

Annual statement – Liberal Democrat Group

Cambridge is one of the most prosperous cities in the UK. Aware that the difference between moving forward and backwards can be very slight in uncertain economic times, the Council will continue to create the conditions for success.

Yet Cambridge also possesses pockets of real disadvantage. It will remain this Council's determination to use its powers to help remove obstacles to the inclusion of the whole population in the success of the city.

In doing this, the council is obliged to continue its planning to account for the steep and ongoing reduction in central government financial support that is faced by all councils and restrictions in its own tax raising powers.

Through its contribution and influence, the council will continue to shape a liberal city of the 21st century:

- Which celebrates its diversity, unites in its priority for the disadvantaged and strives for community wellbeing;
- Whose citizens feel they can influence public decision-making and are equally keen to pursue individual community initiatives;
- Where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all;
- Which recognises and meets needs for housing of all kinds - close to jobs and neighbourhood facilities;
- Which draws inspiration from its iconic historic centre and achieves a sense of place in all its parts with generous urban open spaces and well-designed buildings;
- With a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery;
- Where getting around is primarily by public transport, bike and on foot;
- In the forefront of low carbon living and minimising its impact on the environment from waste and pollution.

Agreed Portfolio Plans for 2013-14 will drive our detailed agenda. These objectives are appended.

Overarching this will be:

Shaping the Cambridge of the future

We will oversee the continued delivery of additional homes in the city. Included in this will be the planning of our own standard-setting development at Clay Farm. We will also revise and extend our local plan out to 2031, ensuring that further housing and employment provision matches forecast need in relation to the city and its surrounding area in a co-ordinated manner. We will do this while respecting the essential characteristics of the city and its setting which help to make its quality of life so attractive. We will reinforce this through projects to improve cycle parking in the city centre and progressing our initiative for 20mph speed limits on residential roads.

Addressing our financial challenges

We will maintain our challenge to established ways of operating and provoke new thinking on alternative methods of organisation and delivery. In so doing we will strive to safeguard basic universal services, services to the disadvantaged and getting right the decisions for

the future for which we have only one chance. Focused not only on the next budget, but future ones, we will bring forward plans in relation to sharing services with other councils, increasing income and building utilisation. We will also formulate plans for integrating our Community Development and Arts & Recreation services, creating a new mix of great established strengths, from which we can consider new ways of empowering communities.

Responding to Welfare Reform

We will continue to implement those aspects of welfare reform for which we have been given responsibility by central government as sensitively as we are able. We will carefully monitor their impact on people within the city and manage our other services supportively, in particular through our role as a self-financing housing authority. We will challenge central government on elements of the reforms that do not work fairly or reasonably. We will work to ensure our service centre provides an excellent service at a time of increased uncertainty and we will maintain our longstanding close co-ordination with the Citizens Advice Bureau and our new relationship with local Credit Unions.

Seeking a new deal for the Greater Cambridge area

We will engage in negotiations with central government to try and secure a 'City Deal'. If successful this would see a share of national taxation arising from the growth in the local economy returned to the area for the improvement of local infrastructure, particularly transport. It would require the pooling of some strategic powers between the City, South Cambridgeshire and the County Council, for the first time formally recognising the importance of this city region and its contribution to the national economy. This can help us to make better sense of the restrictive boundaries and multiple tiers of local government that beset us. We will also explore the support available to further simplify local democratic accountability through a unitary council based on the south of Cambridgeshire.

13.05.2013

Cambridge City Council

Portfolio Plans 2013-14

May 2013

Environmental & Waste Services	
Strategic Objective EW 1:	Make the most of opportunities to use the waste generated within the City as a resource
By March 2014 we will have:	<p>EW 1.1 Implemented a programme of activities to increase the proportion of waste that is recycled within the City</p> <p>EW 1.2 Increase the percentage of commercial waste recycled from the 2012/13 baseline by offering businesses competitive rates for our recycling services which are considerably less than the cost of refuse prices.</p> <p>EW 1.3 Successfully negotiated a specification on a joint Materials Recycling Facility (MRF) contract.</p> <p>EW 1.4 Delivered a programme of joint projects with partner authorities in the RECAP Advanced Waste Partnership, subject to the approval of an overall business case for the project.</p>
Strategic Objective EW 2:	Improve local environmental quality within the City
By March 2014 we will have:	<p>EW 2.1 Increased the number of street litter and recycling bins and dog litter bins</p> <p>EW 2.2 Introduced a rapid response team to respond quickly to environmental emergencies outside the</p>

	<p>city centre</p> <p>EW 2.3 Explored opportunities to provide an enhanced street cleansing service in the city centre for the CBID partnership</p> <p>EW 2.4 Worked with the Police and PCSOs to take enforcement action against dog fouling, following the introduction of dog control orders</p> <p>EW 2.5 Developed a programme of continued refurbishment of our public toilets and investigated opportunities for providing community toilets</p> <p>EW 2.6 Worked with businesses and residents to secure, maintain and develop compliance with environmental health legislation in alternative ways such as business forums or targeted communication</p>
Strategic Objective EW 3:	Ensure that environmental quality and service standards are maintained as the City grows and the population increases
By March 2014 we will have:	<p>EW 3.1 Agreed cross-border refuse and recycling collection arrangements with South Cambridgeshire District Council to meet the needs of new developments which cross administrative boundaries</p> <p>EW 3.2 Completed the 'Cambridge Real Emissions Project' in partnership with our external partners and the County Council in order to provide detailed evidence of the air quality impacts of City Centre transport options.</p> <p>EW 3.3 Ensured that current standards of street cleanliness in the city are extended to newly adopted streets in the growth areas</p> <p>EW 3.4 In Cab technology installed in refuse trucks to improve services to customers</p>

Housing	
Strategic Objective HS 1:	Maximise the delivery of new sustainable housing in a range of sizes, types and tenures - at least maintaining current standards and driving energy efficient homes for residents
By March 2014 we will have:	<p>HS 1.1 Worked with developers, Registered Providers (housing associations) and planners to ensure that the city's social and market housing (including private rented housing) stock continues to grow, including 40% Affordable Housing in most new developments and the delivery of the Council's own new build programme.</p> <p>HS 1.2 Worked with Registered Providers to ensure the current standard of new build housing is maintained in terms of size, construction, layout and to at least Level 4 of the Code for Sustainable Homes.</p> <p>HS 1.3 Established the extent that new specialist housing is supported by the new Health and Well-being Board; the Local Health Partnership and the County Council in terms of the prioritisation of revenue funding.</p> <p>HS 1.4 Assessed the potential for the provision of additional Gypsy and Traveller sites, as part of the local plan development and in discussion with South Cambridgeshire District Council and the County Council.</p>
Strategic Objective HS2:	Make the best use of existing homes

<p>By March 2014 we will have:</p>	<p>HS 2.1 Increased staff capacity in City Homes to mitigate the most adverse impact of welfare reforms and to settle people moving on to alternative housing from existing housing that is to be redeveloped.</p> <p>HS 2.2 Completed our annual planned maintenance programme of works that ensure City Homes continue to be maintained to the best possible standard.</p> <p>HS 2.3 Maintained and promoted services to take action effectively against private sector landlords that do not comply with housing health and safety matters as well as landlord and tenant issues.</p> <p>HS 2.4 Prioritised bringing back into occupation long standing empty homes in the private sector.</p>
<p>Strategic Objective HS 3:</p>	<p>Deliver good quality housing related advice to help prevent homelessness</p>
<p>By March 2014 we will have:</p>	<p>HS 3.1 Focused our housing advice to keep homelessness to a minimum and help prevent homelessness by offering early advice on alternative housing options.</p> <p>HS 3.2 Increased the range of temporary housing available to minimise the impact on households who become homeless or who are threatened with homelessness and reinforced our work with partner organisations to support people with a history of homelessness to find a settled home.</p>

Planning & Climate Change

Strategic Objective PCC 1:

To have made progress on developing a new spatial vision for Cambridge to 2031 specifically through the formal review of the Cambridge Local Plan 2031 to the submission and examination stages

By March 2014 we will have:

- PCC1.1 Consulted on the submission stages of the new local plan consistent with current legislation and national planning policy and guidance. Developed and consulted at key stages on the council's approach to the Community Infrastructure Levy. Submitted the new local plan for examination by the Secretary of State.
- PCC1.2 Taken a lead role under the duty to co-operate in the delivery of the emerging strategic planning function at the sub-regional level and in the ongoing working arrangements with the Local Enterprise Partnership
- PCC1.3 Worked jointly with the County and South Cambridgeshire on the review of the local plans and County Transport Strategy
- PCC1.4 Delivered ongoing the statutory planning function and growth commitments in accordance with the existing local plan (2006), to agreed time and quality of outcome (e.g. by application and use of relevant charters, design codes and standards). Ensured ongoing review of quality outcomes and emphasis on design quality through involvement of Cambridgeshire Quality Panel, Design and Conservation Panel and annual post-hoc development review by the Planning, Area and Joint Committees
- PCC1.5 Implemented principles of the Localism agenda relating to community engagement in the

	<p>development plan process and the neighbourhood planning responsibilities</p> <p>PCC1.6 Built upon the earlier review and restructure of the planning service, further improving performance and efficiency, especially in the area of planning application processing.</p>
Strategic Objective PCC 2:	To protect and enhance the unique character of the city and to safeguard the quality of green spaces and trees through the planning and delivery of high quality and sustainable new developments
By March 2014 we will have:	<p>PCC2.1 Worked closely with developers and other stakeholders to ensure that new development is of a high design quality and environmental sustainability and contributes positively to the character of the built and green space of the city.</p> <p>PCC2.2 Continued to secure funding for a range of public art projects across the City. Approved the Public Art Commissioning Strategy and devolved some decision making for public art projects down to area committees.</p> <p>PCC2.3 Developed and adopted a tree strategy, in consultation with key stakeholders, that sets out the council's overarching policy for trees within the city and how they will be preserved for future generations.</p> <p>PCC2.4 Ensured that the planning enforcement function is more responsive (meeting reasonable expectations of those making complaints), more visible and that enforcement activities are given a higher priority by the planning service.</p>

Strategic Objective PCC 3:	To reduce carbon emissions from the Council’s estate and operations and work with local partners to address the causes and effects of climate change
By March 2014 we will have:	<p>PCC3.1 Reduced carbon emissions from our estate and operations by delivering the second-year projects identified in our Carbon Management Plan</p> <p>PCC 3.2 Identified opportunities to set high sustainability standards for the design and construction of new developments through the Local Plan</p> <p>PCC 3.3 Taken forward a joint programme with partner local authorities to deliver a Green Deal model for Cambridgeshire.</p> <p>PCC 3.4 Worked with stakeholders in the Cambridge Retrofit project to explore a long-term model for financing and delivering energy efficiency improvements to existing properties in Cambridge.</p> <p>PCC 3.5 Worked with partner organisations including the University of Cambridge, Anglia Ruskin University and the private sector to develop options for a commercially viable district-heating scheme.</p>
Strategic Objective PCC 4:	To work with partners, businesses and transport operators to improve accessibility within the city, including the new neighbourhoods, to promote and support convenient and safe movement by foot, cycle and public transport by taking advantage of opportunities such as Local Sustainable Transport fund. To secure the implementation of new 20mph zones in residential areas and local centres across the city (subject to the outcome of consultation).
By March 2014 we will have:	<p>PCC4.1 Delivered new transport measures and actions to improve facilities for pedestrians, cyclists and public transport users, including in the new developments through (for instance) provision of guidance and advice to developers on cycling.</p>

	<p>PCC4.2 Contributed to the review of area transport plans and proposed projects for investment, supporting the local process of bidding for new and implementing relevant funding sources including the Regional Growth Fund, Local Sustainable Transport and Better Bus Area Funds.</p> <p>PCC4.3 Subject to the outcome of consultation, the delivery of additional new 20mph zones across the City with partners, increasing road safety for all users and facilitating increased use of alternative modes of travel.</p> <p>PCC4.4 Undertaken a public consultation on the preferred options for the redevelopment of the Park Street car park site and determined a plan of action.</p> <p>PCC 4.5 Deliver the additional cycle parking spaces within timescales and as per the budget set out in the cycle parking project.</p>
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Strategy	
Strategic Objective S 1:	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>
Strategic Objective S 2:	Working in partnership to promote economic growth and development
By March 2014 we will have:	S2.1 Strengthened our partnership with the Local Enterprise Partnership and other partners to foster sustainable growth in the Greater Cambridge economy

	S2.2 Negotiated a City Deal for the Greater Cambridge sub-region with Government, established effective governance arrangements; and begun implementation of key projects
Strategic Objective S 3:	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>

Customer Services & Resources

Strategic Objective CSR 1:	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>CSR 1.1 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>
Strategic Objective CSR 2:	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:	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

	<p>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 Electoral Registration.</p>
Strategic Objective CSR 3:	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>
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Community Wellbeing	
Strategic Objective CW 1:	Strive to continue to provide high quality and sustainable services in neighbourhoods across the city in a time of austerity
By March 2014 we will have:	<p>CW 1.1 Implemented Year 1 of the Children and Young People’s Participation Service Business Plan and completed an annual review of progress.</p> <p>CW 1.2 Agreed a strategy for the future management of the Council’s community facilities which protects them in the long term for Cambridge residents and responds to the localism agenda and future pressures on public sector funding.</p> <p>CW 1.3 Effectively promoted and managed a comprehensive grants programme that supports the city’s thriving voluntary sector.</p>
Strategic Objective CW 2:	Ensure new communities in the southern fringe and north west Cambridge growth sites are well integrated with existing communities
By March 2014 we will have:	<p>CW 2.1 Maintained and strengthened effective and well supported community engagement structures across the southern fringe growth sites and established effective structures across the north west Cambridge growth sites.</p> <p>CW 2.2 Involved stakeholders and residents in the design and future management arrangements for new community facilities at Clay Farm, the University site and NIAB1.</p>

	CW 2.3 Participated actively with partners to open the new community facilities on Trumpington Meadows.
Strategic Objective CW 3:	Work strategically with local partners to deliver key local priorities
By March 2014 we will have:	<p>CW 3.1 Ensured that the Local Health Partnership sets priorities on public health work within the City Council linked to the priorities of the Cambridgeshire Health and Well being strategy.</p> <p>CW 3.2 Implemented plans for ultra fast broadband coverage within the city area, as part of the Connecting Cambridgeshire initiative, subject to successful bids for Government funding.</p>
Strategic Objective CW 4:	Enable all City residents to have the opportunity to influence, access and benefit from arts and sports, and in particular, to increase our focus on the delivery of growth related services to existing and new communities across the City
	<p>CW 4.1 Put in place mechanisms to encourage and support more local groups to apply for Area Committee funding</p> <p>CW 4.2 Implemented Year 1 of the 3-year business plan for the Guildhall and Corn Exchange including undertaking essential improvements and marketing activity.</p> <p>CW 4.3 Awarded a new 7 year leisure management contract</p> <p>CW 4.4 Organise activity to celebrate 150th Anniversary of the Football Association and 400th Anniversary of Parker's Piece</p> <p>CW 4.5 Identified and implemented methods for increasing participation by under-represented groups and people with protected characteristics</p> <p>CW 4.6 Developed the role of the Cambridge Arts Network to better coordinate and promote the city's</p>

	<p>arts and cultural offer and improve networking and support for arts providers and practitioners</p> <p>CW 4.7 Produced new 5-year plans for Sports Development, Open Space and Play.</p> <p>CW 4.8 Continued to work with all parties to explore proposals for a community stadium for Cambridge.</p> <p>CW 4.9 Implemented plans to support new communities living in major growth areas – through arts, events and sport provision</p> <p>CW 4.10 Undertaken a facilities audit and needs analysis of creative workspace and identified a process for addressing arts needs within the new Local Plan</p>
Strategic Objective CW 5:	Maintain and enhance the City’s reputation and identity through provision of high-quality, accessible arts and sports activities
	<p>CW 5.1 Plan and coordinate multi agency arrangements for the Tour de France: Grand Depart third leg start from Cambridge to London on 7 July 2014.</p>
Strategic Objective CW 6:	Protect the environment and tackle the causes and consequences of climate change
	<p>CW 6.1 Implemented measures to improve waste management and energy efficiency measures in leisure facilities</p>

Public Places	
Strategic Objective PP 1:	Enable all City residents to have the opportunity to influence, access and benefit from public places and, in particular, to increase our focus on the delivery of growth related services to existing and new communities across the City
By March 2014 we will have:	<p>PP 1.1 Encouraged a more strategic use of open space for events.</p> <p>PP 1.2 Introduced new allotment sites and community orchards</p> <p>PP 1.3 Delivered developer contribution-funded Public Art projects as prioritised by Area and Scrutiny Committees.</p> <p>PP 1.4 Made improvements to open space, sport & recreation provision by delivering 3 new developer contribution-funded projects for each part of the City as approved by Area Committees.</p> <p>PP 1.5 Implemented plans to support new communities living in major growth areas – through public open space provision</p>
Strategic Objective PP 2:	Maintain and enhance the City’s reputation and identity through provision of well-managed public places
By March 2014 we will have:	<p>PP 2.1 Reviewed and updated licensing arrangements for activities on parks and open spaces</p> <p>PP 2.2 Introduced a revised Tree Management Protocol which aligns with devolved decision making to Area Committees</p> <p>PP 2.3 Reviewed the quality and quantity of benches, recycling/litter and dog waste bins and improve</p>

	<p>as required</p> <p>PP 2.4 Undertaken a review of riverbank management</p> <p>PP 2.5 Explored options for renovation or rebuilding of Rouse Ball Pavilion on Jesus Green</p> <p>PP 2.6 Worked with stakeholders to develop a management plan for Coldham's Common</p>
Strategic Objective PP 3:	To ensure that projects within the City Council's Capital & Revenue Projects Plan are prioritised and delivered in a cost effective and timely manner
By March 2014 we will have:	<p>PP 3.1 Delivered prioritised schemes in relation to Council and Area Committee objectives</p> <p>PP 3.2 Produced management plans for every approved project, including timetables for delivery</p> <p>PP 3.3 An in-house management approach that oversees delivery of designated projects</p> <p>PP 3.4 Monitoring mechanisms in place for scrutinising and reporting progress of the Council's Capital & Revenue Projects Plan, including revised budget forecasts</p>
Strategic Objective PP 4:	Protect the environment and tackle the causes and consequences of climate change
By March 2014 we will have:	<p>PP 4.1 Identified opportunities to improve biodiversity, sustainability and waste management on our parks and open spaces and mitigate against surface water flooding by retro-fitting drainage solutions</p> <p>PP 4.2 Supported corporate engagement with proposals for a community district heating/combined heat & power scheme</p> <p>PP 4.3 Reviewed environmental control within outdoor events and set new improvement targets</p>

Strategic Objective PP 5:	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)
	PP 5.1 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.
Strategic Objective PP 6:	To ensure that the Council's assets are used to deliver the maximum possible benefit to the Council and to the citizens of Cambridge
	PP 6.1 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.
Strategic Objective PP 7:	Strive to continue to provide high quality and sustainable services in neighbourhoods across the city in a time of austerity
	<p>PP 7.1 Developed the commemorations service to extend choices to the bereaved and improve the council's commercial performance</p> <p>PP 7.2 Rationalised the operational side of the cremation services to improve efficiency and reduce costs.</p>