



**ANNUAL REPORT AND  
SUMMARY STATEMENT OF  
ACCOUNTS**

**FOR THE YEAR ENDING  
31 MARCH 2014**

**DRAFT**

# Annual Report

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This document is available on our website at [www.cambridge.gov.uk](http://www.cambridge.gov.uk)

# Annual Report

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## Annual Report 2013/14

Cambridge City Council continues to provide a wide range of services to people that live in, work in and visit Cambridge.

The services provided by the City Council include:

- ◆ Keeping the streets and public open spaces clean.
- ◆ Emptying refuse and recycling bins.
- ◆ Providing a range of leisure facilities, including swimming pools and community centres, and providing entertainment in the City's parks and at the Corn Exchange.
- ◆ Awarding a wide range of grants to support local organisations and community groups.
- ◆ Providing a wide range of play activities for children and young people.
- ◆ Developing a new local plan for Cambridge to guide development to 2031. Offering planning advice, progressing planning applications and making sure that new buildings and alterations are safe.
- ◆ Providing housing advice and support, and working with partners to meet peoples' housing needs.
- ◆ Acting as landlord to over 7,000 council-owned properties.
- ◆ Processing housing benefit and council tax support applications.
- ◆ Monitoring and enforcing food and drink hygiene standards, together with noise and air pollution.
- ◆ Licensing food premises, street traders and entertainment venues.
- ◆ Addressing anti-social behaviour, in partnership with the Police and other agencies.
- ◆ Managing council run car parks.
- ◆ Organising and managing elections and the electoral register.
- ◆ Council tax and business rate administration.

The City Council serves a population of about 125,500 residents in an almost entirely urban area in an otherwise mainly rural county. Cambridge is a sub-regional centre with high levels of inward travel to work and for shopping and leisure activities, which adds significantly to the day-time population. The Council provides many services that are used by people who live outside of the city as well as residents, which places additional pressure on our resources.

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The city is at the centre of a housing growth region, with many new homes planned for sites on the southern and north-west fringes of Cambridge. The provision of good quality affordable and sustainable housing is a priority for the Council and it has set a target for developers of 40% affordable housing to be provided on all new residential sites, including the larger growth sites.

## What we want to achieve

Cambridge City Council's vision guides everything we do. For 2013/14 our vision statement, which is shared with Cambridge citizens and partner organisations, was:

### Vision Statement

#### *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.

## How we will achieve our vision for Cambridge

### Portfolio Plans

The Executive is made up of the Leader of the Council and six Executive Councillors. Each Executive Councillor is responsible for a specific group of services, known as a portfolio, and they can make decisions about the services they are responsible for. The 2013/14 Portfolios were:

- Community Wellbeing
- Customer Services and Resources
- Environmental and Waste Services
- Housing
- Planning and Climate Change
- Public Places
- Strategy

Each Executive Councillor has a Portfolio Plan that sets out how the services they are responsible for will contribute to the achievement of the council's vision for Cambridge. The following pages outline what we achieved over the past year as a result of our 2013/14 Portfolio Plans.

Further information about the Council's performance and its priorities for 2014/15 can be found on our website at: <https://www.cambridge.gov.uk/portfolio-plans>

### Community Wellbeing

During 2013/14 we:

- ◆ Carried out essential improvements to the Corn Exchange and Guildhall Halls and improved their marketing as part of the first year of a three year business plan to increase revenue from the number and type of events held.
- ◆ Awarded a new seven year leisure management contract.
- ◆ Organised activities with partners to celebrate the 150th Anniversary of the Football Association and 400th Anniversary of Parkers Piece during the Big Weekend.
- ◆ Developed the role of the Cambridge Arts Network to better coordinate and promote the city's arts and culture offer and improve opportunity for networking and support amongst arts providers and practitioners.
- ◆ Produced a new three-year plan for Sport & Physical Activity.
- ◆ Planned and coordinated multi-agency arrangements for the Tour de France: Grand Depart third leg start from Cambridge to London.
- ◆ Delivered the first year of our plan for our Children and Young People's Participation Service (ChYpPS) and delivered our income target for the service.

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- ◆ Delivered our plan for the future management of the Council's community facilities and achieved our savings target for the year. Continued to promote and manage a grants programme that supports the city's community and voluntary sector.
- ◆ Strengthened our community engagement work across the southern fringe growth sites and started to establish new community engagement structures across the north-west Cambridge growth sites.
- ◆ Involved stakeholders and residents in the design and future management arrangements for new community facilities at Clay Farm, the University site and NIAB1 and participated actively with partners to open new facilities at Trumpington Meadows.
- ◆ Supported plans for ultra-fast broadband coverage within the city area, as a part of the "Connecting Cambridgeshire" initiative.

## Customer Services and Resources Portfolio Plan

### During 2013/14 we:

- ◆ Completed upgrades to 1,000 desktops in the Council, transitioned to a new ICT support provider and joined a county wide private network, enabling sharing and cost savings.
- ◆ Explored further opportunities to work in collaboration, or share services with other public sector organisations, in order to create efficiencies or improve our resilience.
- ◆ Enabled more staff to work more flexibly and efficiently, by providing appropriate support in terms of buildings, technology and working practices.
- ◆ Sought to maximise the commercial return from the development of growth sites on the southern and north-eastern fringes of the city, subject to the Council's other objectives for these developments.
- ◆ Made preparations to improve electoral registration rates in the Cambridge City electoral area and for the implementation of Individual Electoral Registration.
- ◆ Implemented our Local Council Tax scheme as part of the government's welfare reforms, ensuring that the most vulnerable in the city are supported.
- ◆ Supported individuals affected by welfare reforms.
- ◆ Prepared the Council's own systems and liaised with partners, such as the Department of Work and Pensions, for the future implementation of welfare reforms.

## Environment and Waste Portfolio Plan

### During 2013/14 we:

- ◆ Put in place a programme of activities that increased the proportion of waste that is recycled in the city and installed additional recycling banks for textiles and small WEEE (waste, electrical and electronic equipment).

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- ◆ Offered businesses incentives to use our recycling services to increase the proportion of commercial waste recycled.
- ◆ Set up a new commercial food waste collection service.
- ◆ Tendered for a county wide specification for a joint materials recycling facility contract.
- ◆ Delivered a programme of joint projects with partners in the RECAP Advanced Waste Partnership and targeted secondary schools on a waste prevention campaign.
- ◆ Reviewed cross-border refuse and recycling collection arrangements with South Cambridgeshire District Council to meet the needs of our new developments that straddle boundaries.
- ◆ Completed the “Cambridge Real Emissions” project with our partners to provide detailed evidence of air quality impacts of city centre transport options.
- ◆ Installed in-cab technology to our refuse trucks to improve services to our customers.

## Housing Portfolio Plan

### During 2013/14 we:

- ◆ Worked with developers, registered providers (housing associations) and planners to increase the city’s social and market housing stock. Over 300 new Affordable Housing dwellings were completed.
- ◆ Completed the redevelopment of Seymour Court to include the provision of 20 new homes for older people.
- ◆ Ensured that the current standard of building by registered providers is maintained in terms of size, construction and layout to at least level four of the Code for Sustainable Homes.
- ◆ Assessed the potential for the provision of additional gypsy and traveller sites as part of the development of the Local Plan, in discussion with South Cambridgeshire District Council and Cambridgeshire County Council.
- ◆ Completed our annual planned maintenance programme of works to maintain city homes to the best possible standard.
- ◆ Continued to take action against private sector landlords that do not comply with health and safety requirements or good tenant management.
- ◆ Provided housing advice to keep homelessness to a minimum and help prevent homelessness by offering early advice on alternative housing options.
- ◆ Increased the range of temporary housing available to minimise the impact on households that become homeless or threatened with homelessness.

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## Planning and Climate Change Portfolio Plan

### During 2013/14 we:

- ◆ Took our emerging local plan through consultation and the key stages of our approach to the Community Infrastructure Levy and submitted the new local plan for examination by the Secretary of State.
- ◆ Took a leading role under the duty to co-operate in the delivery of the emerging strategic planning function at the sub-regional level
- ◆ Worked jointly with South Cambridgeshire District Council and Cambridgeshire County Council on the review of local plans and the County Transport Strategy.
- ◆ Implemented principles of the localism agenda relating to community engagement in the development plan process and neighbourhood planning responsibilities.
- ◆ Improved the performance and efficiency of our planning service, especially in the area of planning application processing.
- ◆ Worked closely with developers and other stakeholders to ensure that new developments are of a high design quality and environmentally sustainable and contribute positively to the character of the built and green space of the city.
- ◆ Continued to secure funding for a range of public art projects across the city.
- ◆ Adopted a tree strategy, in consultation with key stakeholders, that set out the council's overarching policy for the trees within the city and how they will be preserved for future generations.
- ◆ Took forward a joint programme with partner local authorities to deliver a Green Deal model for Cambridgeshire and secured £7.8 million in additional funding from central government.
- ◆ Continued to work with partners in the Cambridge Retrofit project towards a long-term approach for financing, monitoring and delivering energy efficiency improvements to existing properties in Cambridge.
- ◆ Delivered new transport measures and actions to improve facilities for pedestrians, cyclists and public transport users, including in the new developments in the city.
- ◆ Contributed to the review of area transport plans and proposed projects for investment, supporting the local process for bidding for new and implementing relevant funding sources.
- ◆ Put in place with our partners, additional new 20 mph zones in parts of the city .
- ◆ Delivered additional cycle parking places in accordance with our cycle parking project.

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## Public Places

### During 2013/14 we:

- ◆ Developed a more commercial approach for our tourism service and made good progress in identifying a sustainable model of tourism that is less reliant on the Council.
- ◆ Supported the new Business Improvement District to deliver the projects set out in its business proposal.
- ◆ Developed our commemorations service to extend choices to the bereaved and made the service operate more efficiently.
- ◆ Increased the number of street and recycling bins and dog litter bins in the city.
- ◆ Worked with the police and PCSOs to take enforcement action against dog fouling following the introduction of dog control orders.
- ◆ Introduced a rapid response team to respond to environmental emergencies outside of the city centre.
- ◆ Continued to refurbish our public toilets and look at opportunities for providing community toilets.
- ◆ Delivered developer contribution-funded public arts projects that were prioritised by the Council's Area and Scrutiny Committees.
- ◆ Introduced a revised Tree Management Protocol that aligns with the Council's Area Committee decision-making cycle.

## Strategy Portfolio Plan

### During 2013/14 we:

- ◆ Contributed to continuing reductions in recorded incidents of anti-social behaviour.
- ◆ Reviewed the impact of our current interventions with the street life community and developed a refreshed action plan with our partners to work with vulnerable individuals.
- ◆ Gave victims a greater say in the solutions to anti-social behaviour and low level crime by increasing our referrals to Neighbourhood Resolution Panels.
- ◆ Secured on-going resources for our Community Safety Partnership to enable continued strong inter-agency sponsorship of projects.
- ◆ Worked with the Local Enterprise Partnership and others to support sustainable growth in the Greater Cambridge economy.
- ◆ Concluded negotiations for a City Deal for the Greater Cambridge sub-region with the Government, securing up to £500 million of new funding.

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- ◆ Explored the potential for generating income from council services and the feasibility of sharing services with other partners in the public sector.
- ◆ Progressed an accommodation strategy for the council and its associated savings.

# Summary Statement of Accounts

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## Introduction

The services provided by local councils affect everyone's quality of life. Money is needed to carry out the functions and services that the Council provides and the Council's accounts are an important element in demonstrating the stewardship of public money. They show the resources available and how they have been used to deliver everyday services to the City's residents, visitors, businesses and other organisations.

Each year, the Council is legally required to produce a Statement of Accounts that presents the Council's financial activities and gives details of the overall financial position, however, much of the information in the document is of a technical nature in order to satisfy statutory requirements.

The following Summary Accounts are intended to be a more user-friendly version of the detailed publication and to provide a brief overview of the Council's financial position for the year ending 31st March 2014.

## Head of Finance's Statement

The Council's Statement of Accounts has been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2013/14 based on International Financial Reporting Standards.

The figures in this summary were originally compiled having regard to proper accounting practice. To help make this summary easier to understand we have simplified the presentation of some figures.

The full 2013/14 Statement of Accounts has been audited by Ernst & Young who gave an unqualified audit opinion.

### **Caroline Ryba**

A full copy of the Council's 2013/14 audited accounts is available on our website or from:

Head of Finance  
Cambridge City Council  
PO Box 700  
Cambridge  
CB1 0JH

The Council can also produce electronic or large print copies. We can arrange for a summary in Braille, on tape or in another language, although this will take longer.

# Summary Statement of Accounts

## Income and Expenditure

This statement shows the costs of providing services in the year.

The total expenditure incurred in running our services was £110.3 million. Service income, such as fees and charges was £100.7 million. The net cost of each service, totalling £9.6 million, is shown in the table below.

	£m
Central services to the public (elections, land charges and local tax collection)	1.6
Cultural & related services	10.2
Environmental & related services	8.2
Planning services	5.2
Transport	(2.1)
Council housing (Housing Revenue Account)	(20.8)
Other housing services	4.4
Corporate and democratic services	2.8
Non-distributed costs	0.1
<b>Cost of Services</b>	<b>9.6</b>
Payments to the Government Housing Capital Receipts Pool	1.0
Surplus or deficit on the sale of assets	(1.5)
Impairments on assets held for sale	0.1
Interest receivable	(0.7)
Interest payable	7.5
Revision to estimated recovery of Icelandic bank deposits	(0.3)
Net income from commercial and industrial properties and changes in their value	(10.4)
Net pensions interest cost and expected return on pensions assets	4.2
Council tax income	(6.4)
Business Rates Income	(1.6)
Non-ringfenced government grants	(9.7)
Capital grants and contributions	(11.4)
<b>Net Deficit for the year</b>	<b>(19.6)</b>

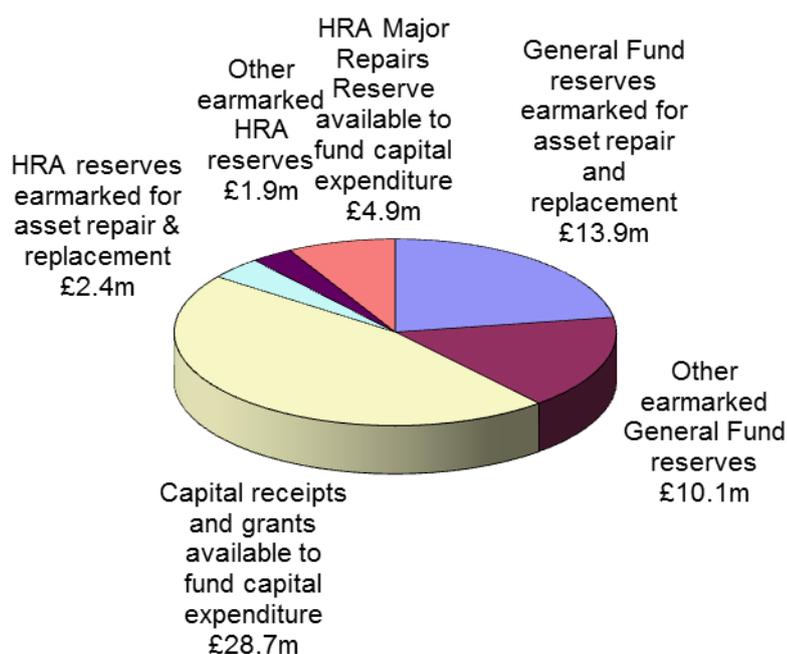
# Summary Statement of Accounts

## Movements in Usable Reserves

The Council's usable reserves increased by £19.6 million in 2013/14. Total usable reserves were £79.7 million at 31 March 2014, as shown below :

	General Fund Balance £m	Housing Revenue Account (HRA) Balance £m	Other Usable Reserves £m	Total Usable Reserves £m
<b>Balance at 1 April 2013</b>	<b>(8.0)</b>	<b>(5.5)</b>	<b>(46.6)</b>	<b>(60.1)</b>
(Surplus) or deficit on the provision of services	(3.3)	(16.3)		(19.6)
Adjustments between accounting basis and funding basis under regulations	(1.4)	12.5	(11.1)	0
Transfers to or (from) earmarked reserves	3.7	0.4	(4.1)	
<b>Decrease or (Increase) in the year</b>	<b>(1.0)</b>	<b>(3.4)</b>	<b>(15.2)</b>	<b>(19.6)</b>
<b>Balance at 31 March 2014</b>	<b>(9.0)</b>	<b>(8.9)</b>	<b>(61.8)</b>	<b>(79.7)</b>

## Other usable reserves at 31 March 2014 comprised :



# Summary Statement of Accounts

## Balance Sheet

At the end of each financial year, we draw up a balance sheet that presents how much the Council's land and buildings are worth, what is owed to others (liabilities), what others owe us (debtors and investments) and how much cash and other reserves we have.

	Net Assets at 31 March 2014 £m
Value of land, property, equipment and vehicles	763.2
Long-term debtors and investments	7.1
Cash and short-term cash investments	76.7
Short term debtors	17.2
Short term land and property held for sale	4.5
Stock	0.3
Current liabilities	(21.5)
Long-term liabilities	(314.2)
<b>Net Assets</b>	<b>533.3</b>
Usable reserves	(79.7)
Unusable reserves	(453.6)
<b>Total Reserves</b>	<b>(533.3)</b>

Unusable reserves are not available to use to provide services. This category of reserves includes, for example, amounts which would only become available if the related assets were sold.

## Cash Movements

The council handled significant amounts of cash during the year.

	2013/14 £m
<b>Cash at 1 April 2013</b>	<b>7.7</b>
Cash receipts	371.1
Cash payments	(372.2)
<b>Cash at 31 March 2014</b>	<b>6.6</b>

## Summary Statement of Accounts

The detailed Statement of Accounts publication includes many notes of explanation and detailed analysis of figures in the main financial statements. A selection of the notes which may be of particular interest to the public have been summarised and are presented below.

### Employee Remuneration

The numbers of employees whose remuneration, excluding employer's pension contributions, was £50,000 or more in bands of £5,000 were :

	2012/13	2011/12
£50,000 to £54,999	1	3
£55,000 to £59,999	4	1
£60,000 to £64,999	5	9
£65,000 to £69,999	6	2
£70,000 to £74,999	3	4
£85,000 to £89,999	1	1
£90,000 to £94,999	1	2
£115,000 to £119,999	1	1
£135,000 to £139,999	1	0
<b>Total</b>	<b>23</b>	<b>23</b>

## Summary Statement of Accounts

The remuneration of senior officers, who are included in the above table, is disclosed in more detail, including employer's pension contributions, below:

### Senior Officers Remuneration 2013/14

(£) Position / Name	Note	Salary	Allowances & Benefits in Kind	Redundancy	Pension Contribution	Total
Chief Executive (A Jackson)		117,859	0	0	21,922	139,781
Director of Resources (D Horspool)	1	91,891	10	44,939	17,092	153,932
Director of Environment (S Payne)		88,646	0	0	16,488	105,134
Director of Customer & Community Services (L Bisset)		91,891	0	0	17,092	108,983
Director of Business Transformation (R Ward)	2	20,970	0	0	3,900	24,870
Head of Corporate Strategy (A Limb)		65,951	0	0	12,267	78,218

Notes:

The Director of Resources left the Council on 31 March 2014.  
The Director of Business Transformation joined the Council on 6 January 2014.

Between February and July 2014 the Section 151 (Chief Financial Officer) role was undertaken by Alex Colyer, the Executive Director, Corporate Services and Chief Finance Officer of South Cambridgeshire District Council. The Council paid South Cambridgeshire £1,914 for this service in 2013/14.

### Members Allowances

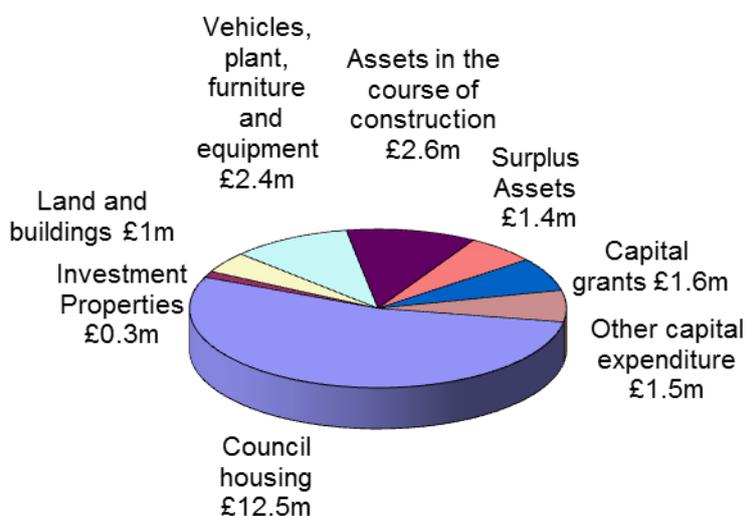
The total allowances paid to members during the financial year 2013/14 were £240,236 (£245,487 in 2012/13). Details of payments to individual members are published annually in a local newspaper. Additional civic responsibility payments were made to the Mayor and Deputy Mayor outside of the Members Allowances Scheme. These totalled £5,700 (£5,570 in 2012/13). Details can also be found on the Councillors pages on our website.

# Summary Statement of Accounts

## Capital Spending

We also spend money on buying assets and improving our council housing and other assets. We account for this type of expenditure separately from the day-to-day running costs of services.

Capital expenditure totalled £25.0 million in 2013/14.



This capital expenditure was financed as follows:

	£m
Capital receipts (from sale of council houses and other assets)	3.4
Government grants and other contributions	2.8
Revenue and reserves	16.8
Use of cash balances	0.3
<b>Total</b>	<b>23.3</b>

# Summary Statement of Accounts

## Housing Revenue Account

The Housing Revenue Account (HRA) records income and expenditure relating to the management and maintenance of council housing.

During 2013/14 the Council was responsible for an average of 7,239 dwellings.

	£m
Dwelling rents	(34.2)
Non-dwelling rents	(0.7)
Charges for services and facilities	(2.8)
Other income	(0.5)
<b>Income</b>	<b>(38.2)</b>
Repairs and maintenance	6.1
Supervision and management	6.5
Rents, rates, taxes and other charges	0.4
Depreciation and impairment	4.3
Provision for bad debts	0.1
Share of corporate and democratic core costs	0.3
<b>Expenditure</b>	<b>17.7</b>
<b>Net cost of HRA services</b>	<b>(20.5)</b>
Surplus on sale of assets	(1.5)
Interest payable	7.5
Other income	(1.8)
<b>Surplus for the year</b>	<b>(16.3)</b>
Adjustments between accounting basis and funding basis under regulations	12.5
Contributions to earmarked reserves	0.4
<b>Net HRA surplus for the year</b>	<b>(3.4)</b>

The HRA surplus for the year of £3.4 million was added to the previously accumulated surplus. The HRA is 'ring-fenced' by law which means its income and reserves cannot be used for any purpose other than the provision and management of council housing. The accumulated surplus on the HRA at 31 March 2014 was £8.9 million.