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Cambridge City Council

STRATEGY AND RESOURCES SCRUTINY COMMITTEE

To: **Scrutiny Committee Members** - Councillors Brown (Chair), Rosenstiel (Vice-Chair), Boyce, Ashton, Benstead, Herbert, O'Reilly and Brierley

Alternates: Councillors Blackhurst and Bird

Leader of the Council: Councillor Bick

Executive Councillor for Customer Services and Resources: Councillor Smith

Despatched: Monday, 1 April 2013

Date: Tuesday, 9 April 2013

Time: 6.00 pm

Venue: Committee Room 1 & 2 - Guildhall

Contact: Glenn Burgess

Direct Dial: 01223 457013

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 MINUTES OF THE PREVIOUS MEETING (*Pages 1 - 30*)

4 PUBLIC QUESTIONS

5 RECORD OF URGENT DECISIONS TAKEN BY THE LEADER OF THE

COUNCIL AND THE EXECUTIVE COUNCILLOR FOR CUSTOMER SERVICES AND RESOURCES

To note decisions taken by the Leader of the Council and the Executive Councillor for Customer Services and Resources since the last meeting of the Strategy and Resources Scrutiny Committee.

6 IRRECOVERABLE DEBTS TO BE WRITTEN OFF *(Pages 31 - 32)*

The accompanying report is recommended to be NOT for publication and that press and public are excluded by virtue of paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

(Pages 31 - 32)

Decisions of the Executive Councillor for Customer Services and Resources

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

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

7 OPTIONS FOR THE DEBIT & CREDIT CARD CONTRACT (MERCHANT ACQUIRER) (Pages 33 - 38)

Appendix 1 is recommended to be NOT for publication and that press and public are excluded by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

(Pages 33 - 38)

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

8 CUSTOMER SERVICES AND RESOURCES PORTFOLIO PLAN 2013/14 (Pages 39 - 56)

9 CLAY FARM LAND DISPOSAL (Pages 57 - 66)

Appendix 2 – To follow

Appendix 2 is recommended to be NOT for publication and that press and public are excluded by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

10 DISCRETIONARY HOUSING PAYMENT REPORT

To follow

Decisions of the Leader

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

11 STRATEGY PORTFOLIO PLAN 2013/14 (Pages 67 - 80)

12 SAFER CITY GRANT SCHEME 2012/13: REPORT ON OPERATION

To follow

**13 ANNUAL REVIEW OF THE COUNCIL'S SINGLE EQUALITY SCHEME
(2012 TO 2015) *(Pages 81 - 110)***

Information for the Public

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

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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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STRATEGY AND RESOURCES SCRUTINY COMMITTEE 21 January 2013
5.00 - 7.10 pm

Present: Councillors Brown (Chair), Rosenstiel (Vice-Chair), Boyce, Ashton, Benstead, Herbert and Tucker

Executive Councillors:

Leader of the Council: Councillor Bick

Executive Councillor for Customer Services and Resources: Councillor Smith

Officers Present:

Chief Executive - Antoinette Jackson

Director of Customer and Community Services - Liz Bisset

Director of Environment - Simon Payne

Director of Resources - David Horspool

Head of Legal Services - Simon Pugh

Head of Corporate Strategy - Andrew Limb

Head of Human Resources – Deborah Simpson

Head of Revenues and Benefits – Alison Cole

Head of Property Services – Richard Egan

Committee Manager – Glenn Burgess

FOR THE INFORMATION OF THE COUNCIL

13/1/SR Apologies for absence

Apologies were received from Councillor Birtles.

13/2/SR Declarations of interest

None

13/3/SR Minutes of the previous meeting

With minor grammatical amendments the minutes of the meetings of 3 October 2012 and 15 October were approved and signed as a correct record.

13/4/SR Public Questions

Ms Jannie Brightman addressed the committee regarding the CBbid Business Improvement District Project (BID) and raised the following points:

- i. From the moment that match funding had been agreed the BID was a 'done deal'.
- ii. Despite strong opposition to the BID, the committee had voted it through on the Chair's casting vote.
- iii. The figure of 24% in support of the BID could easily have been made up from the universities, the Grand Arcade and the owners of empty shops.
- iv. Since the vote, a number of independent shops in the City Centre had been forced to close.
- v. The tragic fate of the high street had been further emphasised by the number shops and businesses going into liquidation.
- vi. The cloning of the high street was of great concern.

Ms Jill Eastland addressed the committee regarding the BID and raised the following points:

- i. The BID would have an adverse impact on vulnerable members of the community.
- ii. The City Council had been undemocratic in the way that it had dealt with the BID.
- iii. The BID would result in a few wealthy businesses having control of the City Centre. Local residents would have less input into any decisions regarding the City Centre.
- iv. The City Council had invested £20,000 in the BID before it was even agreed.
- v. Asked for confirmation that no additional funding would be provided to Love Cambridge or the BID.
- vi. More information, in a clear and simple format, was needed on the City Council's budget and ongoing priorities.
- vii. The Equalities Impact Assessment (EqIA) for the BID had been inadequate, and suggested that EqIA's should be completed for the Council's overall budget.

The Executive Councillor for Customer Services and Resources responded and made the following comments:

- i. No additional funding would be given to Love Cambridge as it had been disbanded. As part of the BID there was a liability as part of the levy of £42,660.
- ii. Agreed that budget information presented in a clear and simple format was beneficial.

The Director of Resources responded and made the following comments:

- i. Whilst the City Council did strive to make budget information as clear and simple as possible there was a requirement to present significant amounts of of the finer detail. However an easily understandable overview of the information was important, and he agreed to take the comments into account in reviewing report formats.
- ii. Whilst an EqlA was included as part of the Budget Setting Report (BSR) at appendix 5, it covered a large range of services and projects and each of these major areas would also produce individual detailed EqlAs as appropriate.

In response Ms Jill Eastland made the following comments:

- i. The City Council's budget was confusing due to its lack of detail and suggested EqlA's on the individual areas of the BSR.
- ii. Suggested a 'buddy' system whereby the budget is shared with a member of the public to ensure that it is clear and understandable.

The Executive Councillor for Customer Services and Resources responded and made the following comments:

- i. Agreed to discuss options with the Director of Resources for presenting the budget information in a clearer format.

The Director of Resources responded and made the following comments:

- i. Whilst the EqlA at appendix S of the BSR covered individual areas of the budget, he would be happy to liaise with Ms Eastland outside of the meeting if she had any further queries

13/5/SR Record of Urgent Decisions taken by the Leader of the Council and the Executive Councillor for Customer Services and ResourcesCity Council Appointment to the Horizons Board

The decision was noted.

13/6/SR Recommendation to extend the current Council Bank Contract**Matter for Decision:**

The Council's main bank contract is currently run by HSBC Bank plc. and the initial five-year contract period is due to expire on 31 March 2013. Whilst considering options for extension of this contract, HSBC, in discussions with the Council, has indicated its willingness to freeze the current tariffs for the duration of any extended period. Executive Councillor approval is required to extend this contract for more than one year.

Decision of the Executive Councillor:

The Executive Councillor resolved to:

- i. Approve the extension of the current Money Transmission contract for a period of three years and to authorise the Director of Resources to conclude the necessary contractual arrangements.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report

Scrutiny Considerations:

In response to a question from Councillor Herbert the Director of Resources confirmed that the Council had commissioned an independent review, by Focus on Banking, of the HSBC contract and the current market. The review had concluded that the contract rates were favourable and that the Council should seek to extend the contract for a longer period.

The Scrutiny Committee considered and endorsed the recommendations unanimously.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

13/7/SR General Debts - Bad Debts to be written off

Matter for Decision:

Write off of debt deemed not to be collectable and require passing for write off. The amounts relate to general income.

Decision of the Executive Councillor:

The Executive Councillor resolved to:

- i. Write off 1 debt as summarised in the exempt 'Appendix A' to officer's report.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report

Scrutiny Considerations:

The committee received a report from Head of Revenue and Benefits.

The Scrutiny Committee considered and endorsed the recommendations by 4 votes to 0.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

13/8/SR Irrecoverable debts to be written off**Matter for Decision:**

Write off of debt deemed irrecoverable.

Decision of the Executive Councillor:

The Executive Councillor resolved to:

- i. Agree the debt write off deemed irrecoverable as shown in the exempt Appendix 'A' of officer's report.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report

Scrutiny Considerations:

The committee received a report from the Director of Resources.

The Scrutiny Committee considered and endorsed the recommendations by 4 votes to 0.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

13/9/SR Cowley Road Landholding**Matter for Decision:**

As part of the new Cambridge Science Park Station access is required over City Council land in several areas, key being a small strip of land at the end of Cowley Road without which the station will not proceed. There will be significant economic, social and environmental benefit from the station. Given these benefits and the uplift in value of the Council's neighbouring land from the station, it is considered that rights of access for the station should be granted at nominal value. Access for other development will be by negotiation at a later date.

Decision of the Executive Councillor:

The Executive Councillor resolved to:

- i. Approve the grant of a right of way to Network Rail across Cowley Road on the terms as outlined in paragraph 3.9 of the officer's report.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report.

Scrutiny Considerations:

The committee received a report from the Head of Property Services.

Councillor Rosenstiel confirmed that this was an important step by the City Council in helping to facilitate the new station.

The Scrutiny Committee considered and approved the recommendations unanimously.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

13/10/SR Living Wage

Matter for Decision:

Consideration of the Council's approach to the Living Wage for staff, agency workers and contractors engaged through the Council's procurement processes.

Decision of the Executive Councillor:

The Executive Councillor resolved to:

- i. Endorse the proposal to pay the Living Wage for Cambridge City Council staff, by way of a supplement to current pay rates.

- ii. Endorse the proposal to pay the minimum of the Living Wage to agency workers after 4 weeks of their engagement with the City Council.
- iii. Agree to a review within 12 months of the proposal to pay the minimum of the Living Wage to agency workers after 4 weeks of their engagement and for any changes to be proposed for the 2014 Pay Policy Statement.
- iv. Encourage contractors to adopt the Living Wage through the Council's procurement processes.
- v. Include the recommendations of this committee, as they relate to staff and agency workers, in the Council's proposed Pay Policy Statement, to be considered by Civic Affairs on 30th January 2013.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report

Scrutiny Considerations:

The committee received a report from the Head of Human Resources.

In response to a question from Councillor Herbert the Executive Councillor confirmed that, whilst the Council were fully committed to encouraging all contractors to adopt the Living Wage, there might be certain legal restraints. Legal advice had been taken and each contract would have to be looked at on its own merits.

In response to a question from Councillor Rosenstiel the Head of Legal Services confirmed that he had seen the recent advice of the Local Government Information Unit and officers had been in discussion with Islington Council regarding their approach.

The Scrutiny Committee considered and endorsed the recommendations unanimously.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

13/11/SR Customer Services & Resources Portfolio - Revenue and Capital Budgets 2012/13 (Revised), 2013/14 and 2014/15**Matter for Decision:**

The report set out the overall base revenue and capital budget position for the Customer Services & Resources Portfolio. The report compared the proposed 2012/13 Revised Budget to the budget as at September 2012 and detailed the budget proposals for 2013/14 and 2014/15.

Decision of the Executive Councillor:

The Executive Councillor resolved to:

Review of Charges:

a) Approve the proposed charges for this portfolio's services and facilities, as shown in Appendices B1 – B3 of the officer's report.

Revenue Budgets:

b) Approve, with any amendments, the current year funding requests and savings, (shown in Appendix A of the officer's report) and the resulting revised revenue budgets for 2012/13 (shown in Section 3, Table 1 of the officer's report) for submission to the Executive.

c) Agree proposals for revenue savings and unavoidable bids, as set out in Appendix C of the officer's report.

d) Agree proposals for bids from external or existing funding, as set out in Appendix D of the officer's report.

e) Agree proposals for Priority Policy Fund (PPF) bids, as set out in Appendix E of the officer's report.

f) Approve the budget proposals for 2013/14 as shown in Section 3, Table 2, of the officer's report for submission to the Executive.

Capital:

g) Seek approval from the Executive to carry forward resources from 2012/13, as detailed in Appendix G of the officer's report, to fund re-phased capital spending.

- h) Approve capital bids, as identified in Appendix H of the officer's report, for submission to the Executive for inclusion in the Capital & Revenue Projects Plan or addition to the Hold List, as indicated.
- i) Confirm that there are no items covered by this portfolio to add to the Council's Hold List, for submission to the Executive.
- j) Approve the current Capital & Revenue Projects Plan, as detailed in Appendix J of the officer's report, to be updated for any amendments detailed in (g), (h) and (i) above.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report

Scrutiny Considerations:

The committee received a report from the Director of Resources.

In response to questions from Councillor Herbert the Director of Resources and the Executive Councillor confirmed the following:

- i. The original decision to retain a vacancy within internal audit was due to a shared service agreement with Peterborough City Council. As the identified employee cost savings for 2013/14 (reference S3025) were relatively small it was deemed important to retain the flexibility of the service.
- ii. Net retail income for commercial property for 2012/13 has been increased by £50,000 reflecting rent reviews, renewals and new lettings. In some instances this includes retrospective amounts, which is why the ongoing effect (shown in S3012) is for a lesser amount.
- iii. Interest rates (RB3244) relates to an update to the projection in respect of 2012/13 reflecting latest information, including the effects of additional sums for investment due to slippage. Future year projections will not include one-time effects in 2012/13.

The Scrutiny Committee considered and endorsed the recommendations by 4 votes to 0.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

13/12/SR Cambridge Community Safety Plan 2011-14 Update for 2013-14**Matter for Decision:**

In order to keep the Cambridge Community Safety Plan current it is updated on an annual basis following production of a Strategic Assessment. The Leader is asked to consider the plan and endorse the chosen priorities.

Decision of the Leader:

The Leader resolved to:

- i. Endorse the proposed priorities and amendments to the Community Safety Plan agreed by the Community Safety Partnership and set out in section 3.1 of the officer's report.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report

Scrutiny Considerations:

The committee received a report from the Director of Customer and Community Services.

In response to the report Councillor Herbert made the following comments:

- i. Highlighted the importance of ongoing informal dialogue between the City Council and the new Police and Crime Commissioner (PCC).
- ii. Raised concern that the valuable dialogue taking place at Area Committees regarding neighbourhood policing may be at risk, and highlighted the importance of ongoing resident engagement in police priorities.
- iii. The lack of accountability of the Community Safety Partnership highlighted the need for it to be reviewed.

In response to some of the points raised the Leader confirmed the following:

- i. Whilst the Community Safety Partnership was made up of many different partners (not just the City Council), it was important that the views of Councillors be taken on board.
- ii. The Leader had met with the new PCC and emphasised the importance of ongoing dialogue with the City Council. The PCC had attended recent Area Committees and an all member briefing had been suggested.
- iii. Agreed with the need to maintain resident engagement with neighbourhood policing, and highlighted the importance of this being done in partnership with the Area Committees. Confirmed that there had been no indication from the PCC that this neighbourhood approach was under threat.

In response to member's questions the Director of Customer and Community confirmed the following

- i. The PCC had no powers to review or alter how the Community Safety Partnership operated.
- ii. There was no indication that the role of the Probation Service within the Community Safety Partnership would change.
- iii. Due to variations in the way that the police record anti-social behaviour there was a need to look at baseline figures, which would form part of the final Partnership Plan. Some further work was also required on the figures for victim based acquisitive crime.
- iv. Emphasised that, whilst there may be an understandable overlap between neighbourhood and citywide priorities, the police would tackle these issues at different levels.
- v. Funding was available through the Community Safety Partnership to look at joined up projects.

The Leader confirmed that issues raised at Area Committees had formed part of the Strategic Assessment and, as overlaps were expected, work had been done to align neighbourhood and citywide priorities.

Councillor Herbert made the following additional comments:

- i. Welcomed the Leader's comments and highlighted the importance of ongoing dialogue between the Community Safety Partnership and the City Council.
- ii. Highlighted the need for a better means of engaging the wider community on the citywide police priorities.

- iii. Highlighted the need for citywide and area priorities to be brought closer together.

The Scrutiny Committee considered and endorsed the recommendations by 4 votes to 0.

The Leader approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

13/13/SR Update on Strategic Partnerships and our involvement

Matter for Decision:

The Leader of the Council attends the Greater Cambridge Greater Peterborough Enterprise Partnership (LEP), the residual Board of Cambridgeshire Horizons and the Cambridge Community Safety Partnership. It is part of a commitment given in the Council's "Principles of Partnership Working" that the Council's lead member in each partnership provide his or her scrutiny committee with an annual account of their work.

Decision of the Leader:

The Leader resolved to:

- i. Continue to work with the partnerships (LEP and Cambridge Community Safety Partnership) to ensure that the strategic issues affecting Cambridge and matters of concern to Cambridge citizens are responded to. This includes maintaining the economic success of our area, whilst respecting its unique character, and continuing to address and prevent incidents of anti-social behaviour and crime.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report

Scrutiny Considerations:

The committee received a report from Head of Corporate Strategy.

In response to a question from Councillor Ashton the Director of Environment confirmed the following:

- i. Horizons had a number of loans and investments totalling over £20m. Whilst none had to date, this should return to the partnership over the next 13 years. Further detail was available to members on request.

In response to a question from Councillor Herbert the Leader confirmed the following:

- i. Whilst, when he first joined the LEP it was in a state of flux and lacked direction, a new Chair was now in post.
- ii. The funds generated by the Enterprise Zone were not likely to be returned to the LEP in the short to medium term.
- iii. The LEP One-Year Operational Plan (2010/13) was in the process of being replaced.
- iv. Consultation on a business prospectus had been completed, and the Leader felt that the success of the LEP was dependent on how realistic and achievable this prospectus was.

The Scrutiny Committee considered and endorsed the recommendations by 4 votes to 0.

The Leader approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

13/14/SR Mid-Year Treasury Management Report 2012/13**Matter for Decision:**

To update the Council on treasury management activity and performance in the first half of 2012/13 in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code of Practice. Also to advise the Council on its treasury management practices as required by the CIPFA Treasury Management Code of Practice.

Decision of the Leader:

The Leader resolved to:

- i. Recommend to Council the revised Prudential and Treasury Management Indicators as set out in Appendix 4 of the officer's report, incorporating changes as detailed in section 11 of the officer's report.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report

Scrutiny Considerations:

The committee received a report from Director of Resources.

In response to a question from Councillor Herbert the Director of Resources confirmed the following:

- i. Following market sector advice the City Council were currently only lending over short-term periods. If the market picked up it was important that the Council be in a position to respond quickly to this, and shorter-term placements allowed flexibility for this.

The Scrutiny Committee considered and endorsed the recommendations by 4 votes to 0.

The Leader approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

13/15/SR Strategy Portfolio - Revenue and Capital Budgets 2012/13 (Revised), 2013/14 and 2014/15 (Forecast)**Matter for Decision:**

The report set out the overall base revenue and capital budget position for the Strategy Portfolio. The report compares the proposed 2012/13 Revised Budget to the budget as at September 2012 and details the budget proposals for 2013/14 and 2014/15.

Decision of the Leader:

The Leader resolved to:

Review of Charges:

a) Note that there is no proposed review of charges requiring approval for Strategy & Climate Change Portfolio services.

Revenue Budgets:

b) Approve, with any amendments, the current year funding requests and savings, (shown in Appendix A of the officer's report) and the resulting revised revenue budgets for 2012/13 (shown in section 3, Table 1 of the officer's report) for submission to the Executive.

c) Agree proposals for revenue savings and unavoidable bids, as set out in Appendix C of the officer's report.

d) Agree proposals for bids from external or existing funding, as set out in Appendix D of the officer's report, if applicable.

e) Agree proposals for Priority Policy Fund (PPF) bids, as set out in the amended Appendix E as circulated.

f) Approve the budget proposals for 2013/14 as shown in Table 2 of the officer's report, for submission to the Executive.

Capital:

g) Approve capital bids, as identified in Appendix H of the officer's report, for submission to the Executive for inclusion in the Capital & Revenue Projects Plan or addition to the Hold List, as indicated.

h) Confirm that there are no items covered by this portfolio to add to the Council's Hold List, for submission to the Executive.

i) Approve the current Capital & Revenue Projects Plan, as detailed in Appendix J of the officer's report, to be updated for any amendments detailed in (g) and (h) above.

j) Note that there are no project appraisals requiring approval for Strategy Portfolio services.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report

Scrutiny Considerations:

The committee received a report from Director of Resources, which included the amended Appendix E (Priority Policy Fund (PPF) bids) as circulated.

In response to member's questions the Chief Executive confirmed the following:

- i. £80,000 had been allocated in the budget for maternity costs (RB3157) and this was based on staff currently on maternity leave. However spending against this provision, by its nature, was very difficult to estimate.
- ii. The Project Facilitation Fund (RB3236) was originally set up to help facilitate the delivery of capital schemes. After speaking further with departments it has now become clear that the full allocation of funding would not be required and a reduction had therefore been identified.
- iii. The costs associated with the Living Wage (PPF3208) did not include contract-related costs, as these would have to be considered on a case-by-case basis.

In response to member's questions the Leader and the Chief Executive confirmed the following:

- i. Business Improvement Districts (BID's) had not been set up to allow local authorities to reduce their own services and therefore save money. Whilst the City Council may benefit from additional improvements in things such as the street cleaning, the Council's core level of service could not be reduced, as this would be unlawful.

- ii. As part of the BID the City Council had committed to a core level of funding for street cleaning and would bid to undertake additional work for the BID. Whilst this may allow the service to be managed differently and free up efficiencies elsewhere, this level of funding could not be reduced.

To emphasise this point the Director of Environment read out the relevant part of the BID regulations.

In response members made the following points:

- i. Emphasised that by improving the city centre the City Council would then potentially benefit from improved business rates.
- ii. A successful BID could result in there be less irrecoverable debt to write off.

The Scrutiny Committee considered and endorsed the recommendations by 4 votes to 0.

The Leader approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

13/16/SR Budget Setting Report 2013/14

Matter for Decision:

To consider the draft revenue and capital budgets.

Decision of the Leader:

Please note:

All page references relate to the BSR, which can be found at:

<http://www.cambridge.gov.uk/democracy/documents/s16428/BSR%20Doc.pdf>

The Leader resolved to:

General Fund Revenue Budgets: [Section 4, page 45 of the BSR refers]

Budget 2012/13:

- a) Approve, with any amendments, the revised budget items shown in Appendix D of the BSR.
- b) Approve, with any amendments, the Non Cash-Limit budget items for 2012/13 as shown in Appendix E of the BSR.
- c) Approve, with any amendments, the overall revised budget for 2012/13 for the General Fund, as shown in Section 4 [page 45 of the BSR refers] and Appendix G(a) of the BSR, with net spending at £22,536,390.

Budget 2013/14:

- d) Agree any recommendations for submission to the Executive in respect of:
 - Bids to be funded from External or Earmarked Funds as shown in Appendix H of the BSR.
 - Non Cash Limit items as shown in Appendix E of the BSR.
 - Revenue Savings and Bids as shown in Appendix F of the BSR.
 - Priority Policy Fund (PPF) Bids as shown in Appendix I(b) of the BSR – based on the position as outlined in Section 4 [page 45 of the BSR refers].
- e) Note the Council Tax taxbase, as set out in Appendix C (a) of the BSR, as calculated and determined by the Director of Resources under delegated authority.
- f) Recommend to Council the level of Council Tax for 2013/14 as set out in Section 3, page 44 of the BSR refers.

Note that the Cambridgeshire Police and Crime Panel will meet on 7 February 2013 to consider the precept proposed by the Police and Crime Commissioner, Cambridgeshire & Peterborough Fire Authority will meet on 11 February 2013 and Cambridgeshire County Council will meet on 19 February 2013 to consider the amounts in precepts to be issued to the City Council for the year 2013/14.

Treasury Management:

g) Recommend to Council to approve:

(i) the Prudential Indicators as set out in Appendix P(a) of the BSR and to confirm that the Authorised Limit for external borrowing determined for 2013/14 will be the statutory limit determined under section 3 of the Local Government Act 2003,

(ii) to delegate to the Director of Resources, within the borrowing totals for any financial year within (i) above, to effect movement between the separately agreed figures for 'borrowing' and 'other long term liabilities',

(iii) the Treasury Management Annual Borrowing and Investment Strategies set out in Appendices P(b) and P(c) of the BSR , and

(iv) the Council's Counterparty List shown in Appendix P(c), Annex 3 of the BSR.

Other Revenue:

h) Delegate to the Director of Resources authority to finalise changes relating to any corporate and/or departmental restructuring and any reallocation of support service and central costs, in accordance with the CIPFA Service Reporting Code of Practice for Local Authorities (SeRCOP).

Capital: [Section 5, page 53 of the BSR refers]

Capital & Revenue Projects Plan: [section 5, page 50 of the BSR]

i) Approve project appraisals that have been referred by Executive Councillors:

Other:

To agree inclusion in the Capital & Revenue Projects Plan of any new items and to note any additional funding for revised schemes approved by Executive Councillors:

- j) Agree any recommendations to the Executive in respect of the bids outlined in Appendix L of the BSR for approval to include in the Capital Plan, or put on the Hold List, including any additional use of reserves required.
- k) Agree the revised Capital & Revenue Projects Plan as set out in Appendix J of the BSR, the Hold list set out in Appendix M of the BSR, and the Funding as set out in Appendix N of the BSR for the General Fund.

Note that the Appendices will be updated in subsequent versions to incorporate approved rephrasing, new bids and the above recommendations.

General Fund Reserves:

- l) Note the impact of revenue and capital budget approvals and approve the resulting level of reserves to be used to:

(i) support the 2012/13 budget

(ii) support the 2013/14 and future years budgets.

as set out in Appendix G(c) of the BSR.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report

Scrutiny Considerations:

The committee received a report from the Director of Resources.

In response to member's questions the Director of Resources confirmed the following:

- i. The £2.26m highlighted in the table on page 71 of BSR is part of the overall position for 2012/13. Due to the delay in the production of the BSR it was possible for managers to more accurately identify savings within their service in the current year, having more timely information available.
- ii. Successful delivery of the Capital Programme would result in lower deposit levels for future investments.

Councillor Herbert raised concern that the Strategy and Resources Scrutiny Committee no longer had an opportunity to scrutinise the Medium Term Strategy, and suggested that a more clearly defined financial scrutiny role would be beneficial. It was noted that the Labour Group would welcome input into any future scrutiny or constitutional review in this area.

The Scrutiny Committee considered and endorsed the recommendations by 4 votes to 0.

The Leader approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

The meeting ended at 7.10 pm

CHAIR

STRATEGY AND RESOURCES SCRUTINY COMMITTEE 15 February 2013
5.00 - 5.55 pm

Present: Councillors Brown (Chair), Rosenstiel (Vice-Chair), Birtles, Boyce, Ashton, Benstead, Herbert and Tucker

Executive Councillors:

Deputy Leader and Executive Councillor for Housing: Councillor Smart
Executive Councillor for Customer Services and Resources: Councillor Smith
Executive Councillor for Community Development and Health: Councillor Pitt
Executive Councillor for Arts, Sport and Public Places: Councillor Cantrill

Officers Present:

Chief Executive: Antoinette Jackson
Director of Resources: David Horspool
Director of Customer and Community Services: Liz Bisset
Head of Tourism and City Centre Management: Emma Thornton
Committee Manager: Glenn Burgess

FOR THE INFORMATION OF THE COUNCIL

13/17/SR Apologies for absence

Apologies were received from the Leader of the Council and the Executive Councillor for Environmental and Waste Services.

13/18/SR Declarations of interest

Councillor	Item	Interest
Brown	13/20/SRb	Personal: Member of the Campaign for Real Ale (CAMRA)
Rosenstiel	13/20/SRb	Personal: Member of the Campaign for Real Ale (CAMRA)
Rosenstiel	13/21/SR	Personal: Tenant of a Council owned garage

13/19/SR Public Questions

None

13/20/SR Draft Revenue and Capital Budgets**13/20a/SR Executive Amendment**

Matter for Decision: Changes to the Budget Setting Report 2013/14 to reflect the Local Government Finance Settlement 2013/14 announcement made on 4 February 2013, additional grant determinations and their impact on the level of the General Fund Reserve

Decision of the Deputy Leader:

The Deputy Leader resolved to:

Authorise the Director of Resources to make necessary changes to the Budget Setting Report 2013/14, to be considered by Council at the meeting on 21 February 2013, to reflect the Local Government Finance Settlement 2013/14 announcement made on 4 February 2013, additional grant determinations and their impact on the level of the General Fund Reserve.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report

Scrutiny Considerations:

The committee received a report from the Director of Resources.

In response to a question from Councillor Rosenstiel the Director of Resources confirmed the following:

- i. The Council Tax referendum threshold was not necessarily a flat rate of 2% across the whole country. By its category, any local authority in the bottom quartile could have a threshold of £5 or 2% (whichever was greater).

The Scrutiny Committee considered and approved the officer's recommendation by 4 votes to 0.

The Deputy Leader approved the recommendations.

Conflicts of Interest Declared by the Deputy Leader (and any Dispensations Granted):

Not applicable.

13/20b/SR Labour Amendment

The Leader of the Labour Group introduced the item.

The following minor amendments to the published document were highlighted:

Page 4: Reduction in Capital Scheme SC329

Should read £362,000 (not £326,000)

Page 8: 'Reduce the Strength' Licensing Officer LR1

Should read Jas Lally as the officer contact (not Emma Thornton)

Page 9: Deletion of capital scheme for metered electricity supply

Should read £7,500 for 2013/14 (not £860) and £15,000 for each of 2014/15, 2015/16 and 2016/17 (not £8360)

Page 15: Savings from cutting Corporate Document Management system project funds

Should read (addition underlined):

“As an example of opportunities to revise and rephrase the capital programme, investigation has identified proportion of this funding that is not required, as current year document management change costs are projected to be lower than previous estimates.”

In response to questions from Councillor Rosenstiel the Director of Resources confirmed the following:

- i. Stage 1 of the Electronic Document and Records Management System (EDRMS) had been rolled out as part of the Customer Service Centre project. The remaining funds could be bid against by other services, with money being carried forward year to year.
- ii. Acknowledged that technology such as electronic billing would have an affect on how the project progressed but highlighted the importance of maintaining relevant fraud protection measures.

In response to a question regarding the impact of LS5 on the wider Community Development Service Councillor Herbert acknowledged that, whilst improvements had been made to local decision-making and Area Committees, a considerable gain had not been achieved. It was therefore felt that ongoing work could be achieved by a half time post and existing resources.

13/20C/SR Updated Section 25 Report (Appendix T)

The Director of Resources introduced the item and members noted the updated Section 25 Report.

13/21/SR Housing Revenue Account (HRA) Budget Setting Report (BSR) 2013/14 to 2016/17 - Revenue Implications

Matter for Decision: HRA BSR – Revenue implications

Decision of the Executive Councillor:

The Executive Councillor for Housing resolved to:

Review of Rents and Charges

- a) Approve the proposed charges for Housing Revenue Account services and facilities, as shown in Appendix B of the HRA Budget Setting Report.
- b) Approve that council dwellings rents be increased in line with rent restructuring guidelines to seek to achieve convergence with formula rent by 2015/16, with a maximum in individual increases of inflation (RPI at September 2012 of 2.6%) plus half percent (0.5%) plus £2.00 per week with effect from 1 April 2013, in accordance with the latest government guidelines.
- c) Approve inflationary increases of 2.4% in garage rents for 2013/14, in line with the base rate of inflation for the year assumed in the HRA Budget Setting Report, pending future recommendations in respect of garage pricing structures following the findings of the Garage Working Group.

- d) Approve that service charges for gas maintenance, door entry systems, lifts and electrical and mechanical maintenance are increased by a maximum of inflation at 2.6% plus 0.5%, if required, to continue to recover full estimated costs as detailed in Appendix B of the HRA Budget Setting Report.
- e) Approve that caretaking, communal cleaning, estate services, grounds maintenance, window cleaning, temporary housing premises and utilities, sheltered scheme premises, utilities, digital television aerial and catering charges continue to be recovered at full cost, as detailed in Appendix B of the HRA Budget Setting Report.
- f) Approve revised leasehold administration charges for 2013/14 as detailed in Appendix B of the HRA Budget Setting Report.
- g) Approve the revised Rent Write Off Policy, as detailed in Appendix A(1) of the HRA Budget Setting Report.
- h) Approve the revised Rent Policy, as detailed in Appendix A(2) of the HRA Budget Setting Report.

Revenue – HRA

Revised Budget 2012/13:

- i) Approve with any amendments, the Revised Budget items shown in Appendix D of the HRA Budget Setting Report.

Budget 2013/14:

- j) Approve with any amendments, the Non-Cash Limit items shown in Appendix E of the HRA Budget Setting Report.
- k) Approve with any amendments, the Unavoidable Revenue Bids and Savings shown in Appendix F of the HRA Budget Setting Report.
- l) Approve with any amendments, the Priority Policy Fund (PPF) Bids shown in Appendix G of the HRA Budget Setting Report.

Treasury Management

- m) Approve the continued approach to determining the most appropriate borrowing route in respect of any additional HRA borrowing requirement, as outlined in Section 6 of the HRA Budget Setting Report, delegating responsibility to the Director of Resources for the final decision, in consultation with the Executive Councillor, Chair, Vice Chair and Opposition Spokesperson for HMB.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report

Scrutiny Considerations:

The committee received a report from the Director of Customer and Community Services

In response to questions from Councillor Herbert the Director of Customer and Community Services confirmed the following:

- i. Rents would increase locally by 5.16%, equivalent to £4.53 per week on a 52-week basis.
- ii. Whilst ringfenced, the HRA would not be managed individually, but as part of the Council's overall budget process. When moving to self-financing there had been a lot of close working with the central finance team and this would continue.

Councillor Herbert questioned the principle of the Housing Management Board, instead of the Strategy and Resources Scrutiny Committee, scrutinising treasury management aspects of the HRA. It was also suggested that, as housing funds were now significantly higher, consideration should be given to a change in the scrutiny structure.

The Executive Councillor for Housing confirmed that, whilst the HRA budget may now be bigger, she would not be happy with losing the high level of input provided by the tenant representatives on the Housing Management Board. It was acknowledged however that the scrutiny structure may need to be looked at and she would be happy to include Councillor Herbert in these discussions.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

Not applicable.

13/22/SR Appointment of Director representative on the new BID Board

Matter for Decision: Appointment of Director representative on the new BID Board

Decision of the Deputy Leader:

The Deputy Leader resolved to:

Appoint Councillor Julie Smith, as the Executive Councillor for Customer Services and Resources, as the Director representing the City Council on the board of Cambridge BID Ltd.

Reasons for the Decision: As set out in the officer's report

Any alternative options considered and rejected: As set out in the officer's report

Scrutiny Considerations:

The committee received a report from the Head of Tourism and City Centre Management.

In response to members questions the Executive Councillor for Customer Services and Resources and the Head of Tourism and City Centre Management confirmed the following:

- i. As the position was closely connected with the Customer Services and Resources portfolio it was more appropriate that Councillor Smith, and not the Leader, be appointed.
- ii. An update on BID would be provided as part of an all member briefing scheduled for Monday 25 February.
- iii. The personal liability of the Director representative of the City Council would be limited to £1.

At the request of members the recommendation was amended slightly to specifically name the relevant Executive Councillor.

The Scrutiny Committee considered and approved the officer's amended recommendation by 4 votes to 0.

The Deputy leader approved the amended recommendation.

Conflicts of Interest Declared by the Deputy Leader (and any Dispensations Granted):

Not applicable.

The meeting ended at 5.55 pm

CHAIR

CAMBRIDGE CITY COUNCIL Record of Executive Decision

IRRECOVERABLE DEBTS TO BE WRITTEN OFF

Decision of:	Executive Councillor for Customer Services and Resources
Reference:	13/URGENCY/S&R/01
Date of decision:	Recorded on:
Decision Type:	Non-Key
Matter for Decision:	Write off of outstanding accounts where it is deemed that the amount of outstanding debt in relation to Non Domestic Rates is irrecoverable.
Why the decision had to be made (and any alternative options):	Irrecoverable NDR debts are written off against the Non Domestic rating pool. It is therefore essential that cases are identified and written off before the end of each financial year. Due to the setting back of the Strategy and Resources meeting from March 2013 to 9th April 2013 it has been necessary to issue this report for an urgent decision so that approved debts are written off before the 31st March 2013 deadline.
The Executive Councillor's decision(s):	To agree the debt write off deemed irrecoverable as shown in the exempt Appendix 'A' to the officer's report.
Reasons for the decision:	As set out in the Officers Report
Scrutiny consideration:	The Chair and Spokesperson of the Strategy and Resources Scrutiny Committee were consulted prior to the action being authorised.
Report:	See attached
Conflicts of interest:	N/A
Comments:	

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To: Executive Councillor for Strategy: Councillor Julie Smith
Report by: Julia Minns
Relevant scrutiny committee: Strategy & Resources Scrutiny Committee 09/04/2013
Wards affected: All Wards

Options for the Council's Debit & Credit Card (Merchant Acquirer) Contract Not a Key Decision

This report contains exempt annexes which are recommended to be NOT for publication and that press and public are excluded by virtue of paragraph 4.3 of Part 1 of Schedule 12A of the Local Government Act 1972.

1. Executive summary

The Council's contract for the provision of Chip and PIN terminals and authorisation of debit & credit card transactions is due to expire on 30th June 2013.

The options for this contract can be summarised as follows :

- (a) Extend the current contract, under existing terms.
- (b) Re-tender the contract under the existing ESPO framework contract.
- (c) Assess the options available in the new ESPO banking contract.

2. Recommendations

The Executive Councillor is recommended:

To approve an extension of the current contract for a period of six months, within existing terms to enable the Council to review and evaluate the tariffs, terms and conditions under a new Eastern Shires Purchasing Organisation (ESPO) framework contract for Banking Services, to be available from April 2013.

3. Background

- 3.1 Historically the Council's contract for the provision of Chip and PIN terminals and authorisation of debit & credit card transactions has been kept separate from the Council's main banking contract (the Money Transmission Contract) to enable it to be let for shorter periods of time in order to take advantage of any changes in commission rates.
- 3.2 The current contract is due to expire in July 2013. The contract is currently let, via the ESPO framework contract 977, to Worldpay (UK) Ltd, part of the Streamline group. The contract had an initial duration of two years, plus an option to extend for up to a further two years if required. The contract was originally let in 2011 and has not previously been extended.
- 3.3 It should be noted that the Council has a second contract, with Capita, for validating electronic payments received via telephone and Internet. Additionally Capita provide an intranet based payments solution called Payee.Net that allows users to process payments via a PC as opposed to a Chip and PIN machine. This contract is managed by Customer Services and is separate from the Merchant Acquirer contract which is the subject of this report.
- 3.4 The costs associated with the Worldpay contract consist of the commission charges payable on transactions along with the monthly rental charges for the Chip and PIN terminals. Normally the rental charges are fixed whereas the commission charges will vary from contract to contract depending on the volume and value of the expected transactions.
- 3.5 Transaction volumes under this contract could potentially decrease in the near future as some services may wish to swap from using Chip and PIN machines to using Payee.Net.
- 3.6 ESPO have confirmed that at present there is only one supplier on the current framework contract 977, and this is Worldpay (UK), with whom the Council is already contracted. However, ESPO will be introducing a new framework contract from April 2013 which will cover the full range of banking services including the processing of Debit and Credit card transactions. Councils using this new framework contract will be able to pick and choose elements of the contract to use and it may be

that, given the negotiating power of ESPO, the rates available could be more favourable than our current tariffs.

- 3.7 A further matter for consideration is that the Council's Box Office service is in the process of procuring a new booking system to go live in summer 2013. This system will include the facility to process card payments. Given the potential issues with introducing a system of such complexity a period of stability while the system is being implemented would be helpful. Additionally the decisions made by the Box Office could materially affect the volume and value of the transactions covered by this contract and thus the tariffs obtained. Currently Box Office transactions account for around 30% of volume and 20% of value under the existing contract.
- 3.8 Initial, informal, discussions with our account manager at Worldpay have indicated that they would be willing to extend our contract with the existing pricing framework even if the expected volumes were to decrease.

4. Options

- 4.1 Option 1 - Extend the Current Contract, under existing terms

The current contract allows for an extension of up to two years. As the current tariffs would appear to be favourable when compared to other contracts (based on the Focus on Banking Report), the contract could be extended to take advantage of this. The Supplier has stated that they would be willing to continue with existing terms.

- 4.2 Option 2 - Re-tender the Contract under the existing ESPO framework Contract.

ESPO contract 977 is still available as a framework contract. The only supplier on this framework is currently Worldpay. Re-tendering would provide for an opportunity to re-negotiate tariffs although this could potentially lead to less favourable rates if the Council's transaction volumes significantly decrease.

- 4.3 Option 3 - Assess the options available in the new ESPO Banking Contract.

The new ESPO framework contract will be available in April 2013. If procurement is delayed until this time then the council will be able to obtain indicative rates from more suppliers. In order to do this the end date of the current contract would need to be extended for the

resulting tender process to be undertaken. If the new contract is not favourable then the option to extend would still be available.

5. Implications

(a) Financial Implications

1. Extension of Current Contract

Comparison of the current tariffs shows the current contract to be competitive in the marketplace (see Annex 1). Whilst extending the contract will not realise any savings it will allow the Council to continue at the current (known) tariffs.

2. Re-Tendering of Contract

Re-tendering the existing contract may lead to an increase or reduction in tariffs. Suppliers will not provide indicative rates outside of a contracting exercise so estimating potential costs / savings is difficult. Previous comparison of current market rates seem to show our tariffs are competitive and so it will be difficult to realise any savings (potentially costs may increase depending on volume changes).

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

No staffing implications have been identified.

(c) Equal Opportunities Implications

No Equal Opportunities implications have been identified.

(d) Environmental Implications

- Nil

(e) Procurement

If the contract is re-tendered this will be carried out via the appropriate ESPO framework contract. Any extension to the current contract will be in line with the current terms and conditions.

(f) **Consultation and communication**

None Taken.

(g) **Community Safety**

None.

6. Background papers

No background papers were used in the preparation of this report:

7. Appendices

(confidential) Annex 1 – Comparison of current tariffs.

8. Inspection of papers

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

Author's Name: Patrick Merritt
Author's Phone Number: 01223 - 458151
Author's Email: patrickw.merritt@cambridge.gov.uk

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To: Executive Councillor for Customer Services and Resources: Councillor Julie Smith
Report by: David Horspool, Director of Resources
Relevant scrutiny committee: Strategy and Resources 9/4/2013
Scrutiny Committee
Wards affected: All Wards

**DRAFT CUSTOMER SERVICES AND RESOURCES PORTFOLIO PLAN
2013-14
Key Decision**

1. Executive summary

1.1 This report covers the draft Customer Services and Resources Portfolio Plan 2013-14, which sets out the strategic objectives for the portfolio for the year ahead, describes the context in which the portfolio is being delivered and details the activities required to deliver the outcomes and the vision. Performance measures and risks are also shown for each strategic objective.

2. Recommendations

2.1 The Executive Councillor is recommended:

(i) To approve the draft Customer Services and Resources Portfolio Plan 2013-14

3. Background

3.1 This is the third year in which Cambridge City Council has produced Portfolio Plans. The aim of the Portfolio Plans is to set out how each of the seven Portfolios will contribute to the delivery of the vision outlined in the Council's vision statement.

3.2 The draft Customer Services and Resources Portfolio Plan for 2013-14 has been developed by officers and the Executive Councillor, in parallel with the budget planning process. In comparison to previous years, the draft Customer Services and Resources Portfolio Plan for 2013-14 sets out a limited number of high-level, strategic objectives for the Portfolio, along with the broad activities required to achieve these objectives.

3.3 The services that will deliver the strategic objectives set out in the Plan are each developing more detailed Operational Plans. These will function as management tools to ensure the tasks that deliver the strategic objectives are planned and managed effectively.

4. Implications

(a) Financial Implications

The financial implications of this plan are set out in the budget for the portfolio.

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

Staff will be allocated personal objectives to ensure the tasks and activities to deliver the objectives are managed. Staff will be supported in the learning and development activities they need to deliver their contribution to the plan.

(c) Equal Opportunities Implications

The activities set out in this plan aim to support the Council's equality and diversity objectives. Equality impact assessments will be carried out on decisions and projects related to this plan as appropriate.

(d) Environmental Implications

The Plan contains strategic actions and objectives that will have a medium positive environmental impact. For example, actions included under Objective 2 of the Plan will:

- Reduce the City Council's energy consumption through developing and agreeing a strategy for the optimum use of the Council's accommodation for the period 2013-2017.
- Reduce the council's energy consumption through completion of a planned maintenance programme for the Council's administrative buildings that incorporates an invest-to-save approach e.g. through installing further energy efficiency measures.

(e) Procurement

Some of the actions involved in the Plan may involve procurement by the Council. Separate reports on the procurement elements of actions included in the Plan will be provided at an appropriate time.

(f) Consultation and communication

This is a strategic document covering a number of different objectives. There has therefore been no consultation on this plan per se, although there will be consultation on those elements of it that have a significant impact on residents at the appropriate time, in accordance with the Council's code of practice on consultation and community engagement.

(g) Community Safety

There are no significant community safety issues associated with the strategic actions set out in the Portfolio Plan.

5. Background papers

N/a

6. Appendices

Appendix A - Draft Customer Services and Resources Portfolio Plan 2013-14

7. Inspection of papers

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

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Cambridge City Council

**Customer Services and Resources
Portfolio Plan 2013-14**

Portfolio Holder: Councillor Julie Smith

Lead Officer: David Horspool, Director of Resources
Email address: david.horspool@cambridge.gov.uk
Phone number: 01223 457007

Introduction

a) Purpose of the Portfolio

The Customer Services and Resources Portfolio is responsible for the development, implementation and monitoring of the Council's plans, policies and strategies and the delivery of services in the following areas:

- **Customer Services:** delivery of front line services to the Council's customers through the Customer Service Centre, the main Guildhall reception, telephone services and the website. The land charges, streets and open spaces and tourism services are also delivered as part of this portfolio.
- **Property Services:** buying and selling of land and property, management and development of land and buildings held by the Council, including the Council's office accommodation.
- **Civic Functions:** the mayoralty, civic hospitality and town twinning, appointments and nominations of Council representatives on outside organisations where these are not related to other portfolios.
- **Corporate Services:** provision of professional and central support services including human resources and training, health and safety, emergency planning, financial services including accountancy, audit and revenues and benefits services, property valuation and advice, legal and committee services, ICT, procurement, city centre management, electoral services.

b) Context for the Portfolio Plan

National financial picture

The national economic situation and the Government's plans to tackle the national debt mean that local authorities have to play their part by managing a reduction in the money that they receive from government. This has meant planning for an anticipated 31% reduction in the main source of government funding in the four years to 2014/15, whilst continuing to provide services that local people want and need.

Continued pressures from the national economic position suggest that prospects for future funding under the next Spending Review, i.e. from 2015-16, are unlikely to improve. Whilst this will be a significant challenge, the City Council is clear about its priorities and how it will go about achieving the necessary savings with the minimum impact on front-line services.

In addition to this, the whole method of local government funding will be changing from 1st April 2013. Central to this is the introduction of business rates retention. This change represents new risks for the Council as well as providing new opportunities through the ability to retain a share of additional income generated through local business growth.

Local financial picture

The government's grant settlement for the City Council means that over the five years following this Plan period (from 2014/15 to 2018/19) the council will need to find savings in the region of £5.95 million. The council is reasonably fortunate in comparison with many other local authorities in that only 23% of our income currently comes from government grant. We have set money aside, over time, to replace our key assets and have adequate reserves to meet any unexpected costs. Whilst the Council's adoption of the Government-led freeze on the level of Council Tax in 2012-13 and the previous two years served to provide some relief to taxpayers during a period of financial pressures, it also means that the Council has less income from this source available to fund the provision of services.

Achieving efficiencies and savings

In order to help meet the requirement for net savings we have put in place a programme of service reviews that goes across all portfolios, so that we can look very closely at what we do, how we do it, what the services cost and whether we could do things differently in the future. The programme of reviews is a rolling programme and during 2013/14 the Council will need to develop proposals to achieve further net savings from its budget for 2014/15.

We will undertake a systematic appraisal of council services which have the potential to grow or generate income streams in order to identify how we can develop a more commercial approach to those services and maximise external income.

In looking to see where we might make savings we will seek to:

- protect services for vulnerable individuals and communities
- protect the basic services that keep our city looking good and working well
- make sure that we get right the things that we only have one chance to get right – such as planning new communities.

Making effective use of the Council's assets

The council has a portfolio of assets that is worth around £710 million. In 2012-2013 the council received 64% of its income (£33 million) from services that we charge for and from our commercial rents. One of the ways in which we can contribute towards achieving our savings targets is to look hard at how the council uses its own offices to see if we can make better use of the space and stop paying rent on extra buildings that are not needed.

This also means looking at how the council's staff work, for example, can we find more flexible ways of working that will reduce the requirement for office space, or make better use of technology? We will also be looking at the potential to share assets with our partner organisations in order to achieve cost reductions and improve access for customers.

Welfare reforms

The government's plans to reform the country's system of welfare payments have considerable implications for the council and for the work of this portfolio. We need to ensure that support, information and advice about the changes and their implications for individuals are in place, in particular for those who are most vulnerable and in need.

c) The following service divisions will contribute to the achievement of this Plan's Objectives:

Accountancy and Support Services
Customer Services
Human Resources
ICT Client
Internal Audit
Legal Services

Property Services
Corporate Strategy (Civic & Democratic Services)
Revenues and Benefits
Streets and Open Spaces
Tourism and City Centre Management
Director of Environment (Business & Information Services)

Vision Statements applicable to this portfolio

The Council's eight corporate vision statements were reiterated as part of the [2012 Annual Statement](#) and provide the context for the Council's work.

All vision statements are applicable to the Customer Services and Resources portfolio. In particular:

- A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing
- A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives

Strategic Objectives 2013-2014

Vision Statement:	All Vision Statements
Strategic Objective CSR1:	To achieve the efficiencies and savings required as set out in the February 2013 Budget Setting Report (covering the period 2013-14 to 2016-17)
By March 2014 we will have:	<p>CSR1.1 Integrated the Council's information systems effectively</p> <p>CSR 1.2 Reviewed the approach to and delivery of services common to all departments</p> <p>CSR 1.3 Obtained greater value for money from the Council's spending on procurement</p> <p>CSR 1.4 Simplified internal processes and delegations to improve efficiency and reduce cost.</p> <p>CSR 1.5 Identified further opportunities to work in collaboration, or share services, with other public sector organisations in order to create efficiencies or improve resilience; including carrying out a comprehensive review of all our back office support services with a view to maximising opportunities through sharing those services with other local authorities.</p> <p>CSR 1.6 Continued development of a more commercial approach to the tourism service and identifying a sustainable model of tourism management which is less reliant on the City Council.</p>
Lead Officer:	David Horspool, Director of Resources

Performance Measures:	<p>CSR 1.2, 1.3 & 1.5 - Whether services within the portfolios make appropriate contributions to achieving the net savings requirements during 2013-14, as set out in the February 2013 Budget Setting Report.</p> <p>CSR 1.4 – Whether changes are implemented to streamline internal processes.</p> <p>CSR 1.5 – Whether the existing Internal Audit shared service is expanded to bring in additional public sector partners</p> <p>CSR 1.6 – Increase in level of income generated by the Tourism service in 2013/14 compared with 2012/13</p>
Delivery Risks:	<p>Failure to achieve savings targets in the February 2013 Budget Setting Report resulting in increased pressure on resources in future years</p> <p>Simplified internal processes and delegations fail to maintaining appropriate levels of assurance</p> <p>Inadequate strategy for the identification of opportunities for collaboration / sharing services, resulting in improved service delivery or efficiencies and savings being missed.</p> <p>Availability of willing partners for partnering and sharing services.</p> <p>Failure to deliver value for money through failure to robustly challenge services to improve efficiency and achieve savings.</p>

Vision Statement:	All Vision Statements
Strategic Objective CSR2:	To ensure that the Council's assets are used to deliver the maximum possible benefit to the Council and to the citizens of Cambridge.
By March 2014 we will have:	<p>CSR 2.1 Developed, and implemented with partner organisations (in particular through the Making Assets Count initiative), a common approach to the management of public sector owned property assets to reduce costs and maximise their use.</p> <p>CSR 2.2 Agreed a strategy for the optimum use of the Council's accommodation for the period 2013-2017 that also supports our CO₂ reduction targets.</p> <p>CSR 2.3 Developed a planned maintenance programme for the Council's administrative buildings that reduces the Council's running costs and levels of CO₂ emission through investing-to-save in its accommodation e.g. through further energy efficiency measures, and commenced delivery of the programme.</p> <p>CSR 2.4 Enabled more staff to work more effectively and flexibly, and therefore more efficiently by providing appropriate support in terms of buildings, technology and working practices.</p> <p>CSR 2.5 Maximise the commercial return from the development of the growth sites on the southern and north-eastern fringes of the city, subject to the Council's other objectives for these developments.</p> <p>CSR 2.6 Undertaken focussed work to improve electoral registration rates in the Cambridge City electoral area and made preparations for the implementation of Individual</p>

	<p>Electoral Registration.</p> <p>CSR 2.7 To support the new Business Improvement District to deliver the projects as set out in its Business Proposal. This will be delivered following the guiding principles of equalities and community engagement as agreed with the City Council.</p>
Lead Officer:	<p>CSR 2.1 Richard Egan, Head of Property Services CSR 2.2 David Horspool, Director of Resources CSR 2.3 Bob Hadfield, Head of Estates & Facilities CSR 2.4 David Horspool, Director of Resources CSR 2.5 Richard Egan, Head of Property Services CSR 2.6 Gary Clift, Democratic Services Manager</p>
Performance Measures:	<p>CSR 2.1 - Total rental income on commercial properties for 2013-2014 is maintained or enhanced</p> <p>CSR 2.2 & 2.3 -Percentage reduction in the total energy used by Council buildings and operations in 2013-2014 compared with usage in 2012/13</p> <p>CSR 2.4 – Increase in the number of staff taking up smarter and flexible working opportunities (including pieces of technology, office accommodation and working practices)</p> <p>CSR 2.6 - Electoral Registration rates (response at canvas) – increase from 81% to 83%,</p> <p>CSR 2.7 - Evidence of the BID actively seeking the views of the local community on its activities through establishing channels for feedback</p> <p>CSR 2.7 - Completion of the 5 year business plan setting out the timetable for delivery of the projects as set out in the CBbid proposal. Achievements of projects as set out in year 1</p>

	of the Business Plan.
Delivery Risks	<p>Failure to achieve the desired balance between commercial returns and achieving the Council's objectives for the growth sites on the Southern and North-eastern fringes.</p> <p>Financial pressures resulting from being unable to rationalise existing council accommodation in line with targets in the Council's Accommodation Strategy.</p> <p>Operational risks associated with software that is unable to adequately support the Council's Information Communication Technology / financial management needs and ambitions.</p> <ul style="list-style-type: none">• Seasonal effects associated with the move to winter canvas presents a challenge to maintaining or improving current electoral registration rates.• Additional resource is forthcoming from central Government to facilitate improvement of current electoral registration rates.• Inability to effectively influence the CBbid Board

Vision Statement:	A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing
Strategic Objective CSR3:	To ensure the efficient and effective implementation of welfare reforms, whilst supporting the most vulnerable in the city.
By March 2014 we will have:	<p>CSR 3.1 Implemented a local scheme for Council Tax Support for implementation in accordance with the Government's timetable (to commence in April 2013).</p> <p>CSR 3.2 Monitored and reviewed the local scheme for Council Tax Benefit as implemented from April 2013, and identified any future scheme amendments required.</p> <p>CSR 3.3 Implemented the required changes to the Council's own systems and liaised effectively with partners such as the Department of Work and Pensions and advocacy and support agencies</p> <p>CSR 3.4 Ensured a high-level of take-up by, in particular, those who are most vulnerable and in need.</p> <p>CSR 3.5 Effectively co-ordinated and provided support for debt advice and information, minimising the number of people who, as a result of welfare reforms, are at risk of becoming homeless or whose financial circumstances could be exploited by others.</p>
Lead Officer:	Alison Cole, Head of Revenues and Benefit Services

Performance Measures:	<ol style="list-style-type: none"> 1. Percentage of eligible people in receipt of benefits 2. Time taken to process new benefit claims 3. Customer Service Centre achieves performance targets
Delivery Risks	<p>Late or inadequate detailed information provided through secondary legislation Inadequate support for advice and advocacy linked to welfare reforms Customer Service Centre unable to cope with the level of increased demand Software suppliers unable to provide system changes within the required timescales Potential reputational and adverse financial consequences arising from the requirement to deliver a local Council Tax Benefits scheme with significantly reduced funding Potential for damage to social cohesion in the city and other impacts on social and personal well-being from failure to effectively implement and communicate welfare reforms.</p>

Background Information:

Vision Statements

Our vision

The 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 celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing

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 local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery

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



To: Executive Councillor for Customer Services and Resources
Report by: Alan Carter
Relevant scrutiny committee: Strategy and Resources 9 April 2013
Wards affected: Trumpington

CLAY FARM LAND DISPOSAL Key Decision

Appendix 2 is recommended to be NOT for publication and that press and public are excluded by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

1. Executive summary

At the Strategy and Resources Committee on the 4 July 2011 the Executive Councillor for Customer Services and Resources approved that the Council proceed with a project to dispose of the Council's land at Clay Farm.

Delegated authority was given to the Director of Resources and the Head of Legal Services to agree a procurement process to select a preferred partner to dispose of the land following consultation with the Leader; relevant Executive Councillors; and Opposition Spokespersons and that a report be brought back to the Committee to authorise that a contract be entered into with the preferred partner.

The procurement process has now concluded and this report requests authority to enter into the contract.

Appendix 2, which is confidential, summarises the results of the evaluation of the successful tender.

2. Recommendations

The Executive Councillor is recommended:

To confirm the award of a contract to a developer partner selected through a procurement process to develop the City Council's land at Clay Farm.

3. Background

Cambridge City Council owns the freehold of approximately 6.75 acres of land at the centre of the Clay Farm development area on the Southern Fringe of the city. Appendix 1 shows the location of the land (shaded green) adjacent to the new Community Centre and Square (shaded blue).

This land will provide up to 209 dwellings and up to 540 square metres of retail space.

Members have clearly expressed their expectations that ownership of the land presents the opportunity to deliver;

- a development of quality design
- that sets exemplar sustainability standards
- with 50% of the housing as Affordable Housing
- that generates a capital receipt for the Council
- with risk to the Council kept to a minimum

At the Strategy and Resources Committee on the 4 July 2011 the Executive Councillor for Customer Services and Resources approved that the Council proceed with a project to dispose of the site to achieve these objectives. Delegated authority was given to the Director of Resources and the Head of Legal Services to agree a procurement process to select a preferred partner to dispose of the land following consultation with the Leader; relevant Executive Councillors; and Opposition Spokespersons and that a report be brought back to the Committee to authorise that a contract be entered into with the preferred partner.

Also at the Customer and Community Services meeting in June 2012 it was approved in principle that the Council should retain the Affordable Housing on the Council's site. This principle was subsequently agreed at Strategy and Resources Committee in July 2012 and at the Strategy and Resources Committee in January 2013 it was approved that the Council should retain the ownership of up to 450 square metres of commercial units on the site.

As further context, in 2006 the Council approved that a Collaboration Agreement (CA) be negotiated with Countryside Properties Limited (CPL) the developer of the remainder of the Clay Farm site to facilitate the development of the Council's land. The CA has now been signed.

The main provisions of the CA are;

- the transfer of some of the Council's land to CPL. This is because most of the non-developable land (eg designated for parks and open spaces) for Clay Farm as a whole is on the land owned by the Developer. The Council's land area is 7% of the total area of Clay

Farm overall and therefore as part of the CA it has been agreed that the Council's land is reduced to 7% of the developable area. This equates to 6.75 acres.

- a requirement for CPL to provide the site infrastructure (groundworks; utility supplies; roads; etc) up to the boundary of the Council's land to allow it to be developed and achieve the necessary outline Planning Approvals in return for a financial contribution from the Council. The CA does not cover the provision of site infrastructure required within the Council's area of land because this will depend on the design of the development on the Council's land and will be provided by the Council's development partner. The cost to the Council under the CA will be 7% of the CPL's total infrastructure and Planning costs. Currently, the Council's contribution to CPL's total infrastructure is estimated to be £4.35 million.

Should the Executive Councillor confirm that a contract be awarded an indicative timetable for the development of the Council's land is as follows;

September 2013 – Planning application

December 2013 – Planning approval

May 2015 – First house completions

December 2017 - Long stop date for project completion

After the award of a contract the Council will need to apply to the Secretary of State for consent to dispose of its freehold interest in the development site and to confirm that the disposal does not breach and 'state aid' rules. Legal advice has and will continue to be sought on these matters and the contract will be subject to any such statutory approvals.

4. Implications

(a) Financial Implications

In summary the procurement process has been designed to deliver the following estimated capital receipt;

- A minimum capital receipt of £6.25m has been set as an acceptable bid. This has been set based on an estimated site valuation carried out by Savills.
- Structured payment – bidders were invited to submit phased payments over a number of years. A lump sum of £6.25m today converts into a higher sum paid on a phased payment basis.
- A £6.25m baseline bid would cover our net Collaboration Agreement costs of £4.35m leaving a £1.9m capital receipt.
- There will be an overage clause that will provide the Council with a 50% share of any market sales values above that predicted in bids should the market improve.

Cost of Affordable Housing - A fixed cost to the Council for the Affordable Housing has been set at an approximate blended construction cost of £1600 per sq m. (based on construction cost assumptions used in Savills report cross-referenced with figures from David Langdon – the cost of flats are estimated at £1680 per sq m and houses at £1400 per sq m to arrive at the blended rate).

Cost and return on Commercial Units – A fixed cost for the commercial units has been set at £800 per sq m. The rent for the commercial units is estimated to be in the region of £100,000 p.a. (within a range of £80,000 to £120,000 p.a.). The cost, excluding any site value but including 15% developer's profit, is likely to be in the region of £1.28m. This gives a return on capital of about 8%.

An up-front budget of £117,000 was approved to facilitate the project.

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

A cross department Project Group has been working on this project and has been meeting on a regular basis since July 2011. Internal officer input has been made from the Strategic Housing Enabling and Development Team; Planning, Urban Design and the Environmental Sustainability officers; Property Services; Procurement, Legal, Finance and Internal Audit services. The Director of Resources is the Project Champion.

External input has been commissioned from a property consultant; a property valuation consultant; a VAT specialist; an architectural adviser; and the Building Research Establishment.

Legal services have been commissioned from Sharpe Pritchard who also provided a report and recommendation on the most effective disposal route to secure the Council's ambitions for the development. The recommendation was to dispose of the site by a Development Agreement that allows the phased transfer of land to the developer partner in return for phased land payments. Disposal through a Development Agreement provides a greater degree of control by the Council on delivery and standard of the development and aids de-risking the disposal for the Council. Sharpe Pritchard has provided a report summarising all legal aspects of this land disposal.

(c) Equal Opportunities Implications

A project specific EQIA is not applicable for the general land disposal although an EQIA has been completed for the Council House Building Programme. The specification for the Affordable Housing to be provided on the site includes two fully wheelchair accessible properties. The requirement

for a minimum Level 5 of the Code for Sustainable Homes will mean that all of the housing will be built to the Lifetime Homes Standard.

(d) **Environmental Implications**

The baseline for bids was set at Level 5 of the Code for Sustainable Homes and BREEM Excellent for any commercial element – but with an emphasis on Sustainable Urban Drainage and use of materials for the development to be exemplar.

The bids have been evaluated using Code for Sustainable Homes and BREEM pre-development assessment schedules. BRE have been recruited as external experts to assist with the evaluation of exemplar sustainability.

(e) **Procurement**

There has been three main stages to the Restricted Procedure tender process.

Issue of the OJEU Notice - In effect the advertisement that openly announced our project and invited organisations to register their interest. This Notice was issued on 2 July 2012.

Pre-qualification Questionnaire (PQQ) - The short-listing process. All interested organisations were asked to submit information in a prescribed form to allow consistent analysis and evaluation by 6 August 2012. At this stage we particularly tested bidders:

- Economic and financial standing
- Technical and professional ability especially with regard to the delivery of high quality, sustainable development
- Capacity to deliver the project

Invitation to Tender (ITT) - Following the shortlisting (PQQ) process above, three organisations were invited to submit their final costed bid. The ITT was issued on 7 December 2012 with the deadline for returns set for 8 March 2013.

In order to reflect Members ambitions for the project the evaluation of bids has been structured in two stages as follows.

Stage 1 – Pass/Fail

- Bidders must offer at least £6.25m net present value for the site

- Tendered schemes must be at least to Level 5 of the Code for Sustainable Homes and BREEAM Excellent standard on any commercial element
- Bidders must agree to sign the Development Agreement (the contract) in its prescribed form (to avoid any post tender attempts to vary)

Bids not satisfying these minimum requirements would be rejected.

Stage 2 – Price and Quality Assessment

- Price offered for land – 34% marks
- Overage offer – 6% marks
- Design Quality – 40% marks
- Sustainability – 20% marks

The project team concluded that bids that passed Stage 1 would be high quality in their own right and would provide a capital receipt for the Council. The Stage 2 evaluation was then designed to test the added value each bidder offered either in terms of extra capital receipt or exceptional quality design and added dimensions to sustainability – again evaluating an appropriate balance between the three – in order to arrive at a winning bid.

Quality Design has been assessed by a Panel of three external architectural and design experts and an urban design officer. The tender submissions required a Design, Sustainability and Drainage Statement; master-plan drawings; a detailed area plan covering 50 units; two section/street elevations; house and flat types and layouts. A clause in Development Agreement will require that the architect used at tender stage is retained by the selected developer at least to the achievement of a planning approval.

The mix of houses and flats and sizes are required to be within Affordable Housing Supplementary Planning Guide and the tender stated the minimum and maximum floor areas for the Affordable Housing which are set in line with the current housing standards being considered through the Local Plan Review.

Appendix 2, which is confidential, summarises the results of the evaluation of the successful tender.

Should the recommendation to confirm the contract not be approved the current procurement process will terminate. As with any procurement there will be the risk of a challenge by bidders in this event, however, the Council has reserved the right throughout the procurement process not to award a contract. Should a contract award not be approved the Council would need to re-analyse its favoured route for the disposal of the land. Current house market conditions, the risks of retaining the site un-developed at the centre

of the Southern Fringe development and the loss of early opportunity to cover the Council's costs under the CA would be significant considerations.

(f) **Consultation and communication**

Cross party lead Members have been kept advised of progress on this project through meetings and briefing notes.

(g) **Community Safety**

There are no specific community safety implications of this project.

5. Background papers

None

6. Appendices

Appendix 1 – Location Plan of Council's Land at Clay Farm

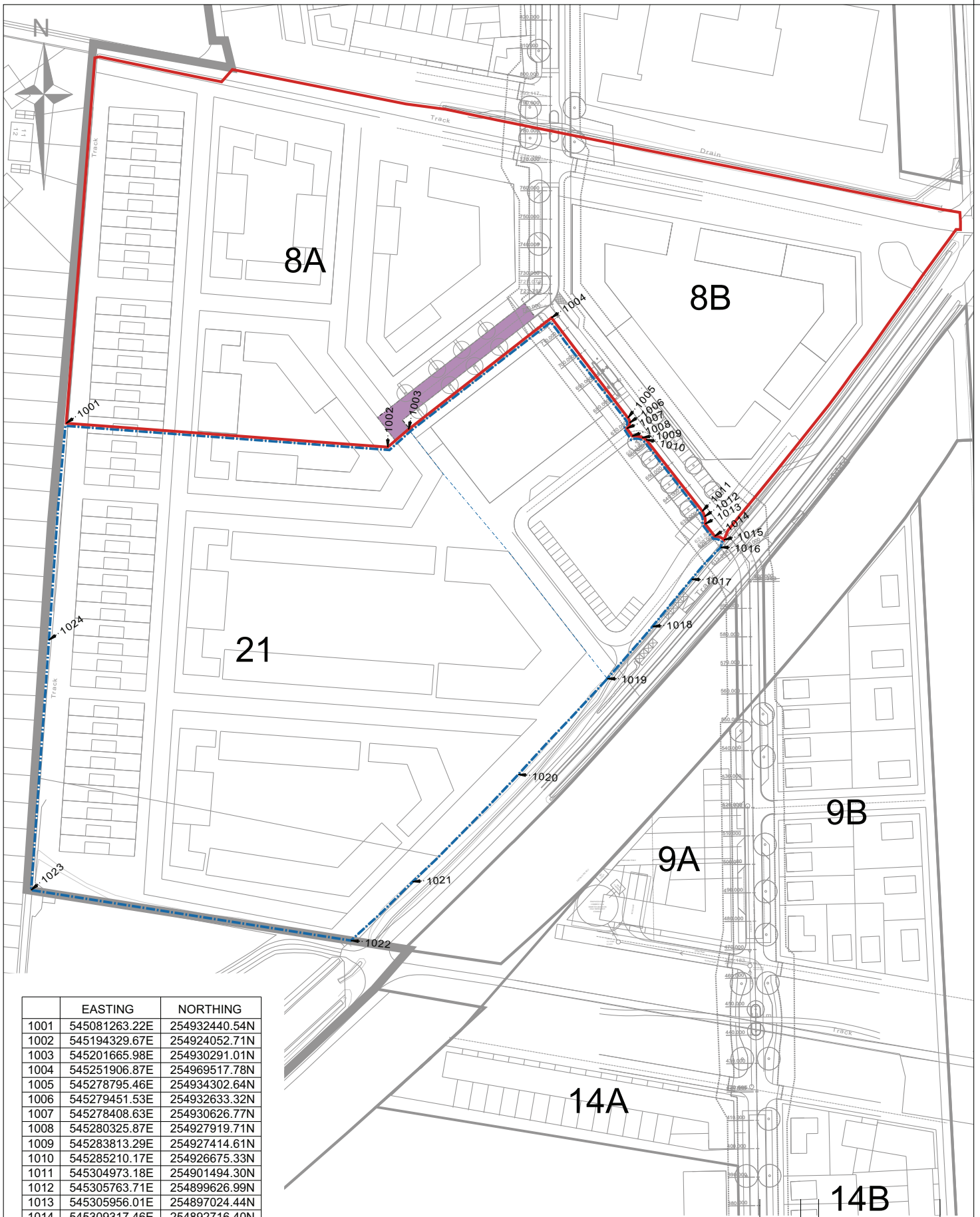
Appendix 2 – CONFIDENTIAL Summary of the results of the evaluation of the successful tender (to follow)

7. Inspection of papers

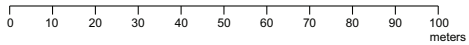
To inspect the background papers or if you have a query on the report please contact:

Author's Name: Alan Carter, Head of Strategic Housing
Author's Phone Number: 01223 457948
Author's Email: Alan.carter@cambridge.gov.uk

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	EASTING	NORTHING
1001	545081263.22E	254932440.54N
1002	545194329.67E	254924052.71N
1003	545201665.98E	254930291.01N
1004	545251906.87E	254969517.78N
1005	545278795.46E	254934302.64N
1006	545279451.53E	254932633.32N
1007	545278408.63E	254930626.77N
1008	545280325.87E	254927919.71N
1009	545283813.29E	254927414.61N
1010	545285210.17E	254926675.33N
1011	545304973.18E	254901494.30N
1012	545305763.71E	254899626.99N
1013	545305956.01E	254897024.44N
1014	545309317.46E	254892716.40N
1015	545312568.36E	254891451.90N
1016	545311395.41E	254888795.02N
1017	545301239.96E	254877574.18N
1018	545287483.80E	254860964.31N
1019	545271560.64E	254842606.62N
1020	545240200.00E	254808900.00N
1021	545203034.56E	254771232.24N
1022	545181372.16E	254750547.69N
1023	545068905.40E	254768305.28N
1024	545075183.74E	254856230.18N



Countryside Properties
 Countryside Properties PLC
 Countryside House
 The Drive
 Brentwood
 Essex CM13 3AT
 Tel: 01277 260000 Fax: 01277 696000
 www.countryside-properties.com
 Group Child Architect: Mott MacDonald (Rivers) RIBA

site: **Clay Farm Cambridge**
 title: **City Council Coordinated Boundary Plan**

Rev	Date	By	Description	Chk'd

BSI
 BS 5394 Quality Management
 BS 5393 Environmental Management

drawing no: **F00112-CC-001**
 sheet no: **Sheet 1 of 1**
 date: **21.06.12**
 revision: **-**

drawn by: **CN**
 checked: **@A3**
 scale: **1:1250**

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To: Leader and Executive Councillor for Strategy:
Councillor Tim Bick
Report by: Andrew Limb, Head of Corporate Strategy
Relevant scrutiny Strategy and Resources 9/4/2013
committee: Scrutiny Committee
Wards affected: All Wards

DRAFT STRATEGY PORTFOLIO PLAN 2013-14
Key Decision

1. Executive summary

1.1 This report covers the draft Strategy Portfolio Plan 2013-14, which sets out the strategic objectives for the portfolio for the year ahead, describes the context in which the portfolio is being delivered and details the activities required to deliver the outcomes and the vision. Performance measures and risks are also shown for each strategic objective.

2. Recommendations

- 2.1 The Executive Councillor is recommended:
- (i) To approve the draft Strategy Portfolio Plan 2013-14

3. Background

- 3.1 This is the third year in which Cambridge City Council has produced Portfolio Plans. The aim of the Portfolio Plans is to set out how each of the seven Portfolios will contribute to the delivery of the vision outlined in the Council's vision statement.
- 3.2 The draft Strategy Portfolio Plan for 2013-14 has been developed by officers and the Executive Councillor, in parallel with the budget planning process. In comparison to previous years, the draft Strategy Portfolio Plan for 2013-14 sets out a limited number of high-level, strategic objectives for the Portfolio, along with the broad activities required to achieve these objectives.
- 3.3 The services that will deliver the strategic objectives set out in the Plan are each developing more detailed Operational Plans. These will

function as management tools to ensure the tasks that deliver the strategic objectives are planned and managed effectively.

4. Implications

(a) Financial Implications

The financial implications of this plan are set out in the budget for the portfolio.

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

Staff will be allocated personal objectives to ensure the tasks and activities to deliver the objectives are managed. Staff will be supported in the learning and development activities they need to deliver their contribution to the plan.

(c) Equal Opportunities Implications

The activities set out in this plan aim to support the Council's equality and diversity objectives. Equality impact assessments will be carried out on decisions and projects related to this plan as appropriate.

(d) Environmental Implications

The objectives contained in the plan are not expected to have a significant environmental impact.

(e) Procurement

Some of the actions involved in the Plan may involve procurement by the Council. Separate reports on the procurement elements of actions included in the Plan will be provided at an appropriate time.

(f) Consultation and communication

This is a strategic document covering a number of different objectives. There has therefore been no consultation on this plan per se, although there will be consultation on those elements of it that have a significant impact on residents at the appropriate time, in accordance with the Council's code of practice on consultation and community engagement.

(g) Community Safety

The Plan contains strategic actions and objectives that will have a positive impact on community safety through tackling crime and Anti-Social Behaviour. Objective One and the associated actions focus on 'reducing the harm from crime and anti-social behaviour where drug, alcohol and mental ill health are factors'.

5. Background papers

N/a

6. Appendices

Appendix A - Draft Strategy Portfolio Plan 2013-14

7. Inspection of papers

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

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Author's Email:	Andrew.limb@cambridge.gov.uk

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Cambridge City Council

Strategy Portfolio Plan 2013/14

Portfolio Holder: Councillor Tim Bick

Lead Officer: Andrew Limb

Email address: Andrew.limb@cambridge.gov.uk

Phone number: 01223 457004

Introduction

a) Purpose of the portfolio

The Leader is responsible for the development, implementation and monitoring of many of the Council's plans, policies, strategies and projects that shape delivery of the Council's Vision Statements. He is responsible for facilitating a corporate approach across Executive portfolios and for enabling Executive Councillors to work together to achieve effective and integrated decision making in the interests of the city and its residents.

In May 2012 responsibility for the Council's overall approach to climate change was transferred to the Planning and Climate Change portfolio, and community safety was added to this Strategy portfolio. The Leader is also the member champion for equalities and diversity.

The leader's role is complemented at officer level by the role of the Chief Executive who has responsibility for providing leadership for managers and staff in the organisation and ensuring the council works effectively to deliver those decisions.

The full set of ongoing operational objectives covered by this portfolio include:

- Working with partners to reduce crime and anti-social behaviour
- Working in partnership to promote economic growth and development
- Ensuring the City Council is transparent and accountable in all that it does
- Engaging residents in the decision making of the City Council
- Promoting equalities and diversity within the City Council and wider community
- Influencing and interpreting wider strategic policy developments
- Leading and co-ordinating the City Council's business planning processes
- Delivering major projects and corporate change

Government Policy

The Coalition Government has developed a number of policies in the past year which have a significant bearing on the work of the Council and the services it provides to residents. In addition to the passage through Parliament of the Localism Act, which aims to deliver greater local decision making, there have been significant announcements and proposals around local government resources, housing, public health, planning and economic growth and data transparency.

Particularly relevant to this portfolio is the invitation to partners in the Greater Cambridge area to develop proposals for a City Deal. If successful in our initial approach, we will work closely with all relevant stakeholders to negotiate proposals that will drive genuine benefits in terms of sustainable economic growth.

Financial Context – delivering savings and efficiency

Portfolio holders and managers have carefully reviewed services to find the further savings that the Council needs to make to live within its resource envelope in the remaining years of the comprehensive spending review. The Council is exploring ways to further close the potential gap between income and expenditure through sharing services, potentially, with other local authorities or organisations, and through generating additional income from our services.

In addition to this, the whole method of local government funding is being examined through the Local Government Resource Review (including proposals for localisation of business rates), self-financing of the Housing Revenue Account and the most significant overhaul of the benefits system (including Housing Benefit and Council Tax Benefit) since the Beveridge report nearly 70 years ago.

Government-funded freezes on Council Tax levels, whilst welcome, have the effect of eroding our Council Tax base in real terms, and therefore create greater pressure on our resources when the central Government funding expires.

The Council also faces pressure from lower-than-anticipated income arising from the ongoing national (and international) economic downturn.

Going forward, the Leader and Executive Councillors will be using three guiding principles to help them make decisions about prioritising services and finding savings across the Council to meet the savings requirements set out in the Council's Medium Term Strategy:

- Protect services for vulnerable individuals and communities
- Protect basic services that keep our city looking good and working well
- Make sure we get things right where we only have one chance to do so – particularly in terms of planning for new communities

The Chief Executive and the Strategic Leadership Team will continue to work with the Leader, Executive Councillors and Heads of Service to ensure the savings requirements are delivered within these principles and to achieve the overall vision of the Council.

Organisational and Cultural Change

Over the last year senior managers across the Council have been implementing service reviews and restructures to deliver savings and improve “one council” ways of working. The Council is now managing a programme of organisational development and cultural change which will support and embed those efficiencies and new ways of working further, to ensure the Council is fit for purpose to deliver its vision within the resources available.

The Council was reassessed against the Investors in People (IIP) standard in December 2012, and the council will incorporate its response to issues emerging from this reassessment into its change programme.

The following service divisions will contribute to the achievement of this Plan's Objectives:

- Corporate Strategy (Corporate Marketing & Communications, Strategy & Partnerships, Corporate Projects)
- Strategic Housing (Community Safety)

Vision Statements applicable to this portfolio

The Leader promotes, and works to deliver, coherence and effectiveness in policies and projects across all Council services and portfolios to deliver the vision and annual statement. The strategy portfolio is particularly concerned with the following vision statements in 2013/14:

- A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing
- 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
- A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery

Strategic Objectives 2013-2014

Vision Statement 1:	A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all.
Strategic Objective S1:	Leverage both the City Council's own role and its partnership relationships to strengthen preventative measures against anti-social behaviour
By March 2014 we will have:	<p>S 1.1 Contributed to a continued reduction in recorded anti-social behaviour incidents</p> <p>S 1.2 Reviewed the impact of current interventions with the street life community and developed a refreshed action plan with our partners to maximise our transformative role with vulnerable individuals</p> <p>S 1.3 Given victims a say in the solutions to anti-social behaviour and low level crime by increasing the number of referrals to the Neighbourhood Resolution Panels from the City Council Anti-social Behaviour (ASB) and Housing Teams and our partner agencies</p> <p>S 1.4 Secured ongoing resources for the Community Safety Partnership to enable continued strong inter-agency sponsorship of projects supporting the city's priorities at a local level</p>
Lead Officer:	Alan Carter, Head of Strategic Housing
Performance Measures:	<p>S 1.1</p> <ul style="list-style-type: none"> Reduce the number of police recorded incidents of anti-social behaviour by 15% (1061) from 2011 [Community Safety Partnership target]

	<p>S 1.2</p> <ul style="list-style-type: none"> • Increase (as a proportion of all people the street outreach team encounter in a year) the volume of people who engage in the team's programme to improve their well-being and their behaviour. <p>Baseline figure (2011-12): Number of people encountered: 493 Number of people engaging: 486 Percentage of people engaging: 98.5%</p> <p>S 1.3</p> <ul style="list-style-type: none"> • Increased the number of referrals to the Neighbourhood Resolution Panels from our partner agencies from a baseline set in 2012/13 <p>S 1.4</p> <ul style="list-style-type: none"> • Satisfactory progress against the targets for the priorities in the 2013/14 Community Safety Plan
Delivery Risks:	<p>Newness and complexity of partnership models.</p> <p>Readiness of PCC to support City priorities</p>

Vision Statement 2:	A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery
Strategic Objective S2:	Working in partnership to promote economic growth and development
By March 2014 we will have:	<p>S2.1 Strengthened our partnership with the Local Enterprise Partnership and other partners to foster sustainable growth in the Greater Cambridge economy</p> <p>S2.2 Negotiated a City Deal for the Greater Cambridge sub-region with Government, established effective governance arrangements; and begun implementation of key projects</p>
Lead Officer:	Antoinette Jackson
Performance Measures:	<p>S 2.1 – Whether the Local Enterprise Partnership delivers initiatives which will support the growth of the Greater Cambridge economy</p> <p>S2.1 & 2.2 – Increased growth of the Cambridge economy in 2013/14 compared to 2012/13</p> <p>S2.2 - Scale of Government powers and funding transferred into the city region through Future Cities and City Deal.</p>
Delivery Risks	<p>S 2.1 - External factors in the national and global economies</p> <p>S2.1 & 2.2 - Complexity of partnership arrangements and willingness of partners to engage and agree shared priorities;</p>

	<p>S2.2 – Willingness of partners to agree to satisfactory governance arrangements; Willingness of Government to agree satisfactory devolution of powers and funding</p> <p>S2.1 & S2.2. - Availability of funding</p>
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Vision Statement 3:	All vision statements
Strategic Objective S3:	Work with colleagues to advance cross-Council initiatives to address long term resource challenges.
By March 2014 we will have:	<p>S3.1 - Explored the potential to generate additional income from council services</p> <p>S3.2 - Explored the feasibility of sharing services with partners in the local public sector, and come to a decision on the way forward on key services.</p> <p>S3.3 – Explored, and decided on, the accommodation strategy and any associated savings.</p>
Lead Officer:	Antoinette Jackson
Performance Measures:	Contribution to the Council’s savings targets achieved
Delivery Risks	<p>S3.1 – 3.3 - Whether we have (or can acquire) the skills, capacity & capability to successfully implement the initiatives</p> <p>S3.2 – Business case for sharing services & partner agencies’ agreement to share services</p>

Background Information: Cambridge City Council's Vision Statements

Our vision

The 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 celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing

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 local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery

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



To: The Leader and Executive Councillor for Strategy:
Councillor Tim Bick

Report by: Andrew Limb, Head of Corporate Strategy

Relevant scrutiny
committee: Strategy & 18/3/2013
Resources
Scrutiny
Committee

Wards affected: All Wards

**ANNUAL REVIEW OF THE COUNCIL'S SINGLE EQUALITY SCHEME
(2012-2015)
Key Decision**

1. Executive summary

1.1 Cambridge City Council published a new three-year Single Equality Scheme in January 2012, which sets out six objectives for the Council's work to advance equality and diversity. An annual review of the Scheme is attached at Appendix A, which: reports on progress against actions for the first year of the scheme (2012/13); highlights some additional achievements during the year; and proposes a number of actions for the second year of the scheme (2013/14).

2. Recommendations

2.1 The Executive Councillor is recommended to:

- i) Note the progress and achievements during the first year of the City Council's Single Equality Scheme.
- ii) Approve the actions for the second year of the City Council's Single Equality Scheme (as set out on pages 9-11 at Appendix A).

3. Background

3.1 Following the passing of the Equality Act 2010, the Public Sector Equality Duty was implemented in April 2011. The Duty 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 do not.
 - Foster good relations between those who share a relevant protected characteristic and those who do not.
- 3.2 The Equality Act 2010 also requires specific public bodies, including Cambridge City Council, to:
- Prepare and publish one or more objectives to meet any of the aims of the equality duty at least every four years.
 - Publish information annually to demonstrate how it meets the Equality Duty.
- 3.3 The Government is currently reviewing the general and specific equalities duties contained in the Equalities Act as a part of its wider “Red Tape Challenge”. The City Council is awaiting details of the public consultation on this review and intends to contribute to the consultation at the appropriate time. The City Council will also review any of relevant aspects of its equality and diversity policies and practices once the outcomes of the review are published.
- 3.4 Cambridge City Council has a strong track record of challenging discrimination and promoting equal opportunities in all aspects of its work. To help sustain this level of commitment and to ensure that it complies with the current requirements of the Equality Duty, Cambridge City Council published a new three-year Single Equality Scheme in January 2012. 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:
- Six objectives for the Council’s work in relation to equalities and diversity between 2012/13 and 2014/15;
 - Some priority areas for action during these three years; and
 - Some more specific actions that will be carried out during the first year of the Scheme (2012/13).
- 3.5 The City Council has carried out an annual review of progress against the Scheme (see Appendix A for the full report). This review:
- Reports on progress against the actions identified for the first year of the Scheme (2012-2013);
 - Highlights some additional achievements during the year that were not originally captured in the scheme, but which have contributed to progress towards our equalities objectives; and
 - Identifies actions for the second year of the Single Equality Scheme (2013/14) that will further help us achieve these objectives.

4. 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)

Responsibility for promoting equality and diversity has been mainstreamed across the Council and a range of staff in different services will be involved in delivering the actions identified for the second year of the Single Equality Scheme. The City Council's Joint Equalities Group will play a role in monitoring the delivery of the Single Equality Scheme. The 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.

(c) Equal Opportunities Implications

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

(d) Environmental Implications

The Single Equality Scheme has minimal environmental implications, so it has been given an environmental impact rating of 'Nil'.

(e) Procurement

The actions for the second year of the Single Equalities scheme will primarily be delivered by Council officers, with support from partner agencies in some instances, and will therefore not require any significant procurement of goods or services.

(f) Consultation and communication

The City Council has not consulted publicly on the actions identified for the second year of the Single Equality Scheme. However, significant public consultation was carried out prior to the publication of the Single Equality Scheme in January 2012. The consultation period lasted for 13 weeks between October 2011 and January 2012. The consultation was promoted on our website and through Cambridge Matters, officers wrote to a wide range of relevant voluntary and community groups to publicise the consultation, and a meeting of the Diversity Forum was held to discuss the document with relevant local organisations. The results of this consultation informed the six objectives identified in the scheme and the broad areas of action that were required to deliver these objectives.

The full report on the Annual Review of the Scheme will be published on the Equalities pages of the City Council's website.

(g) Community Safety

The actions that have been carried out during 2013/14 to help deliver Objective 4 in the scheme have contributed to improving community safety by helping to ensure that people from different backgrounds living in the city continue to get on well together. It is anticipated that actions identified for this objective in 2013/14 will help promote community safety in a similar way.

5. Background papers

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

- Cambridge City Council Single Equality Scheme 2012-15. This report can be accessed on the council's Equalities web pages at www.cambridge.gov.uk/equality.

6. Appendices

- Appendix A – Cambridge City Council Single Equality Scheme: Year One Review

7. Inspection of papers

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

Author's Name: David Kidston
Author's Phone Number: 01223 - 457043
Author's Email: david.kidston@cambridge.gov.uk



Cambridge City Council

Single Equality Scheme

2012 – 2015

Year One Review

March 2013

Embracing diversity, committed to equality





Introduction

The Council carries out a wide range of work that helps challenge discrimination, advance equality of opportunity and promote good relations between different communities. Cambridge City Council's Single Equality Scheme sets out our objectives in relation to equalities and diversity for 2012-2015.

This review does not seek to capture everything we do in relation to equality and diversity. Instead it:

- reports on progress against the actions we identified for the first year of our Single Equality Scheme (2012-2013);
- highlights some of our other key achievements during the year that were not originally captured in the scheme, but which have contributed to progress towards our equalities objectives; and
- sets out some actions for the second year of the Single Equality Scheme (2013/14) that will further help us achieve these objectives.

What have we achieved during 2012/13?

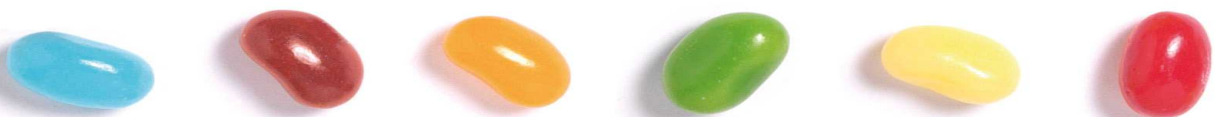
In our Single Equality Scheme, we identified a number of actions for completion during 2012/13 that would help the Council make progress towards achieving its six equalities objectives. Details of all the actions and the progress we have made in delivering them are set out in **Appendix A**. Some of the key achievements have included:

- **Developing a Customer Access Strategy** - We have prepared a new Customer Access Strategy and action plan to help improve the experience of all our diverse customers. It sets out what standard of service customers can expect and how it will be delivered. The Council's Customer Access Centre has been recognised by the Customer Contact Association as a centre of excellence for the way it treats and responds to customers. The Centre has provided additional services and support for vulnerable groups of people during 2012. These include an agreement with Cambridge Citizens' Advice Bureau to run sessions from the Centre, new payment kiosks, support for Cambridge Credit Union to offer its services, and the facilitation of a Job Club.





- **Developing a new, more accessible website** - The Council has developed and launched a new website, which will provide opportunities to improve the way we engage with local people. The website was tested by the Shaw Trust, a national disability charity, to ensure that it is accessible to a range of customers.
- **Responding to national Housing and Welfare reforms** - The Council is talking to people about the implications of changes to housing benefit and offering advice and guidance where appropriate. The Council participates in a local Financial Capability Forum, Diversity Forum, Cambridge and Peterborough Benefit Forum, Cambridge GET Group and other groups to help coordinate responses across the public, community and voluntary sectors and provide support to vulnerable groups of people. This includes some transitional payments to allow people to adjust to their new circumstances. During the year, the Council developed its Local Council Tax Support scheme, which aims to protect the most vulnerable people. In developing the scheme we consulted with a wide range of stakeholders to understand how it might impact on local people, especially vulnerable groups of people of a working age. As a result of the consultation, the Council made several changes to its scheme, with additional allowances for backdating and extended disability criteria.
- **Developing our understanding of mental health issues** – The Equalities Panel considered how the challenges facing people with mental health needs and the implications of this for accessing Council services. Training sessions on providing services to customers with mental health issues have been delivered for staff in a number of Council services and we will be consulting residents with mental health issues on the barriers they experience to accessing Council services.
- **Delivering celebratory activities and events** – We have worked with a range of local partners, including community groups to support and organise events to celebrate the different communities that live in Cambridge. A range of events were held to mark or celebrate:
 - Black History Month
 - International Day for Older People





- Disability History Month
 - Holocaust Memorial Day
 - Lesbian Gay Bisexual and Transgender (LGBT) History Month
 - International Women's Day
 - Bling Ya Ting Auditions and Talent Show
- **Providing grant funding for equality and diversity activities** - Despite pressures on the Council's budget, it has maintained the existing level of grant funding to community groups. The priorities for the Community Development grants programme have been reviewed during 2012/13 and include specific provision for activities which support BAME groups, people with disabilities, LGBT groups, women lacking opportunities to live safe and fulfilling lives, and activities which promote community cohesion. A proportion of the Council's grant funding is allocated through the Council's Area Committees to support local activities. Some of the activities supported this year included: community-led events such as Arbury Carnival and Chesterton Festival; and the conversion of a vacant local pub into a place of worship for the Cambridge Sikh Society and community rooms that will be available for hire by all community groups.
 - **Consulting and engaging our communities** - The Council has continued to involve, consult and listen to local people and stakeholders using a wide range of methods to engage our different communities. As part of an annual review of our new Code of Practice on Consultation and Community Engagement, we asked residents associations in the City and members of the Diversity Forum how we could improve the way that we consult people. We have taken a number of steps based on the feedback we received, including: producing a list of "ten top tips for running an effective consultation" and promoting this to officers across the council; providing training on good questionnaire design; and identifying opportunities to use the Council's new website to improve the way we consult people.

In addition to delivering the actions for the first year of our Single Equalities Scheme, we have also delivered a number of other events, programmes and projects that have contributed to the delivery of the Council's equality and diversity objectives. Further details of all these achievements can be found in **Appendix A**, but some of the highlights include:





- **Olympic Torch relay, the Big Weekend and Cambridge Mela** - In July 2012 the Olympic Torch came to Cambridge, which drew over 80,000 people to Parkers Piece and the streets of the City. The Torch was hosted at the Big Weekend event, which focussed on bringing together people from different backgrounds and providing an opportunity for community groups to showcase Cambridge's diversity. The second day of the Big Weekend focused on music and culture from around the world, including artists from Hungary, the Middle East and Africa. It incorporated the city's third Mela, which was supported by the BBC Asian Radio Network and celebrated Asian music, dance, fashion, food and fashion.
- **Cambridge Parasports and Paralympic Flame** - The Council supported the Cambridge Parasport campaign and the Paralympic Flame Relay Celebration during August. The events, which were attended by large crowds of people, highlighted opportunities to get involved in sport and promoted interest in the Paralympic Games.
- **Disability Sports and Arts Festival** - The Council supported a disability sports and arts festival, which included a diverse range of workshops, demonstrations, performances and film screenings. The event was open to all, regardless of age or ability, but people with sensory or physical disabilities, learning difficulties, mental health service users and people undergoing rehabilitation and recovery were encouraged to attend.
- **Consulting on developer contributions** – The Council carried out extensive consultations during the year about how developer contributions could be used. Across the four areas of the city, over 100 residents took part in our workshops in September and October 2012. Over 250 ideas for new projects were suggested as part of these area needs assessments. All these suggestions were reported back to councillors in November, enabling the Council's Area Committees to identify 16 initial priority projects (amounting to over £550,000) to meet local needs. The Council's Community Services Scrutiny Committee also considered options for larger projects that could benefit residents across the city (amounting to a total of £900,000) in January 2013.





What have we learnt during 2012/13?

In addition to the key achievements highlighted above, we have also identified some areas of learning through implementing the first year actions set out in the Single Equality Scheme. We will use these learning points to inform and shape the actions for the next year of the Scheme.

Understanding our changing communities

We have continued to review available information, including the first releases of data from the 2011 Census and our consultations and engagement with local people, to help us understand the increasingly diverse communities in Cambridge and the needs of different groups of people. We have shared this information, as it becomes available, with officers across the Council to help ensure that our services are accessible to all residents.

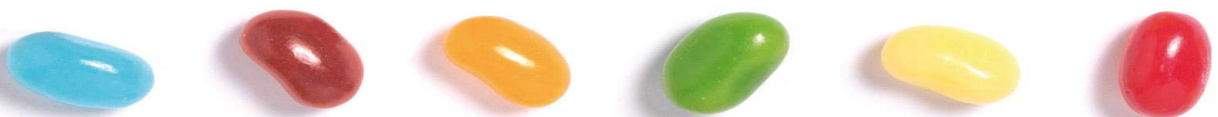
The 2011 Census shows that Cambridge has experienced significant population growth in the past 10 years. Since 2001, the number of people living in Cambridge has increased by 15,000 people or 12.7%, to an estimated 123,900 people.

The 2011 Census also shows that Cambridge is an increasingly diverse City. For example, an increasing proportion of the City's population are from Black, Asian or Minority Ethnic (BAME) communities. In 2011, 17.5% (or 21,700 people) identified themselves as belonging to BAME communities, compared to 10.0% in 2001.

Appendix B provides further details of what we have learnt about Cambridge's communities from the 2011 Census.

The growth of Cambridge and its increasing diversity, coupled with unprecedented pressures on our resources and wider welfare reforms, presents the Council with a number of challenges. These include: ensuring that we continue to provide services that meet the needs all of our customers; increasing access and take-up of Council service across equalities groups; and engaging our diverse communities.

Working towards a more representative workforce





The City Council is taking steps to ensure that its workforce is more reflective of the population of Cambridge as a whole. Actions in the Single Equality Scheme focus particularly on increasing the numbers of young people, people with disabilities and people from Black, Asian or Minority Ethnic communities employed by the Council.

The age profile of the Council's workforce has remained very similar since March 2012, but a total of 10 young people have benefited from apprenticeships in Council services this year. Between March 2011 and September 2012 the proportion of our staff that are BAME increased from 6.85% to 7.5%, although this is below our current target of 8.5%. The proportion of the Council's workforce who declare themselves disabled increased from 3.99% in March 2011 to 4.87% in September 2012. This is above the current target of 4.5%.

In 2012/13, the Council worked with the Papworth Trust to improve the representation of disabled people within its workforce by increasing the number of disabled applicants. The Council's Human Resources Service has also prepared a recruitment survey which will help develop targeted approaches to increase the representation of people from BAME communities (especially the Chinese community) within our workforce, along with young people and people with disabilities. In 2013/14, we will review the targets for the proportion of our workforce who are disabled or from BAME communities to take account of changes in the population of the City highlighted by the 2011 Census data.

Assessing the equality impacts of decisions

The Council, as a public sector organisation, has a duty under section 149 of the Equalities Act 2010 to have due regard to equalities issues and impacts in policy and decision-making. The Act does not state that Equality Impact Assessments (EQIAs) must be used to achieve proper consideration of equalities; nevertheless the Council has chosen to continue to use EQIAs for this purpose. Guidance from the Equalities and Human Rights Commission stresses that assessing the impact on equality is an ongoing process, to be reviewed in the light of experience gained through implementing policy.

Following a meeting of the Council's Community Services Scrutiny Committee meeting in October 2012, where the Executive Councillor for





Housing agreed to progress two sites for redevelopment as part of the Council's Affordable Housing Development Programme (AHDP), concerns were raised about the equalities impact of the proposals. The affordable housing development programme began in 2008 and four separate EqIAs were carried out as the programme progressed to implementation and understanding of the equality issues has evolved. The concerns raised prompted two further reports to the Committee In January 2012. The first brought together a consolidated, updated and more comprehensive EqIA for the AHDP. It also made recommendations to clarify or amend aspects of the approach for assessing the equality impacts of the Programme in future. The second report reviewed the decisions relating to the two developments to consider whether they remained sound.

During 2012/13, the Council has implemented a number of actions included in the first year of the Single Equality Scheme that are intended to improve its corporate processes for assessing the equality impacts of its decisions. We have developed a more user-friendly corporate EqIA template, which allows officers to think about decisions in a more structured and evidenced manner. The template also provides an opportunity to highlight positive impacts as well as negative ones. The template has been promoted widely to officers and we have commissioned a programme of training to help Council officers carry out effective impact assessments.

During the year, the Council's Equalities Panel has provided quality assurance for a number of key EQIAs and we have used the Diversity Forum, which involves a wide range of stakeholders, to consider in greater depth the implications of major decisions, such as the development of the local Council Tax Support Scheme.

What actions do we intend to carry out in year two of the Single Equality Scheme?

We have identified a number of actions for the second year (2013/14) of the Council's Single Equality Scheme. These actions will help us to achieve the six equality and diversity objectives identified in the Scheme. Some of these actions pursue the same themes as those identified for 2012/13, while other actions are new, or build on our learning during the first year of the scheme.





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

- Use members of the Joint Equalities Group to promote the use of Equality Impact Assessments and to advise officers in their own service area on how to complete them. The group will also undertake quality assurance on a selection of completed assessments throughout the year.
- Use our Equalities Panel to offer additional challenge to managers introducing changes to services or policies and to provide quality assurance to help ensure that equality impact assessments are consistently good across the organisation.
- Monitor the implementation of our Customer Access Strategy, reporting back to our Equalities Panel, so that people with protected characteristics equally benefit from improvements.
- Implement changes and improvements to the parking service in response to the findings of a customer survey, including improvements to accessibility.
- Work with internal editors and publishers to ensure that content on the Council's new website continues to be fully accessible.
- Monitor the implementation and impact of the Council's Local Council Tax Support Scheme to ensure that it helps to protect vulnerable groups of people in the way intended.

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

- Analyse new 2011 Census information as it becomes available, use it to inform the development of key policies, plans and services, and revise our workforce targets.
- Identify the most appropriate data available to inform future 'Mapping Poverty' reports prepared by the Council and its partners.
- Use the Cambridge Local Health Partnership to consider the implications of the Joint Needs Assessment and other public health outcome research and to provide oversight for mental health services in Cambridge over the next year.





- Carry out research and consultations with local arts organisations, residents and community groups about cultural provision and identify any gaps.

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

- Use the Council's new website to allow customers to register for alerts regarding forthcoming Council consultations.
- Promote the use of existing consultation resources to Council officers, including the Consultation Code of Practice, Consultation Toolkit, register of forthcoming consultations and directory of consultees, to ensure that the Council's consultations are carried out to a consistently high standard.
- Build on the success of recent Diversity Forum events to engage effectively with groups representing different protected characteristics.
- Prepare to receive and consider any expressions of interest in running Council services submitted by local community groups under the Right to Challenge.
- Continue to improve Open Door, our outreach magazine for tenants and leaseholders, by increasing the use of it by wider Council departments to communicate their messages to the most vulnerable and excluded communities on council estates and increasing residents' sense of ownership in co-producing the magazine.
- Increase the extent of resident involvement in designing and interpreting the next large-scale Tenant Satisfaction Survey.
- Provide more information to Council tenants about wider council departments and services so that they can increase the say they have about these services.

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

- Continue to work with and support partners to deliver local community events celebrating the diversity of the City and bringing people from different backgrounds together.
- Continue to 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.





- Increase the capacity of neighbourhood community development services to engage with vulnerable communities through partnership working, encouraging volunteers and making use of developer funding.
- Work with the Police and other agencies to mitigate the community impacts of the English Defence League (EDL) march in the City.

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

- Implement actions identified in EqIAs of new and revised employment policies developed during 2012/13
- Use equality impact assessments in the development of new and revised employment policies.

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

- Review the Council's targets for BAME and disabled staff representation in light of 2011 Census information. Any revised targets will need to take into account the proportion of those that are economically active and the proportion of the working population that are made up of BAME and disabled residents.
- Review the results of the Council's recruitment survey and using it to inform targeted approaches for the recruitment of under-represented groups.
- Monitor and review opportunities for learning and development and career development for staff from the different equalities groups.
- Continue to work with the Papworth Trust to support existing staff with disabilities and encourage people with disabilities to apply for employment positions.
- Work with the Employability Partnership to continue to offer work experience placements for young people in a wide range of Council directorates.





Appendix A - Equalities achievements during 2012/13

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

In the first year of the plan (2012/13) we aimed to:	In the first year we:
Refine the EqlA template that we use and the guidance provided to officers. Run training for officers.	<ul style="list-style-type: none"> • Launched a revised template and guidance to help make the preparation of assessments easier and more straightforward for officers, following a successful trial. • Promoted the approach through departmental management teams, the intranet and staff newsletters. • Commissioned training sessions for staff on conducting effective EqlAs.
Undertake random sample of EqlAs to check their quality and use the Joint Equalities Group to promote consistency and best practice.	<ul style="list-style-type: none"> • Used the Council's Equalities Panel to quality assure EqlAs for larger projects, such as the Council's new Local Council Tax Support Scheme, the Olympic Torch Relay, and the new Leisure Management Contract. • Convened a special meeting of the Equalities Panel to consider a revised and update EqlA for the Affordable Housing Development Programme following concerns raised about the equality impacts of the programme. • Used the Joint Equalities Group to inform the development of the new EqlA template and guidance and promote best practice.
Develop the Customer Access Strategy and start to implement it.	<ul style="list-style-type: none"> • Developed a new Customer Access Strategy and action plan to improve the experience of our customers, including people from our diverse communities. • Published a customer charter and service standards have been published on the Council website under the 'contact us' page and displayed them at the Guildhall, Mandela House and area housing office receptions.





In the first year of the plan (2012/13) we aimed to:	In the first year we:
Commission a survey of disabled users and Shopmobility users to review how we can improve the accessibility of parking and Shopmobility services in Cambridge.	<ul style="list-style-type: none"> Carried out a mystery shopping survey of parking services, including improved accessibility. The data is being analysed and options for changing the service will be considered.
Carry out user testing of our website for people with disabilities.	<ul style="list-style-type: none"> Asked the Shaw Trust, a national charity that works with employers, social services and the disabled to help people with disabilities find employment, to test a template of our new website to ensure it is accessible and usable for a range of people, both from a technical and content perspective. The Trust will review the final website once it is fully operational.
Produce a Quick Guide to Procurement and Equalities for staff undertaking procurement and contract managers, complete with training package	<ul style="list-style-type: none"> Rolled out a Quick Guide to Procurement and Equalities as a part of a series of Quick Guides that contain key messages for staff about procurement.
Continue to work with the Government to understand the proposed Welfare Reforms and to lobby them to mitigate any potentially adverse impact on our residents.	<ul style="list-style-type: none"> Made extensive representations to Government about the extent of the Broad Rental Market Area in relation to housing benefit reforms. Carried out local consultation on the kind of Local Council Tax Support Scheme that should be taken forward Developed a final scheme that includes protections for vulnerable people, informed by the findings of consultation, including additional allowances for backdating and an extended disability band.





In the first year of the plan (2012/13) we aimed to:	In the first year we:
Investigate how Revenues and Benefits and Strategic Housing 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.	<ul style="list-style-type: none"> Supported CAB in running a session from the Council's Customer Access Centre one morning a week. Delivered a 60+ project to offer help and support to vulnerable older people living within Cambridge.

In addition to the actions setb out in Year 1 (2012/13) of the Council's Single Equality Scheme, we have also helped deliver this objective by:

- Receiving Customer Service Excellence status for our housing management service this year.
- Producing a 'Guide to Services for Older and Disabled People (2012 to 2014)', that outlines what we do to make our services accessible. It lists access information for council buildings, parking and public transport schemes, contact details for useful local organisations and much more.
- Supporting the 'Way to Be' awards scheme to recognise the achievements of local businesses in catering for disabled customers, to help make Cambridge as accessible and welcoming as possible.
- Assisting blind or partially sighted people to shop independently in Cambridge as through joint work between our Shopmobility service and the Guide Dog Association
- Opening our seventh refurbished sheltered housing scheme, which includes assisted living for older people with physical health needs.
- Installing a large covered walkway at the Meadows Community Centre in Arbury (one of our seven community centres), offering shade and shelter, which has increased the use of the garden by older people who attend the centre.
- Supporting vulnerable older people living within Cambridge through the Independent Living Services 60+ project.
- Providing activities for older people and launching a campaign to encourage people over 60 to apply to become volunteers, to help enhance the service provided to tenants. This benefits the volunteers as well as the recipients and provides increased confidence and more independence.





- Funding a new post to help support older residents, which will be working with the new Community Navigator scheme to help build a network of support for older people in Cambridge.
- Training staff in the use of Assisted Technology that helps with, for example, the prevention and rapid treatment of falls.
- Holding sessions giving advice for new mums on "establishing good sleep patterns for babies and toddlers" for women resident in temporary housing.
- Formally launching with partners the upgrade of the Cambridge-based emergency housing project for homeless people at Zion Baptist Church to improve the standard of accommodation provided at the centre, and also the ways in which it can help homeless people and those sleeping rough.
- Designing new parking tariff signs in our car parks which are clear and easy to understand and have been awarded Crystal Mark status by The Plain English Campaign.
- Establishing a resident's Housing Regulation Panel to enable residents to inspect estate based services and to get improvements made.
- Offering free tickets to the Corn Exchange through 'Open Door' to promote the facility and encourage more people from different backgrounds to use it.
- Holding a health awareness day targeted at the Bangladeshi and wider Asian community in North Cambridge and providing a leaflet, to help improve their take-up of local services.
- Developing provision for Bangladeshi community/Asian community groups in the South of the city at Ross Street Community Centre.
- Using resources from the Government's Prevent programme to help build the capacity of Bangladeshi Community groups so that they can participate better in community life.
- Supporting existing credit unions in the city to increase their number of volunteers and members.
- Introducing an accessible plot at Kendal Way allotments.

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

In the first year of the plan (2012/13) we aimed to:	In the first year we:
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In the first year of the plan (2012/13) we aimed to:	In the first year we:
Undertake 'Mapping Poverty' research and adapt our portfolio and operational plans as appropriate.	<ul style="list-style-type: none"> • Provided briefings for officers and members on about the main messages from administrative data for Council Tax and Housing Benefit. These included the continuing geographical inequalities in the city, and the extent of different groups of people living on a low income. • Fed these issues into the Council's Medium Term Financial Strategy (MTS).
Analyse the outcomes of the 2011 Census, 2010 Index of Multiple Deprivation and Joint Strategic Needs Assessments and adapt our portfolio and operational plans as appropriate.	<ul style="list-style-type: none"> • The first headline results of the 2011 Census at a citywide level have been published recently. Further releases will be made over the next few months. • Analysed initial data releases and circulated briefings to service managers to improve their understanding of our diverse communities.
Work with partners to develop a better understanding of mental health and learning disability issues and identify any gaps in our services	<ul style="list-style-type: none"> • Delivered a series of training sessions for different groups of officers, including front-line staff, to raise awareness about mental health issues • The Cambridge Local Health Partnership is looking at the various reviews and scrutiny of mental health services and will be pushing for improvements in local services.
Carry out an assessment of potential Gypsy and Traveller sites, as part of the local plan development process.	<ul style="list-style-type: none"> • Undertook an assessment of sites for Gypsy and Traveller provision. This followed on from the Cambridge sub-Regional Gypsy and Traveller Accommodation Needs Assessment that was published in 2011. No suitable plots have been identified for Cambridge.
Understand the gaps in the city's provision for cultural activity.	<ul style="list-style-type: none"> • Carried out a scoping exercise at the Big Weekend Review and Planning meeting. Undertook research and consultations with local arts organisations, residents and community groups about provision and identify gaps will be carried out in 2013/14.

In addition to the actions set out in Year 1 (2012/13) the Council's Single Equality Scheme, we have also helped deliver this objective by:





- Learning more about the different groups of tenants living in our housing so that we can deliver a better service.
- Signing up to a countywide Information Sharing Framework that uses new common principles for sharing client data to improve the flow of information.

Objective three: To improve community engagement in the development and delivery of services.

In the first year of the plan (2012/13) we aimed to:	In the first year we:
Develop a forward plan of consultations that the Council will be carrying out.	<ul style="list-style-type: none"> • Put in place a Consultation Register of forthcoming consultations on the City Council's intranet page. We will be exploring opportunities to use the website to allow customers to sign up for alerts for forthcoming consultations.
Carry out annual review of the Council's Code of Practice on Consultation and Community Engagement to ensure that it is being implemented effectively.	<ul style="list-style-type: none"> • Conducted an annual review and presented findings to Strategy and Resources Committee in July 2012. The self-assessment and feedback from residents associations has identified some areas for improvement. The Consultation Working Group is taking these forward to ensure that consultations are consistently to a high standard.
Carry out a review of how we work with different external groups, for example through the Diversity Forum.	<ul style="list-style-type: none"> • Determined clear and distinct roles for the Equalities Panel (advice and scrutiny) and the Diversity Forum (consultation with stakeholders). A set of actions have been agreed and implemented to address some areas for improvement for both forums.
Review the results of the North Area Committee pilot, then agree and implement what changes the committees will make.	<ul style="list-style-type: none"> • Reviewed the results of the pilot and reported the findings to Strategy and Resources Scrutiny Committee in July 2012 reviewing the pilot. Consultation results indicate that the community engagement element of the pilot was a success. Each area committee is now responsible for identifying any changes it wishes to make to meetings to make them more welcoming and inclusive.



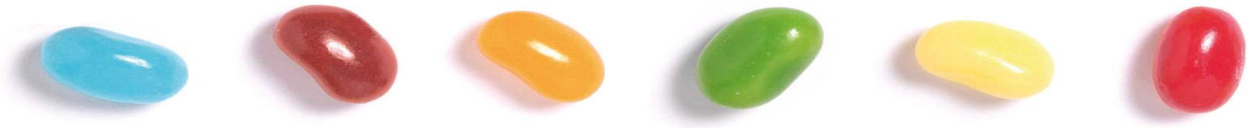


In the first year of the plan (2012/13) we aimed to:	In the first year we:
Consider the implications of the Localism Act and adapt our portfolio and operational plans as appropriate.	<ul style="list-style-type: none"> Developed a process for elements of the Localism Act that have come into force, including for example the Community Right to Bid and the Community Right to Challenge

In addition to the actions set out in Year 1 (2012/13) of the Council's Single Equality Scheme, we have also helped deliver this objective by:

- Carrying out over 25 public consultations of varying sizes and complexity, to find out from local people and other stakeholders how we can deliver better services now and in the future. Consultations included: using focus groups with residents, including young people, BAME residents and those on low incomes, to explore views on spending priorities for the Council and inform budgetary decisions by the Council; running a detailed Residents' Satisfaction Survey with over 1,100 Council tenants and leaseholders; and receiving 11,000 comments in response to consultation on issues and options for the new Local Plan.
- Establishing a Mill Road Traders' Association, which currently has a membership list of over 130 businesses and includes owners from a diverse range of nationalities, including Greece, Turkey, Algeria, India, Korea, China, Australia, and New Zealand.
- Holding a 'Resident's Day' conference, which brought together 80 local people from our diverse communities, to encourage them to engage with and help shape Council services.
- Including Council tenant and leaseholder representatives as advisors for the first time in the council's planning process for new-build and re-developing homes in existing council estates.
- Published an annual report for tenants and leaseholders about our housing services, which included a 'freepost' survey to encourage people to give their feedback so that improvements can be made for the next report in 2013.
- Developing a residents' network and the formation of 3 new Residents' Associations.
- Organising community network events in wards for people involved in local community and voluntary sector organisations. The events can be helpful in finding out what is happening across a ward and in establishing better connections with local communities.
- Using community led publications to promote local grants, activities and events, including Abbey Action and Kings Hedges News.





- Developing a new online guide for putting on community arts and events in Cambridgeshire and Peterborough, called 'Startnow'.
- Organising the Cambridge Arts Network winter conference, which gave local groups the opportunity to share their views about the arts in Cambridge, including how to make the arts more accessible to diverse communities.
- Running street surgeries in estates to help residents talk about local anti-social issues and explore solutions.
- Recruiting a new resident involvement facilitator following requests from housing service users, to support residents in scrutinising the performance of our housing services and making improvements.
- Giving all council tenants and leaseholders city-wide the opportunity to elect six resident representations onto the Housing Management Board.
- Carrying out resident involvement activities at Hazlewood and Molewood Community Day, Hanover and Princess Court Christmas Party, Wulfstan Way Community Day, Trumpington Mix and Mingle, Newtown Mix and Mingle.

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

In the first year of the plan (2012/13) we aimed to:	In the first year we:
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.	The Council has supported local partners in the delivery of a wide range of events and activities to mark or celebrate Holocaust Memorial Day, LGBT History Month, International Women's Day, Black History Month, and Disability History Month.
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.	<ul style="list-style-type: none"> • Continued to provide and promote grant funding to support voluntary and community groups. • Maintained the amount of grant funding available to support voluntary and community groups.
Engage more actively with BAME and other communities who feel vulnerable to provide them with opportunities to express their concerns and have them addressed.	<ul style="list-style-type: none"> • Continued to engage with vulnerable communities with outreach through its community centres, neighbourhood community development work and housing involvement officers and new communities team.






In addition to the actions set out in Year 1 (2012/13) of the Council's Single Equality Scheme, we have also helped deliver this objective by:

- Supporting local community groups in staging local festivals and carnivals in the year, such as the Arbury Carnival and Chesterton Festival, that brought large numbers of people together to celebrate community life.
- Supporting the visit of the Duke and Duchess of Cambridge, which brought together people from different backgrounds and celebrated the diversity of our communities, with visits to 'Jimmy's Night Shelter' and Manor Community College.
- Holding a successful Civic Reception at the Guildhall for Council tenants to network with the Council's Chief Executive, directors, councillors and each other. There were 40% more residents present than last year representing a wider diversity of local people, including young people, older people and BAME residents.
- Running a series very successful *Residents' Exchange Evenings* where residents, staff and councillors from other local authorities like Stevenage, Luton, Bedford and Suffolk came to study the positive practice methods of our resident volunteers.
- Commissioning a documentary film that celebrates the wide variety of arts, sports and cultural events and activities in Cambridge that were inspired by this year's Olympic and Paralympic Games. The film records how people of all ages, abilities and cultural backgrounds came together to celebrate London 2012. The full film is available on the City Council's website and a screening was held at Arts Picturehouse.
- Holding a workshop on the benefits of embracing cultural diversity in the arts. It included an assessment of how well diversity is presently represented in arts activity in Cambridge and how engagement with Cambridge's diverse communities in arts activities and events be improved.

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

In the first year of the plan (2012/13) we aimed to:	In the first year we:
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In the first year of the plan (2012/13) we aimed to:	In the first year we:
Implement the actions arising from the EqlA of employment policies.	<ul style="list-style-type: none"> Continued to carry out EqlAs on new and revised employment policies as a matter of course. Developed a Human Resources EqlA work programme to capture any actions that arise.
Track any patterns in disciplinary cases and grievances, learn the lessons and take appropriate actions.	<ul style="list-style-type: none"> Tracked disciplinary and grievance cases. Reported the results to the Equalities Panel and published the information on the Council website in the workforce report. Continued to assess if there are trends or patterns that we need to learn from.
Implement the action plan arising from the staff survey.	<ul style="list-style-type: none"> Results from the staff survey in relation to discrimination and equality of opportunity were positive, so at the current time there are no actions to implement. Reviewed results from the Council's Staff Survey to assess if there were any additional training needs for equalities issues.
Review the equalities training we offer managers and staff to address any gaps or issues.	<ul style="list-style-type: none"> Provided equalities training during the year to staff and managers as a part of the Council's Corporate Training Programme. Reviewed current suite of equalities training and established that it is fit for purpose.

Objective six: To work towards a more representative workforce within the City Council.

In the first year of the plan (2012/13) we aimed to:	In the first year we:
Investigate opportunities for carrying out a recruitment survey among the BAME community groups in Cambridge.	<ul style="list-style-type: none"> Developed a recruitment survey for circulation to BAME community organisations in early 2013. There will also be a pop-up version of the survey on the jobs portal and Council website. The results of the survey will be analysed and used to inform targeted approaches for the recruitment of under-represented groups.



In the first year of the plan (2012/13) we aimed to:	In the first year we:
Continue our work with the Papworth Trust to support our managers to identify potential job opportunities for disabled people and encourage the Trust's disabled clients to apply for suitable positions.	<ul style="list-style-type: none"> Continued to work with the Papworth Trust. Regular update meetings are held between the Council and the Papworth Trust to ensure support is available for existing staff with disabilities and to encourage people with disabilities to apply for employment positions.
Work with the County Council to explore opportunities for potential work experience placements for young people across Cambridge City Council directorates.	<ul style="list-style-type: none"> Developed process, policy and relevant paperwork have been set up with the Employability partnership (the information, advice and guidance service for young people) to work with Managers across the Council to arrange work experience placements.
Carry out a data validation exercise of our workforce equalities monitoring information.	<ul style="list-style-type: none"> Completed a data validation exercise of our workforce equalities monitoring information. Published regular workforce profiles that include information about groups of people employed by the Council with protected characteristics.

In addition to the actions set out in Year 1 (2012/13) of the Council's Single Equality Scheme, we have also helped deliver this objective by providing apprenticeships for 10 young people in a number of different Council services this year, including a scheme for 16 - 24 year olds in Environmental Cleansing.





Appendix B - What more do we know about people in Cambridge?

Since the Council's Single Equalities Scheme was published in March 2012, data from Census 2011 has begun to be released, improving our understanding of the people that live and work in Cambridge. Whilst further detail is still to emerge the picture that is provided by early Census 2011 releases shows that Cambridge continues to be a diverse City and a place of population growth.

Since 2001 the number of people living in Cambridge has increased by 15,000 people or 12.7%, to an estimated 123,900 people. The number of households in Cambridge has also increased by 4,042 or 8.6% since 2001. The Council expects this rate of growth to continue into the future due to the planned construction of new homes in the City.

Migration

People are drawn to Cambridge because it has an international reputation as a centre for academic excellence and research and has a thriving high-tech sector. This economic success contributes to a high jobs density in the City but has also led to a high cost of living and low housing affordability.

The Office for National Statistics (ONS) has recently changed its approach to estimating migration. Presently ONS believe that 1,000 people leave Cambridge, more than arrive, each year providing a projection of a slightly decreasing population over a ten-year period. The Council is challenging the basis of this new approach because it feels it does not reflect what experience and results of the 2011 Census tell us about our growing population. The Council feels strongly that more people decide to stay in Cambridge than is presently estimated and that migration (internal and international) positively contributes to our growing population.

There is also a substantial churning in our population. According to the Council's own Electoral Registration records just over a fifth of the City's registered population changes each year. In November 2012 there were nearly 92,000 people registered in Cambridge. If you add in the number of non-responding properties, largely attributed to people from overseas





(non-EU and Commonwealth) who are ineligible to vote (at 10% of households), this provides a picture of a dynamic population.

Partly because of the high level of migration to Cambridge, it is increasingly becoming a more diverse place with a number of different communities evenly spread, rather than concentrated, out across the geographical area of the City. The 2011 Census shows us that just under a third of people (33.1% or 46,100 people) resident in the City were born outside of England. In 2001 just under a quarter of people (23.9% or 26,100 people) were born outside England. During the intervening period the number of people born in England, resident in Cambridge, has remained at nearly the same number (82,900 people). This suggests that the growth of the Cambridge has been supported by an increase in people from the European Union (the proportion doubling to nearly 8%) and people from outside the European Union (the proportion increasing by nearly a third to just under 18%).

Ethnicity

The 2011 Census shows that Cambridge continues to be one of the most diverse places in the country, outside of London, with an increasing proportion of its population made up of ethnic groups that are not white. 66% (or 81,742 people) of Cambridge's population identified themselves as White British, 1.4% (1,767 people) White Irish and 15% White other, giving 82.5% (or 102,205 people) in total. 2011 Census showed 89.5% in total.

In 2011, 17.5% (or 21,700 people) identified themselves as belonging to other ethnic groups, compared to 10.0% in 2001. The largest of which were Bangladeshi, Chinese and Indian, representing an aggregated proportion of the population of 7.9% (or 9,716 people).

The 2011 Census identified Gypsy/Travellers as an ethnic group for the first time and showed 109 people from this group living in Cambridge. In Cambridge, much of the traveller population is settled in housing rather than caravans. The Cambridge Area Travellers Needs Assessment estimated that in Cambridgeshire and Peterborough Gypsy/Travellers to be one of the largest minority ethnic groups in the county (at 6,080 people in 2005).





The 2011 Census also identified languages spoken in households. This reveals while 90% of households in the City contain at least one person who speaks English as a first language, there are 4,917 households (10% of all households) in Cambridge where no one in the household speaks English as a first language.

Religion or Belief

Table 1, on the following page, shows the religious make up of Cambridge in 2001 and 2011 according to Census data.

Table 1: People in Cambridge identifying their Religion or Belief

	2001 Census		2011 Census	
Total Population	108,900		123,900	
Christian	62,764	57.65%	55,514	44.8%
Muslim	2,651	2.44%	4,897	4.0%
Hindu	1,293	1.19%	2,058	1.7%
Buddhist	1,139	1.05%	1,573	1.3%
Jewish	850	0.78%	870	0.7%
Sikh	205	0.19%	213	0.2%
Other	531	0.49%	703	0.6%
Religion not stated	10,465	9.61%	11,200	9.0%
No religion	28,965	26.61%	46,839	37.8%

Table 1 shows that the religion with the highest proportion of followers in Cambridge is still Christianity, although this has shrunk by just over 10% since 2001. Cambridge remains among the districts with the highest proportions of people stating that they have no religion in the country (37.8%). The proportion of people who are Muslim has increased from 2.44% to 4.0% since 2001.

Age

Cambridge’s age structure differs significantly from the other districts in Cambridgeshire and nationally. The median age of people resident in Cambridge is thirty-one, one of the lowest medians for a local authority population in the country. Over half of Cambridge’s population continues





to be between 15-44¹. Cambridge has the highest proportion of 15-24 and 25-44 year olds in Cambridgeshire. This is primarily due to its large student population, with around 25,000 people attending Cambridge's universities.

Whilst the proportion of people over 65 has reduced since 2001, from 13.1% to 11.8%, the overall number has remained about the same at 14,500 people. This is contrary to the wider trend in Cambridgeshire and nationally of an aging population. In Cambridge, however, the number of the very elderly (85 years plus) has grown in number, from 2,100 to 2,700 over the ten-year period.

Gender

According to 2011 Census, there were 103.5 males to every 100 females resident in Cambridge, which is higher than the national average.

Disability

Estimates of disability prevalence are highly dependent on the definition of disability used. The OPCS Survey of disability estimated that in 2006 8% of the Cambridgeshire population had a disability. The 2011 Census reported that 22.2% of households in Cambridge contained at least one person with a long term illness, health problem or disability which limit their daily activities, compared with 13.7% in 2001.

¹ <http://www.cambridgeshire.gov.uk/NR/rdonlyres/3B0B3A7B-E448-4D61-A853-0B5A1A467969/0/CambridgeCityDistrictReport2011.pdf>

