMG

2.15 Inspection of papers

Authors' Name	Jonathan James / Chris Bolton
Authors' phone No.	8601 / 8603
Authors' e-mail:	Jonathan.james@cambridge.gov.uk / chris.Bolton@cambridge.gov.uk
Date prepared:	2 nd February, 2012

Capital Project Appraisal - Capital costs & funding - Profiling

Appendix A

DOUBLE CLICK TO ACTIVATE THE SPREADSHEET
Make sure year headings match start date ...

	2012/13	2013/14	2014/15	2015/16	2016/17	Comments
	£	£	£	£	£	
Capital Costs						
Building contractor / works						
Purchase of vehicles, plant & equipment	25,000					
Professional / Consultants fees						
Other capital expenditure:						
<i>insert rows as needed</i>						
Total Capital cost	25,000	0	0	0	0	
Capital Income / Funding						
Government Grant						
Developer Contributions						
R&R funding						
Earmarked Funds						
Existing capital programme/scheme funding	25,000					SC537 - cost centre 42103
Revenue contributions						
Total Income	25,000	0	0	0	0	
Net Capital Bid	0	0	0	0	0	



To: Executive Councillor for Customer Services and Resources: Councillor Neil McGovern
Report by: John Frost, Head of Revenue & Benefit Services
Relevant scrutiny committee: Strategy & Resources Scrutiny Committee 19/03/2012
Wards affected: All Wards

BENEFIT IRRECOVERABLE DEBTS TO BE WRITTEN OFF

Not a Key Decision

NOT FOR PUBLICATION: Appendix A relates to an item during which the public is likely to be excluded from the meeting by virtue of paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006.

1. Executive Summary

The purpose of this report is to inform the Executive Councillor and Members of the Scrutiny Committee of the accounts [listed below] where it is deemed that the amount of outstanding debt in relation to **Benefits** and is irrecoverable and to be written-off.

- **Benefits** - Refers to either Housing or Council Tax Benefit. There are occasions when the Authority has to write-off debts that relate to either Housing Benefit or Council Tax Benefit. These are debts where the likelihood of successful collection or enforcement action is deemed to be remote or non-existent.

A Local Authority may recover any Housing Benefit overpayment where Regulations allow (Social Security Act 1992, Section 75). Under the Housing Benefit Regulations 2006, Regulation 100(2) overpayments of Housing Benefit caused solely by an official error are not lawfully recoverable. Accordingly, given the circumstances of the cases shown, the Council cannot recover the overpaid Housing Benefit from the claimant or any other party.

- **DWP** - The Department for Work and Pensions is responsible for welfare and pension policy, as well as administering a range of welfare benefits. The Authority administers Housing and Council Tax Benefits on behalf of the DWP.

2. Recommendations

The Executive Councillor is recommended to agree the debt write off deemed irrecoverable as shown in the exempt Appendix 'A' to this report.

3. Background

All debt listed has been subject to normal recovery proceedings, including Court proceedings, Liability Orders, bailiff action and arrangements to pay.

4. Implications

(a) **Financial Implications**

As shown within exempt Appendix A.

(b) **Staffing Implications** (if not covered in Consultations Section)

N/A

(c) **Equal Opportunities Implications**

N/A

(d) **Environmental Implications**

N/A

(e) **Consultation**

N/A

(f) **Community Safety**

N/A

5. Background Papers

None that are to be made publicly available.

6. Appendices

Exempt Appendix 'A' - Write off listing for Benefits

7. Inspection of Papers

If you have a query on the report please contact:

Author's Name: John Frost
Author's Phone Number: 01223 - 457701
Author's Email: john.frost@cambridge.gov.uk