

Version 1
Strategy &
Resources

Budget-Setting Report 2017/18



February
2017

2017/18

Cambridge City Council

Version Control

	Version No.	Revised version / updates for:	Content / Items for Consideration
Current	1	Strategy & Resources Scrutiny Committee (23 January 2017)	Initial budget overview and budget proposals
		The Executive (26 January 2017)	Proposals of the Executive
	2	Special Strategy & Resources Scrutiny Committee (13 February 2017)	Amendments to Executive proposals Opposition budget amendment proposals
	3	Council (23 February 2017)	Final Proposals to Council Incorporating updates relating to; <ul style="list-style-type: none"> - Final Local Government Finance Settlement 2017/18 and grant determinations - Head of Finance final Section 25 report
	4	Council (Final)	Approved Budget-Setting Report incorporating <ul style="list-style-type: none"> - Decisions of Council - Appendix B(b) Council Tax Setting following receipt of County Council, Police and Fire Authority precepts

Anticipated Precept Setting Dates

Cambridgeshire Police and Crime Commissioner	Cambridgeshire & Peterborough Fire Authority	Cambridgeshire County Council
1 February 2017	9 February 2017	14 February 2017

Contents

Section No.	Topic	Page No.
	Foreword by the Leader of the Council and the Executive Councillor for Finance and Resources	
1	Introduction	1
2	Local and national policy context	3
3	Public budget consultation	11
4	General Fund resources	15
5	General Fund revenue budgets	28
6	General Fund: Expenditure and funding 2016/17 to 2021/22	32
7	Capital	33
8	Risks and reserves	38
9	Future strategy and recommendations	41
10	<i>Section 25 report (Council version only)</i>	45

Appendices

Reference	Topic	Page No.
A	Corporate plan 2016/17 to 2019/20	46
B (a)	<i>Council tax base 2017/18 (Council version only)</i>	-
B (b)	<i>Council tax setting 2017/18 (Council version only)</i>	-
C	Local Poverty Rating Index	56
C (a)	Detailed revenue proposals - pressures	58
C (b)	Detailed revenue proposals - savings	62
C (c)	Detailed revenue proposals - external bids	67

Reference	Topic	Page No.
C (d)	Detailed revenue proposals – Non-Cash Limit items	68
D	Sensitivity analysis	70
E (a)	Capital plan - bids	74
E (b)	Capital proposals requiring funding from revenue resources	78
E (c)	Capital approvals since MTFS 2016	79
E (d)	Capital plan	80
E (e)	Capital plan – Projects under Development (PUD) list	86
F	Earmarked and specific funds	89
G	Equality Impact Assessment	90
	Contacts	99

Foreword by the Leader of the Council and the Executive Councillor for Finance and Resources

Our budget for Cambridge

Each year, the City Council produces a financial plan for the year ahead – our budget for Cambridge. Backing this up we have a vision to lead a united city, 'One Cambridge - Fair for All', in which economic dynamism and prosperity are combined with social justice and equality. It's a vision we will share and develop, working with our citizens and partner organisations.

This budget will provide the resources to deliver our seven objectives of:

- Delivering sustainable prosperity for Cambridge and fair shares for all
- Tackling the city's housing crisis and delivering our planning objectives
- Making Cambridge safer and more inclusive
- Investing in improving transport
- Protecting our city's unique quality of life
- Protecting essential services and transforming council delivery
- Tackling climate change, and making Cambridge cleaner and greener

In producing a budget to achieve these objectives existing resources have been reviewed and reused or, where appropriate, rechannelled into providing improvements in delivery of existing services. For example, we have invested in shared council service delivery with South Cambridgeshire since 2014 which involves extra initial costs, but which then cuts our overall operating costs, and can also lead to improved service quality too.

In addition, new resources will be provided to further develop priority services or add new ones. In October 2016, £200,000 was added to the Sharing Prosperity Fund and a further £100,000 will be provided in this 2017 budget to fund extra work on alleviating poverty.

Projects being developed to be paid for from this fund include:

- Work to reduce fuel and water poverty in Cambridge
- Cookery classes for families with low incomes having to stretch meagre budgets

- Outreach work by Cambridge CAB in health centres for some of our most disadvantaged residents
- Financial literacy work with young people and adults.

The council is committed to tackling environmental and sustainability issues. To exemplify this, an additional (half time) Air Quality Officer and additional rapid electric charging points will be funded in 2017. Where possible electric vehicles will be bought when it comes to replacing any of the council's fleet of vans. The Climate Change Fund will be topped up with a further £250,000 enabling extra work to reduce the council's carbon footprint. Projects could include:

- Installation of LED lighting and improved boilers and control systems in council buildings
- Upgrading our properties with insulation and energy efficient double or secondary glazing
- Installation of photovoltaic panels on some council buildings, and adding a small combined heat and light power station in the Guildhall.

The Government's changes to social housing and welfare policy have had a serious impact on the ability of the council to plan and deliver its budget for managing and maintaining over 7,000 homes. There is a severe challenge to balancing the Housing Revenue Account and this is the subject of a separate report.

The council's extensive work to tackle homelessness and poor accommodation in the private housing sector will be further supported by a new post in the council's Housing Development Agency and the extension of the Town Hall Lettings Service, which helps small-scale local landlords rent their property to local people who need a place to live.

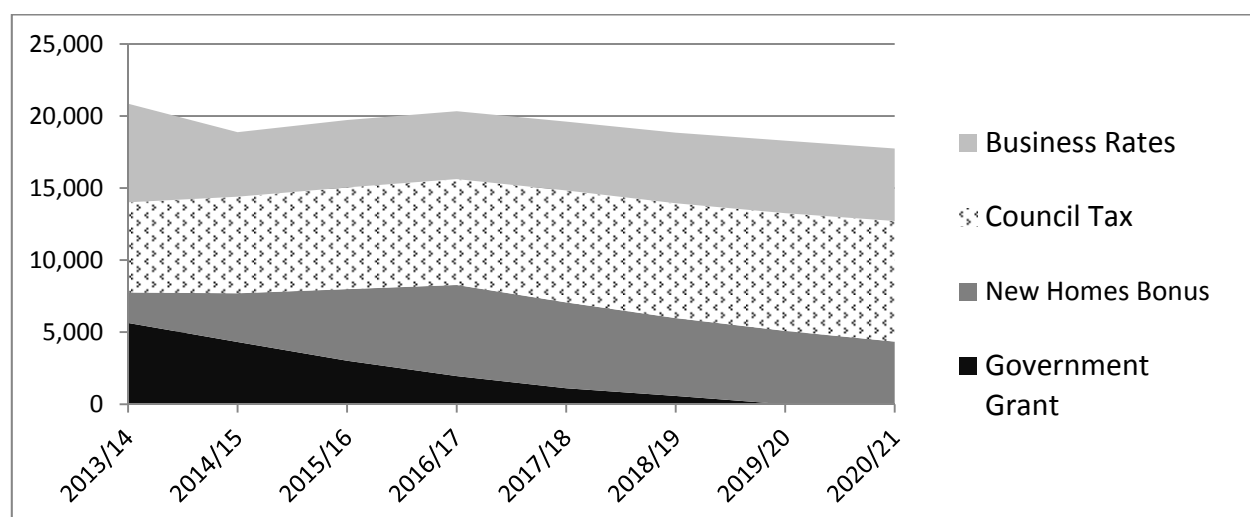
In 2016, given the need to help keep safe the many people out at night in our city, we decided to step in following county council cuts and keep all street lights on from 2am until 6am each night. We welcome the recent county council decision to reverse this cut, but have now decided to pay for the streetlights to be brighter from 10pm to 2am than they plan, including in residential areas and the city centre, increasing lighting levels by a third from their planned 60% overnight level, to 80% to increase safety.

Funding the budget

Local government has very little control over its core income. Business rates and national grants are controlled by the Government, who also restrict increases in council tax. In response to this highly regulated control over core income, the council has evolved a strategy which protects the council's financial future and the services that our residents rely on. Fundamental to the strategy are developing ways of running the council more productively and establishing ways which make us less reliant on government funding. In this way we will be more certain to have the finances to achieve our objectives.

In October 2016 an efficiency plan was produced covering the next four financial years to 2020/21. That document took on board the vision and objectives this council has set and which need resourcing. It brought together and further developed the range of policies built up over the past few years to cut costs and enhance income. We have now produced a budget for the first of those years ahead.

Producing the efficiency plan has led to the government agreeing to provide the council with certainty as to the minimum grant and other support to be received for the four years to 2020. While this is welcomed, it also reflects the reality that by 2019 the government will no longer be paying the council any core grant at all.



Historic and projected grant and tax income in £000

This chart shows the annual government grant dropping to nil by 2019. It also shows the reducing value of New Homes Bonus funding following the changes announced by the Government in December. The combination of these cuts puts more pressure on the council's budgets in the next few years and demonstrates the Government's intention that

councils should be funded primarily locally, through the council tax and business rates. These are both regressive forms of taxation applied uniformly regardless of income, and this change highlights the importance of the council's strategies of supporting those in most need and running the council as efficiently as possible.

Over the last few years the council has been working hard to find savings and develop income earning services to protect services our residents value the most, and protect Cambridge residents who most need our support. Our Efficiency Plan tackles the need to deliver good services with fewer resources through six complementary strands of activity:

- Transforming the way the council delivers services by focusing on what's important to service users and delivering that well, sharing services with neighbouring councils where possible to reduce costs and to create stronger and more resilient teams.
- Reducing the number of council offices, including the sale of Hobson House on St Andrews Street and plans for relocating Streets and Open Spaces operations to a new base at Cowley Road, north Cambridge.
- Investment in major capital projects including planning the redevelopment of major council assets starting with Park Street car park and Mill Road depot and opportunities for more housing on both sites.
- Developing new council businesses, including a new vehicle maintenance garage and fleet operation at Waterbeach, and ensuring all services think commercially and explore income generating opportunities.
- Investing money wisely so it does not sit in bank accounts earning very little but works to generate a better return for council tax payers. Since we took control of the council in 2014, an impressive £50 million of underused council resources has been freed up to invest in commercial property assets and to invest in housing via Cambridge City Housing Ltd, generating income for reinvestment while addressing affordable housing need.
- Challenging the council's capital programme to reduce low priority capital commitments by over £10m and ensure those schemes that do go ahead are well planned and delivered in a timely way.

Our work continues for the whole Cambridge community. We are determined to do everything we can to avoid cuts to frontline services and to deliver extra funding on our priorities. All of this is only possible due to our ambition, our financial prudence, and our determination to prioritise social justice. Our budget, described in detail in this document,

will help deliver more for you, despite cuts in funding, and help deliver our commitment of "One Cambridge, Fair for All".

Cllr Lewis Herbert, Leader

Cllr Richard Robertson, Executive Councillor for Finance and Resources

Section 1

Introduction

Purpose

The Budget-Setting Report (BSR) is designed to provide an integrated view of the council's finances and outlook. It covers General Fund (GF) revenue and capital spending, highlighting the inter-relationships between the two, and the resultant implications. Detailed budget proposals for the Housing Revenue Account are presented and considered separately from this report.

On 20 October 2016 the council approved the Medium Term Financial Strategy (MTFS). The MTFS set out the financial strategy for the council in light of local and national policy priorities, external economic factors and the outlook for public sector funding. The MTFS also reviewed key assumptions and risks, thereby confirming the framework for detailed budget work for 2017/18 and beyond.

The BSR reviews the impacts of developments since the MTFS and sets the financial context for the consideration of detailed recommendations and budget finalisation to be made at council on 23 February 2017. The document proposes a detailed budget for the next financial year, and indicative budget projections for the following four years.

Background

The financial planning context for the BSR is set by the MTFS. This identified a total net savings requirement of £2.2m over the next 5 years, after taking into account changes to base assumptions and £212k of pressures and £106k of savings identified at that time.

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Net savings requirement	(0.737)	0.560	0.560	0.560	0.560	2.240

These savings requirements stem from significant reductions in government funding, unavoidable cost increases and pressures, including the additional net cost of services for every new home in the City. Considerable levels of risk and uncertainty remain, including the possible impacts of the review of business rates retention and associated additional responsibilities, business rates revaluation as at April 2017 and the future of New Homes Bonus. Whilst the council has a record of identifying and delivering savings through service reviews and value for money improvements, many such savings have already been delivered and it is becoming more difficult to identify and deliver further savings and efficiencies.

The council continues to deliver a programme of on-going transformation targeted at the way it delivers services and interacts with residents, tenants and other parties. There is an increasing emphasis on identifying and implementing proposals for income generation to make the council more financially sustainable. This BSR builds on what has been achieved, with particular emphasis on the continuing delivery of transformation projects, including shared services with neighbouring councils and the consolidation and improvement of the council's office accommodation.

Key dates

The key member decision-making dates are as follows:

Date	Task
2017	
23 January	Strategy and Resources Scrutiny Committee considers BSR
26 January	The Executive recommends BSR to Council
13 February	Special Strategy and Resources Scrutiny Committee considers any budget amendment proposals
23 February	Council approves the budget and sets the council tax for 2017/18

Section 2

Local and national policy context

Local policy context

The local policy context and priorities for the council are agreed each year through the adoption by council of an Annual Statement. The Annual Statement for 2016/17 was approved in May 2016 and can be accessed on the council's web site at:

<https://www.cambridge.gov.uk/annual-statement>

The Annual Statement reflects and informs the council's Corporate Plan, which is included in this report at Appendix A. The plan sets out in more detail how the vision 'Building a fairer Cambridge together' will be delivered. The Corporate Plan is reviewed annually, with fuller reviews to be undertaken in 2018 and 2020.

MTFS 2016 included a foreword by the Leader of the Council and the Executive Councillor for Finance and Resources which supplements the Annual Statement and confirms the direction of travel for the council. It advocates planning ahead to make the council more productive and less reliant on external funding while maintaining and developing services. It embraces financial objectives of sound and prudent financial management, minimisation of the need for cuts to services and investment in a fairer and more equal city. This is reflected in the detailed framework for the budget work.

Corporate Plan

The Corporate Plan sets out the strategic objectives for Cambridge City Council for the years 2016-19. It sets out key activities the Council will undertake in order to achieve its strategic objectives and deliver its vision. Success measures and key performance indicators (KPIs) are shown, as are lead Executive Councillors and officers. The Corporate Plan provides a key component of the local policy context looking forward over the three year period it covers. It has been updated to reflect structures and responsibility changes. It is included as Appendix A to this report.

Review of demographic factors

Demographic factors impact on the council's financial strategies in terms of their effect on the level of demand for services, the specific types and nature of services and the income available to the council through council tax.

Services use projections and estimates of population growth and the number of new dwellings to plan for the impacts of growth. The expected location of these changes can also be significant, with an increase of nearly 20% in the Office of National Statistics (ONS) mid-year population estimates for the Trumpington ward from 2014 to 2015. This compares with an average population growth for the City of 0.3% in that year.

The direct budgetary impact of increased population could be a simple proportional uplift of service costs. However in other cases, a review of the current model of service delivery may be required, factoring in not only growth in population and dwellings, but also changes in demand, changes in the nature of that demand and the available funding envelope.

City Deal

The City Council is working with Cambridgeshire County Council, South Cambridgeshire District Council, the University of Cambridge and the Greater Cambridge Greater Peterborough Local Enterprise Partnership to deliver infrastructure, housing and skills targets as agreed with Government in the [Greater Cambridge City Deal](#). The deal consists of a grant of up to £500m, to be released over a 15 to 20 year period, expected to be matched by up to another £500m from local sources, including through the proceeds of growth.

The City Deal will help Greater Cambridge to maintain and grow its status as a prosperous economic area. The deal is working to:

- Create an infrastructure investment fund
- Accelerate the delivery of 33,000 planned homes
- Enable delivery of 1,000 extra new homes on rural exception sites
- Deliver over 400 new Apprenticeships for young people
- Provide £1bn of local and national public sector investment, enabling an estimated £4bn of private sector investment in the Greater Cambridge area
- Create 45,000 new jobs
- Create a governance arrangement for joint decision making between local councils

The Greater Cambridge City Deal Executive Board engaged organisations and the public through the summer and autumn of 2016 on a set of proposals for tackling peak-time congestion in Cambridge and the resultant high levels of air pollution as well as travel disruption. The package of proposals put forward was suggested as a way of freeing up buses to run more rapidly and reliably, as well as promoting walking and cycling and other measures to move more people quickly and efficiently.

The City Deal team are assessing more than 9,000 consultation responses received. Proposals for how to achieve the objectives of moving people into and around the city and surrounding area will be developed during 2017. Whatever proposals are ultimately implemented may have impacts on City Council services, including potentially budgetary implications.

The service and financial impact of such measures will be factored into the council's financial planning in more detail as the impacts become clearer.

The council, with the other local authority partners, have agreed to create an investment and delivery fund from a proportion of New Homes Bonus (NHB). As a result of this, the BSR considers the application of funds from NHB, earmarking part of future uncommitted funding in line with the expected levels of contribution to the fund. This is covered further in Section 4, below.

Devolution

In Cambridgeshire and Peterborough, the councils and other major public services have come together to identify current barriers to economic growth and opportunities for further efficiency in major public services. A scheme has been developed with central government which devolves powers and functions to a Combined Authority with a directly elected Mayor, where these powers and functions can be more effectively carried out at a local level, rather than by national government and its agencies.

The Cambridgeshire and Peterborough Devolution Deal delivers:-

- A new £20m annual fund for the next 30 years to support economic growth, development of local infrastructure and jobs
- £100m for non-Housing Revenue Account (HRA) affordable, rent and shared ownership housing
- A further £70m for affordable housing in Cambridge, to build new council homes
- Government support for developing a university at Peterborough

- A Peterborough Enterprise Zone
- A local integrated job service
- A National Work and Health Programme
- A devolved skills and apprenticeship budget
- Potential rail improvements, including new rolling stock and improved King's Lynn – Cambridge – London rail
- Potential acceleration of transport improvements, including the A14/A142 junction and upgrades to the A10 and A47
- Further integration of local health and social care resources to provide better outcomes for residents

The council and its partners have agreed establishment of the Combined Authority. Work now continues to finalise arrangements and implement this decision, with mayoral elections planned for May 2017. At present, no financial impact from this decision on the City Council is expected, but this will be kept under review.

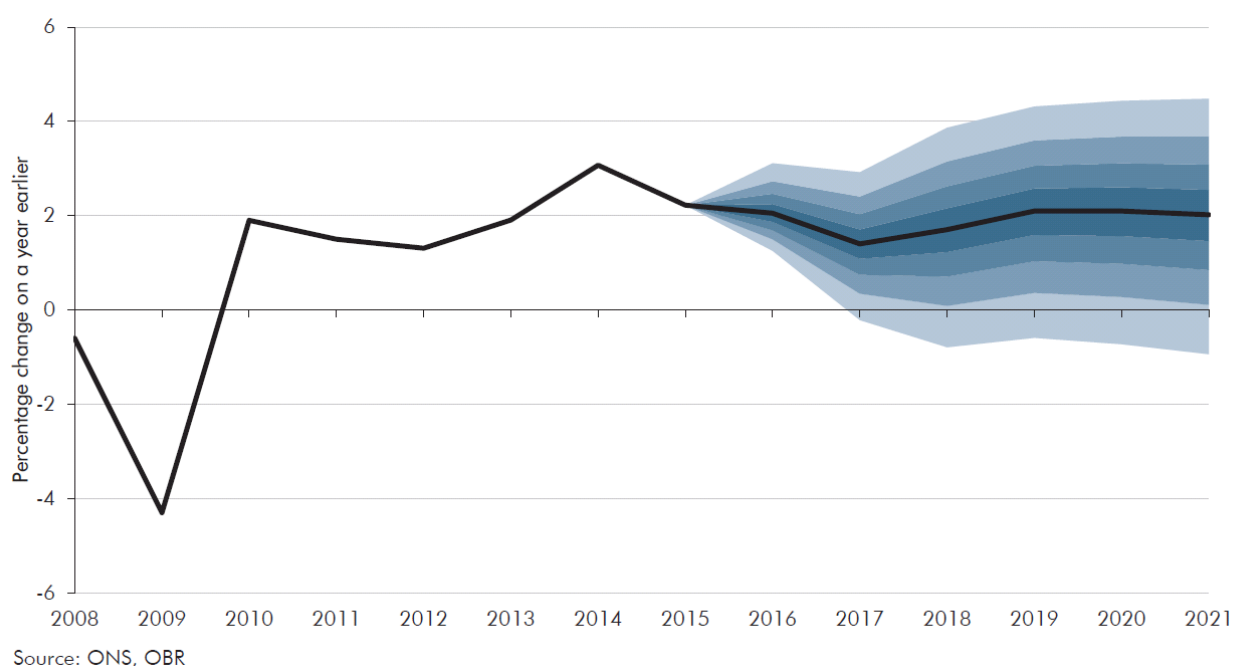
National policy context

Economic factors

2016 has seen a number of developments in the UK, EU, US and beyond that have a major impact on economic forecasts. These include Brexit and the result of the US Presidential election. These have caused volatility in currency, bond and stock markets around the world and make forecasting fraught with difficulty. In particular, the decline in the £ sterling against the US Dollar has increased inflation rate expectations. At the time of writing, considerable economic uncertainty remains. For example, economic forecasters will need to consider:-

- A range of outcomes possible in relation to Brexit negotiations, with no information available about the government's goals and expectations.
- Possible slowing of import and export growth as new trading arrangements are negotiated.
- The eventual timing of the UK leaving the EU
- Changes to net migration figures and their impact on the economy

However, by making assumptions and judgements, the Office of Budget Responsibility (OBR) forecasts a reduction in GDP growth, increases in CPI inflation, declines in business investment and private consumption and some small rises in unemployment. The chart below, showing a range of forecasts for real Gross Domestic Product (GDP) illustrates the level of future uncertainty.



Forecasts confirm that the government is unlikely to achieve a balanced budget in the current parliament. Originally a budget surplus was projected for 2019/20 but the OBR now forecasts a deficit of £21.9bn. Public sector net borrowing is now expected to fall more slowly than previously forecast, reflecting weaker tax receipts and a more subdued outlook for economic growth following the Brexit referendum result.

As a result the Chancellor has proposed a looser 'fiscal mandate' with the objective to 'return the public finances to balance at the earliest possible date in the next parliament'.

Bank of England Gross Domestic Product (GDP) and Consumer Price Index (CPI) inflation forecasts from quarterly inflation reports are as follows:

Forecast (%)	2016	2017	2018	2019
GDP – November 2015	2.5	2.6	2.5	-
GDP – August 2016	2.0	0.8	1.8	-
GDP – November 2016	2.2	1.4	1.5	1.6

Forecast (%)	2016	2017	2018	2019
CPI – November 2015 (Q4)	1.2	2.1	2.2	-
CPI – August 2016 (Q3)	0.8	1.9	2.4	-
CPI – November 2016 (Q4)	1.3	2.7	2.7	2.4
CPI – MTFS October 2016	-	1.9 (2017/18)	2.4 (2018/19)	2.4 (2019/20)

These inflation forecasts show an under-provision of inflation in the MTFS of approximately 0.6% in 2017/18 (£126k) and 0.3% in 2018/19 (£63k). No adjustment to budgets is proposed at this time, as these amounts are small in relation to expenditure.

Interest rates

Interest rates are set by the Bank's Monetary Policy Committee. The MPC sets an interest rate it judges will enable the inflation target to be met. At its meeting ending 3 August 2016, the MPC voted for a package of measures designed to provide additional support to growth and to achieve a sustainable return of inflation to the target of 2%. This package included a 25 basis point cut in Bank Rate to 0.25%.

Latest projections for interest rates from the council's treasury management advisors (Capita) as at November 2016, set out below, show the first rise in base rate (an increase to 0.50%) in June 2019.

%	2016/17			2017/18				2018/19				2019/20			
	NOW	Dec	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec	Mar
BANK RATE	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.75	0.75
3 mth LIBID	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.40	0.50	0.60	0.70	0.80	0.90
6 mth LIBID	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.50	0.60	0.70	0.80	0.90	1.00
12 mth LIBID	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.80	0.80	0.90	1.00	1.10	1.20	1.30	1.40
PWLB															
5 year	1.50	1.60	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.80	1.80	1.90	1.90	2.00	2.00
10 year	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.40	2.40	2.40	2.50	2.50	2.60	2.60	2.70
25 year	3.00	2.90	2.90	2.90	2.90	3.00	3.00	3.00	3.10	3.10	3.20	3.20	3.30	3.30	3.40
50 year	2.70	2.70	2.70	2.70	2.70	2.80	2.80	2.80	2.90	2.90	3.00	3.00	3.10	3.10	3.20

Interest rates projection at November 2016(Capita)

The 2016 Autumn Statement

The government published the Autumn Statement on 23 November 2016.

In the light of the deteriorating economic context, the government has chosen to borrow to invest in infrastructure and innovation targeted at improving productivity. Government departments will continue to deliver spending plans set at Spending Review 2015. The efficiency review announced at Budget 2016, designed to deliver £3.5bn of savings, was reaffirmed. As a result government department spending control totals are unchanged and are expected to grow with inflation in 2020/21 and 2021/22.

The statement contained few items of relevance to the council, with little or no impact on the council's GF budget:

- Lettings agent fees will be banned. This will affect the council's housing company, removing one of its competitive advantages.
- The government has confirmed the transitional scheme to be applied to the 2017 revaluation for business rates.
- The national Living Wage will be increased by 4.2% to £7.50/hour from April 2017.
- Employer and employee thresholds for National Insurance (NI) will be aligned, simplifying the payment of NI for employers.
- Reforms to off-payroll working rules in the public sector will move responsibility to councils for operating these rules, increasing the administrative burden.

However, the statement included a number of announcements relating to housing that are relevant to and provide opportunities for the council. Where applicable to the Housing Revenue Account (HRA), they are addressed in the HRA BSR which is presented to the Housing Scrutiny Committee and then to Council alongside this report. Housing announcements included:-

- A £2.3bn Housing Infrastructure Fund to deliver infrastructure to support the building of 100,000 new homes in high demand areas. This will be allocated to local government on a competitive basis. Once details are available, the council along with local partners will consider making a bid for this funding.

- An additional £1.4bn of funding for building an additional 40,000 homes from the Affordable Homes Programme.
- A confirmation that the "Pay to Stay" scheme would be voluntary for councils.
- The cap on Housing Benefit and Local housing Allowance rates in the social rented sector will be delayed by one year to 2019.

The government also announced that in future there will be one major fiscal event per year in the autumn. There will be both a spring and autumn Budget in 2017. Thereafter the OBR will produce a spring forecast and the government will make a Spring Statement to respond to that forecast.

Section 3

Public budget consultation

Context and approach

The Council has carried out a budget consultation exercise annually since 2002.

This year the council commissioned Mel Research, an independent research company, to carry out a residents' survey following methodology set out in the Local Government Association's (LGA) 'Are you being served' guidelines¹. This involved sending out by post a questionnaire to a random sample of 4,400 residents. From this random sample 1,250 people returned questionnaires, providing a robust view of what Cambridge residents think.

The questionnaire asked what residents thought about the council, the level of importance they attached to council services, how satisfied they were with services, and how they interacted with the council. Some questions were comparable with those asked in surveys carried out in 2011 and 2008, allowing for changes over a period of time to be identified. Where other local authorities have used the same LGA approach it has been possible to benchmark results.

Because a random sample was used some of the participating residents may have had little contact with the council or experience of council services. For council services that target small groups of people, such as the homeless, this meant that respondents were more inclined to say "neither disagree or agree", giving a lower net-satisfaction score for the service. This should be born in mind when considering net-satisfaction results in the report.

The final report also includes insights provided by two workshops - the first involving residents from low income households and the second representatives from local businesses. These two groups are important because of the direction given by the council's Anti-Poverty

¹Local Government Association's (LGA) 'Are you being served' guidelines can be found here:
http://www.local.gov.uk/web/10180/home/-/journal_content/56/10180/3484891/ARTICLE ?

Strategy and the need for the council's to fulfil its best value duty to consult about its budget priorities.

The residents' survey was published² on 17 November 2016.

Key consultation findings

Headline results

The headline results of the residents' survey report show increased levels of satisfaction with council services and the way in that the council runs things. The main headlines were:

- 76% of residents are satisfied with the way the council runs services, which is an improvement of 20% since 2011
- 55% of residents agree that the council provides value for money, which is an improvement of 22% since 2011
- 80% of residents agree that the city council is accessible to the public, 79% agree that it cares about the environment and 75% agree that the city council is easy to contact, and
- 78% of residents indicate they are well informed about how to contact the city council and 64% said the council keeps them "well informed".

Importance of services

Residents were asked to rank the level of importance they attached to each of twenty four council services listed and to indicate whether they felt a service could be provided at lower standard or stopped.

Residents said that the two most important services for them were:

- The collection of rubbish, recycling and green waste (98%), and
- Work with the Police to prevent crime and anti-social behaviour and promote community cohesion (95%).

For services that residents felt could be provided at a lower standard they highlighted:

² The residents' survey 2016 can be found here: <https://www.cambridge.gov.uk/budget-consultation>

- Managing and maintaining the city car parks (39%) and,
- Funding arts and entertainment activities (34%).

Very few residents, 5% or less, identified services that they felt should be stopped all together.

Finding savings

Residents were also asked to consider a range of statements about how the council could find savings, to help meet the financial challenges it is facing, and to state their level of support for each approach.

The two most supported approaches to finding savings were:

- Working with other councils to deliver efficient shared services (93% agreed), and
- Partnership working with local trusts/not for profit organisations (88% agreed).

The two approaches that received the least support were:

- Increase charges for public supplied services and the vast majority (54% disagreed), and
- The council should reduce capital spending on physical community assets (80% disagreed).

Views from workshops

Residents in the workshop involving people from low income households, whilst generally supportive of the council and its services, raised concerns about levels of anti-social behaviour in their neighbourhoods, the cleaning of communal areas and the collection of waste and recycling from communal collection areas.

In the workshop with local business representatives, who have an interest in the city and the way the city council may choose to prioritise its services in the future, most business representatives expressed satisfaction with the local environment and how the council maintained street cleaning and associated services. However, they wished to see greater support for housing services, to assist with recruitment and a focus on improving transport and reducing car parking charges.

Next steps

The council will continue to work hard to deliver good quality services, against a background of financial challenges, and whilst it is pleasing to see this evidence of improved levels of satisfaction the council will take time to consider all of the detail from the survey and will look closely at what people have said so that we can continue to improve the way we work.

Section 4

General Fund resources

Local government finance settlement 2017/18

In December 2015, as part of the provisional local government settlement, a four year funding guarantee was offered to councils that submit an efficiency plan. The City Council's plan has been accepted by government, confirming revenue support grant (RSG) and baseline levels of business rates for 2016/17 to 2019/20.

The provisional finance settlement was published on 15 December 2016. It provides provisional figures for 2017/18 and indicative figures for the following two years. However, certain elements are subject to the funding guarantee described above. The government has responded to its consultation on New Homes Bonus (NHB), with initial reductions coming through into the settlement figures presented below. Certain aspects of the proposed changes to this funding stream remain to be decided; these are covered in more detail in the section below on NHB.

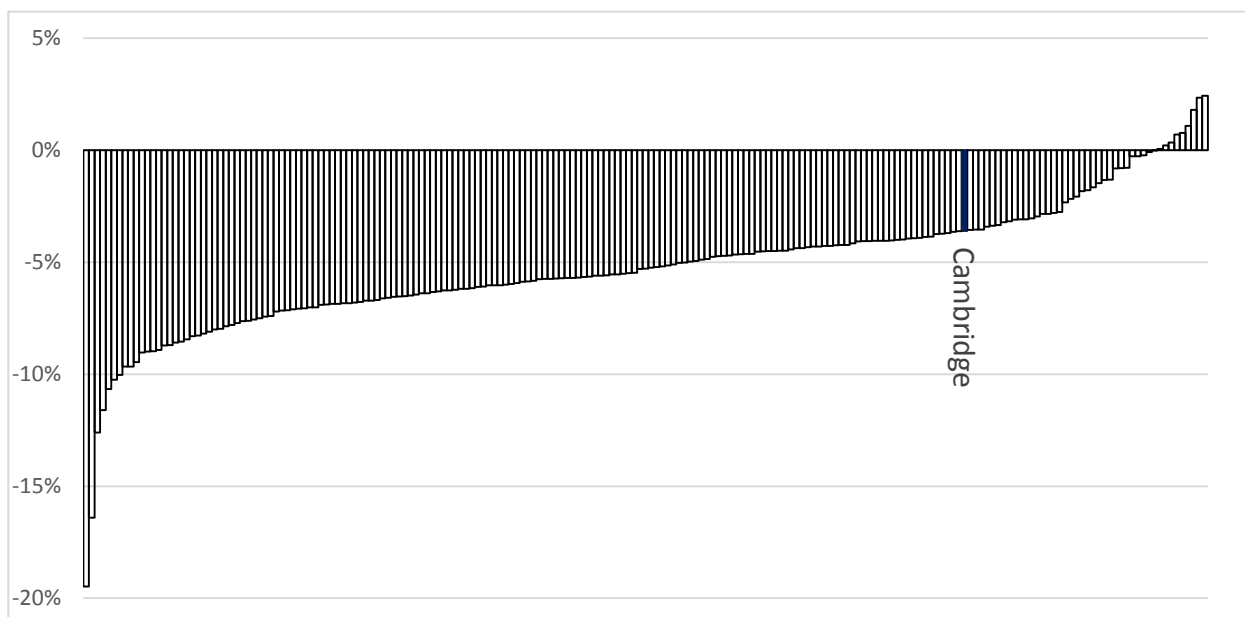
Uncertainty remains for 2018/19 and beyond as government continues to develop the 100% business rates retention scheme. This work includes identifying further responsibilities to devolve to councils to match higher levels of business rates retention and a review of needs and distribution.

Core spending power

Element of core spending power (£000)	2016/17	2017/18 Provisional	Change	2018/19	2019/20
Settlement Funding Assessment (SFA):					
- Revenue Support Grant (RSG)	1,954	1,103	(43.6%)	571	0
- Business rates baseline	3,910	3,990	2.0%	4,118	4,264
- Business rate tariff adjustment	-	-	-	-	(24)
	5,864	5,093	(13.1%)	4,689	4,240
New Homes Bonus (NHB) grant ¹	6,332	5,973	(5.7%)	4,559	4,374
Council tax income ¹	7,440	7,861	(5.7%)	8,301	8,760
Core spending power	19,636	18,928	(3.6%)	17,549	17,374

¹ – Figures based on government projections

Lower Tier Authorities: Change in core spending power 2016/17 – 2017/18



These figures imply a decrease of 3.6% in core spending power over 2016/17, including a confirmed decrease of nearly 6% for NHB. It should be noted that government projections of council tax are based on assumptions relating to council tax yields (a combination of increases in council tax and in the tax base). The core spending power measure, based on illustrative amounts for NHB, shows a decline of 8.2% over the four years of the spending review period.

There are no material changes in the SFA from that included in MTFS 2016, as this funding has been guaranteed following the government's acceptance of the council's efficiency plan.

Future prospects

The provisional settlement provides confirmed amounts for the SFA for 2017/18 and the following two years. However NHB and therefore core spending power is not guaranteed by the multiyear settlement.

SFA	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Provisional finance settlement	5,864	5,093	4,689	4,240
MFR 2016 projection	5,864	5,090	4,675	4,235
(Shortfall) / Excess	0	3	14	5
NHB				
Provisional finance settlement ¹	6,332	5,973	4,559	4,374
MFR 2016 projection	6,332	7,262	8,531	9,694
(Shortfall) / Excess		(1,289)	(3,972)	(5,320)

¹ – The 2017/18 amount has been confirmed by government. Later amounts are as presented in the finance settlement papers and have been calculated by government by apportioning available funding across councils based on 2017/18 figures.

No adjustments have been made for the proposed 100% retention of business rates (see below) as the outcome of consultation and development work has yet to be finalised.

Local retention of business rates

The SFA approach enables local authorities to benefit directly from supporting local business growth. The assessment includes a baseline level of business rates receivable (indexed linked from an initial assessment in 2013/14) with the level of rates receivable above that being taken by government as a 'tariff' – which will be used to 'top-up' local authorities who would receive less than their funding level. Government intends that this will be fixed until 2020.

In addition, the council can retain 50% of any business rates collected above the assumed baseline level, paying the remainder to central government as a 'levy'. If business rates income falls to less than 92.5% of the baseline, the council receives a 'safety net' payment so that any loss of income below the baseline is capped at 7.5%

One of the challenges faced by all authorities is effectively predicting the level of movement in the business rate tax base. This is dependent on accurately forecasting the timing and incidences of new properties, demolitions and significant refurbishments – together with the consequent effect on valuations. This is further complicated by the need to assess the level of appeals that will be lodged successfully against new / revised valuations, together with their timing.

Although there has been growth in the tax base in the city since the scheme started in 2013/14, there have also been significant reductions as a result of the settling of appeals against rateable value (including backdated aspects).

Forecasting the effects and timing of new development and redevelopment on the city's tax base remains difficult. Significant development is continuing, for example on the Cambridge Biomedical campus and in the station area. However, there are significant uncertainties around the operation of the business rates retention scheme in the next few years. These include:

- The DCLG is currently working with local authorities and other interested parties on changes to the local government finance system to pave the way for the implementation of 100% business rate retention by the end of the parliament. A first set of consultations took place in summer 2016. The review may rebalance the distribution of business rates away from district councils towards those authorities with social care responsibilities, for example by changing the tariff and top-up payments, or the relative shares of income between the tiers of local government. The government has also indicated that 100% retention will mean the transfer of additional funding burdens to local government. The exact timing of the change or whether it will be phased in is not clear.
- A rates revaluation at 1 April 2017. The Valuation Office Agency issued draft ratings lists on 30 September. The business rates multiplier will also be revised so that the overall national business rates bill will only rise in line with inflation. Although intended to be fiscally neutral overall, it will be difficult for the impact of the

revaluation to be completely neutral for every authority. Although the council's share of income is expected to increase, the government will make a compensating adjustment to the tariff paid by the council, and is currently consulting on how this will be calculated.

The appeals position remains difficult to forecast accurately, with appeals settled elsewhere in the country having knock-on effects nationally. NHS Foundation Trusts, including those in the city, are also pursuing a claim for award of mandatory charitable relief, backdated a number of years.

Given these uncertainties the BSR takes a cautious approach to forecasting business rates income. The overall position is currently projected to reflect additional net income above the baseline of £800k in each year.

In addition to the current national business rates retention scheme the government announced a pilot 100% retention scheme for Cambridgeshire in spring 2015. This scheme additionally allows the council to retain an extra 50% of any growth above the 15/16 baseline, inflated by the multiplier and 0.5% each year. The detailed regulations covering this have yet to be made. The council did not accrue any significant additional income for 2015/16. As this money may be pooled with similar amounts from other local authority partners and allocated to joint projects, the BSR has not assumed any contribution from the pilot.

New Homes Bonus

The allocation of NHB for 2017/18 was announced by the DCLG in December 2016 and forms the basis for BSR 2017/18. Illustrative amounts for the following three years were provided within the provisional finance settlement, see above.

The outcome of the technical consultation on the NHB scheme was published alongside the provisional settlement. This confirmed the expected direction of travel, 'sharpening the incentive' for councils to deliver new housing. Specifically:-

- The length of NHB payments will be cut from six to five years in 2017/18, and further reduced to four years from 2018/19 onwards.
- A national baseline, or 'deadweight', of 0.4% has been introduced, below which NHB will not be paid. The government has retained the option of adjusting this baseline, effectively providing a mechanism to control the total NHB payable to

councils. The City Council will receive 80% of NHB payable on increases in housing stock above the 0.4% deadweight, with the County Council receiving the remaining 20%.

- From 2018/19 the government will consider withholding NHB payments from councils without a local plan, and for houses built following planning appeals. Work continues to complete the processes for adopting the Local Plan but the specifics including timing are also dependent on the Planning Inspection process.

The table below includes estimates of future NHB payments based on expected housing completions and the years of payment and deadweight indicated in the government's consultation response. Any changes in these factors could materially impact these estimates.

The table below shows estimates of future NHB receipts and commitments against these estimates. Where NHB receipts fall to the extent that all commitments cannot be funded, as predicted from 2019/20 onwards, it will be necessary to review allocations in the light of competing priorities at the time. However, the working assumption is that allocations to the council's budgets will be protected in the first instance and contributions to the investment and delivery fund will be adjusted.

- Uncommitted NHB receipts in 2016/17, 2017/18 and 2018/19 would be held in reserve to fund the A14 mitigation contribution
- On this basis total contributions to the City Deal investment and delivery fund would reduce by almost £900k over these 3 years, but would still amount to almost £5.9m.

New Homes Bonus	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Confirmed NHB funding at February 2016 BSR	(6,332)	(4,801)	(2,947)	(1,360)	-	-
Add						
Confirmed NHB receipts for 2017/18	-	(1,161)	(1,161)	(1,161)	(1,161)	-
Estimated NHB receipts for 2018/19	-	-	(1,302)	(1,302)	(1,302)	(1,302)
Estimated NHB receipts for 2019/20	-	-	-	(1,274)	(1,274)	(1,274)
Estimated NHB receipts for 2020/21	-	-	-	-	(610)	(610)
Estimated NHB receipts for 2021/22						(952)
Potential New Homes Bonus Total	(6,332)	(5,962)	(5,410)	(5,098)	(4,348)	(4,139)

New Homes Bonus	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Commitments against NHB						
Funding for officers supporting growth e.g. within planning	785	785	785	785	785	785
Replacement of Homelessness Prevention Funding subsumed into the SFA	564	564	564	564	564	564
Public Realm Officer - Growth X3782	35	35	35	-	-	-
Direct revenue funding of capital	1,075	1,075	1,075	1,075	1,075	1,075
Contribution to A14 mitigation	-	-	-	1,500	-	-
Further approvals	-	400	-	-	-	-
A14 mitigation contribution funded from reserved amounts	-	-	-	(1,080)	-	-
Contribution to City Deal Investment and Delivery Fund	3,161	2,981	2,705	2,254	1,924	1,715
Total commitments against NHB	5,620	5,840	5,164	5,098	4,348	4,139
NHB uncommitted / reserved for A14 mitigation	(712)	(122)	(246)	0	0	0
Cumulative amounts reserved for A14 mitigation	712	834	1,080			

The above summary shows significant levels of reduction in expected NHB receipts in future years (£14.6m over the four years from 2017/18), demonstrating the importance of keeping this funding distinct from the core funding required to support ongoing services.

Earmarked and specific funds

In addition to general reserves, the council maintains a number of earmarked and specific funds held to meet major expenditure of a non-recurring nature or where the income has been received for a specific purpose but not yet spent. Details of opening and closing balances, with approved/anticipated use over the budget period are set out in Appendix F.

These funds have been rationalised over the last couple of years, with the aim of retaining only major policy-led funds. A number of funds still remain with residual balances and commitments; however these will be closed as soon as the commitments are delivered. The major earmarked and specific funds are listed below.

Sharing prosperity fund

The fund provides resources to fund fixed-term and one-off projects and proposals that support the objectives of the council's [Anti-Poverty Strategy](#), namely:

- Helping people on low incomes to maximise their income and minimise their costs
- Making the move into work easier
- Helping low income families with the cost of raising a child
- Breaking the link between poor health and poverty
- Ensuring that vulnerable older people get the services that they need and reducing the social isolation they can experience
- Helping people with high housing costs and improving the condition of people's homes
- Working in partnership to tackle wider barriers to employment and engagement (e.g. transport, learning and skills)

To date 25 allocations have been made from the fund, which have a total value of £1,084,813. These allocations were made through: the Budget Amendment in July 2014; the Budget Setting Report (BSR) in February 2015; and decisions made in September 2015, March 2016, June 2016 and November 2016 following the approval process outlined above.

Some of the projects supported by the fund to date have included:

- Living Wage campaign officer and associated promotional budget
- Expansion of credit union services and a junior savers project in schools
- A programme of apprenticeships in council services
- Outreach advice work for people with mental health issues associated with low income and debt
- Work to address fuel and water poverty, including promotion of water meters, energy efficiency measures and a county-wide collective energy switching scheme
- Free swimming lessons for children from low income families
- Promotion of healthy eating through cookery skills workshops for low income families and a programme of free holiday lunches at community centres and other venues
- A programme of arts and cultural activity to develop self-awareness, resilience and leadership skills amongst young people from low income families

- Provision of training and other support to promote digital skills and inclusion

A further £200k was allocated to the fund through the MTFS in October 2016, and officers were invited to submit proposals for new projects by 28 November 2016. These proposals were considered by the Anti-Poverty Strategy Project Board on 13 December 2016 and will be submitted for approval by the Executive Councillor for Communities in early January 2017.

Climate change fund

The Council's five key objectives in relation to climate change are set out in its [Climate Change Strategy](#) for 2016-2021. The first of these objectives is 'reducing emissions from the City Council estate and operations'.

To ensure a strategic approach to this objective, the council has produced two Carbon Management Plans for 2011/12 - 2015/2016 and 2016/17 - 2020/21. We delivered 47 carbon reduction projects during the period of the first plan, and have identified 22 projects so far for delivery during the first two years of the second plan.

In 2008 the Council established a dedicated Climate Change Fund (CCF) to finance projects that will contribute to the reduction of carbon emissions from the Council's estate and operations. The fund supports projects focussing on:

- Energy and fuel efficiency;
- Sustainable transport;
- Waste minimisation; or
- Management of climate change risks.

Activities that can be supported include infrastructure, equipment, feasibility studies and awareness activities to change the behaviour of staff. Project proposals are assessed using a number of key criteria, including:

- Annual reduction in carbon dioxide emissions;
- Cost effectiveness (£ per tonne of CO₂ saved);
- Annual financial savings resulting from the project; and
- Payback period on investment.

Between 2008/09 and 2016/17, over £800k has been allocated to the Climate Change Fund and 29 projects have been supported by the fund, including some of those set out in the Carbon Management Plans. In addition to this, a range of other sources of funding have been used to support carbon reduction projects. Projects funded to date through the CCF have included:

- A solar thermal system to provide hot water at Abbey Pool, pool covers at Parkside and Abbey Pools, and energy efficiency measures at Parkside Pool changing rooms
- LED lighting at Mandela House, the Corn Exchange, the Crematorium, and Grafton West, Grafton East and Grand Arcade car parks
- Voltage optimisation technology at the Guildhall, Mandela House and Grafton East car park
- Upgrading boilers and installing heating controls at a number of community centres, leisure centres and administrative buildings.

Future allocations will be used to support projects identified in the Carbon Management Plan for 2017/18 and beyond, including a range of energy efficiency improvements to the Guildhall, potentially including solar photo-voltaics, LED lighting, a Combined Heat and Power system and a Building and Energy Management system.

City Deal investment and delivery fund

The Council has committed to pooling a proportion of gross NHB receipts with its local authority partners to provide funding to enable delivery of City Deal objectives which will support and address the impacts of growth. The governance of the fund will be aligned with the governance of the City Deal.

Invest for income fund

This fund was set up at BSR 2015 with contributions of £8m over three years. The purpose of the fund is to invest to create income streams to support service delivery in future years. Since inception, work has been undertaken to identify, investigate and evaluate a number of investment proposals. The Invest for income fund could be used to fund schemes where there is a high likelihood of achieving returns of 5% or more. Larger schemes would need to combine several sources of funding.

Asset replacement funds

These are maintained to fund the periodic replacement of assets. Annual contributions are based on estimated replacement costs, spread over the anticipated life of the assets; these funds are kept for vehicles only.

Office accommodation strategy fund

This fund was set up at BSR 2016 to fund the ongoing programme of office / depot rationalisation. The office accommodation strategy works towards consolidating the council's city centre office accommodation at the Guildhall and developing longer term options for building rationalisation. The depot will be released by relocating operational services to new depot facilities elsewhere in Cambridge and to Waterbeach Shared Waste and Garage sites. A significant amount of cultural change in how and where staff work will be required. This will include smart working, changes in how teams are managed, reductions in space per desk and desk to staff ratios. These will need to be underpinned by investment in smart working technology and further roll out of data and records management regimes.

A14 Mitigation Fund

As proposed in the NHB section above, a temporary earmarked fund will be set up to accumulate surplus NHB contributions to meet the requirement for funding of projects to mitigate the impacts in Cambridge of the A14 upgrade.

Tax base and council tax

Tax base

The tax base is one element in determining both the level of council tax to be set and the amount it is estimated will be collected. This calculation is governed by regulation and the formal setting of the tax base is delegated to the Head of Finance to enable notification to be made to the major precepting authorities during January each year.

The tax base reflects the number of domestic properties in the city expressed as an equivalent number of band D properties, calculated using the relative weightings for each property band. The calculation of the tax base takes account of various discounts (for example a 25% discount for single adult households) exemptions and reliefs. Allowances are also made for the projected growth in the number of dwellings as well as including a deduction assumed for non-collection.

The tax base for 2017/18 has been calculated as 41,977.2 and details of its calculation are given in Appendix B (a) and will form the basis of the final approved level for tax setting and precepting purposes. This reflects a 2.6% increase in the tax base compared with 2016/17.

Collection fund

Operation of the fund

The collection fund is a statutory fund, maintained by billing authorities such as the City council, into which income from council tax and business rates is recorded and out of which respective amounts set for the year, are paid to the City council and precepting bodies.

Forecast position at 31 March 2017

The collection fund for council tax is projected to have a deficit at the end of the current year of £282,761. The City council's share of this projected year-end deficit is £32,417 and this will need to be taken into account in setting the council's budget for 2017/18. The position for business rates was described in Section 3.

Council tax thresholds

Under the Localism Act, local authorities are required to hold a local referendum if they propose to increase council tax above the relevant limit set by the Secretary of State.

In recent years this threshold has been set at 2%, with some shire districts, including the City council, permitted to increase their element of council tax by up to £5, where this is higher than 2%. The government has confirmed the £5 limit for all shire district councils for 2017/18. The £5 increase may be available in future years, but this has not been confirmed. Therefore, for future years, increases of 2% have been retained in projections of council tax income.

The overall effect of the referendum requirements is such that a local authority would need to have reasonable expectation of public support for a level of council tax increase deemed to be excessive compared to the threshold, if acting in a prudent manner.

Council tax level

Financial projections of the council tax level made for the September 2016 MFR included the assumption of an increase of £5 for 2017/18 and approximately 2% per annum thereafter.

In light of the position with regard to the council tax threshold, as described above, the BSR incorporates a council tax increase in 2017/18 to £186.75 for band D and proportionately for other bands.

Section 52Z of the Local Government Finance Act 1992 requires the authority to consider whether the relevant basic amount of council tax for the financial year in question is excessive, based on the principles determined by the Secretary of State. As noted above, the threshold set for 2017/18 is that an increase is excessive where it is more than £5 on the band D charge, which means that the City council's proposed increase would not be deemed excessive.

The table below shows the City council element of council tax for 2016/17 for each property band together with the proposed levels for 2017/18:

Band	City Council tax		Difference £
	2016/17 £	2017/18 £	
A	121.17	124.50	3.33
B	141.36	145.25	3.89
C	161.56	166.00	4.44
D	181.75	186.75	5.00
E	222.14	228.25	6.11
F	262.53	269.75	7.22
G	302.92	311.25	8.33
H	363.50	373.50	10.00

Section 5

General Fund revenue budgets

Revised budget 2016/17

GF revenue budgets for the current year (2016/17) were reviewed as part of the MTFs. It should be noted that the revised budget includes carry forward approvals from 2015/16. No adjustment of 2016/17 revenue budgets is proposed, as budgets are monitored monthly through the review of variances and forecast outturns, and management actions taken to ensure that spending is controlled and income optimised.

Budget proposals

The GF revenue projections for 2017/18 to 2021/22 as presented in the MTFs have been reviewed and changes proposed. Proposals have arisen from policy initiatives, additional income opportunities balanced by additional staffing costs where appropriate, on-going service transformations, unavoidable increases in costs and savings opportunities. The impact of these proposals is shown below. The detailed proposals are set out in Appendices C (a) and C (b).

Performance against savings target

Savings Targets	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
MTFS 2016 - Current Savings Target (new savings each year)	(737)	560	560	560	560
Previous year savings not achieved / (over achieved)	-	502	-	-	-
Revised savings target	(737)	1,062	560	560	560
New pressures in year *	1,237	(724)	(25)	1	-
Revised savings target including pressures	500	338	535	561	560
New deliverable savings found in year *	(735)	(100)	(219)	-	-
Savings still to be found	(235)	238	316	561	560

Memo:					
Net new pressures and savings - see Appendices C (a) and C (b)*	502	(322)	(566)	(565)	(565)
Year on year impact on savings target	-	(824)	(244)	1	-

This shows that the savings target for 2017/18 should be achieved in year. For the purposes of this table, it has been assumed that where there are savings still to be found they will be achieved in the year, and will not therefore roll forward to later years. It should be noted that the Council has embarked on a long-term programme of savings and income generation, which will require an on-going focus on delivery. Work is already in progress to identify more projects to contribute to savings requirements going forward.

The table shows that the overall effect of the measures recommended in the BSR has:

- Resulted in a total level of net savings of £1.7m across the period from 2017/18 to 2021/22.
- Resulted in a net savings requirement of £238k for the next budget year (2018/19), and £316k net savings requirement for the year after that. These comparatively low levels of savings in the first two years of the budget period will provide time for the delivery of longer term, more challenging transformational projects that are now required.

Review of significant proposals

Contribution to the Climate Change Fund

An additional allocation of £250k is proposed to support carbon reduction projects to be delivered in 2017/18. These include a range of energy saving measures at the Guildhall, which could include solar PV, LED lighting, a combined heat and power system and a building and energy management system.

Contribution to the Sharing Prosperity Fund

An additional allocation of £100k is proposed to support the delivery of projects which will support residents on low incomes and meet needs identified in the Anti-Poverty Strategy. This could include: further work to promote financial literacy and inclusion; further work to address fuel and water poverty; continued support for volunteering and skills development; and projects to improve the mental and physical health of residents on low incomes.

Transformation programme funding

Additional funding of £423k over two years is requested for the business transformation programme. The council has previously allocated significant funding for a complex council-wide programme of transformational change, including shared services. This additional funding will enable further projects to be delivered over the next two years, providing additional change resources and other staffing costs associated with the programme.

Unavoidable revenue pressures

A pressure of £266k arising from the effects of the business rates revaluation on the council's property portfolio has been identified. In future this may be reduced on appeal. Changes to the way in which holiday pay must be calculated have given rise to a pressure of £47k for the GF.

Additional commercial property income and associated capacity to deliver

Increased rental income from commercial property, £235k in 2017/18 rising to £610k p.a. in 2018/19 and future years has been identified. This will arise from ongoing rent reviews, lease renewals and lettings on existing properties and from rental income from future acquisitions funded by £20m allocated to commercial property investment in the Medium Term Financial Strategy. A related bid for £57k is also presented to provide an additional officer to support the increased workload within Property Services arising from the enlarged commercial property portfolio, the general fund development programme and other growth-related work.

Non-cash limit items

In general, non-cash limit items do not impact on savings requirements - they are use of, or contributions to, reserves. As such, they are only used for one-off items, principally of a transformational or policy nature.

Funding variances

Differences in funding allocations and outturns from previous estimates are actioned as non-cash limit items, for example, differences on the local government finance settlement such as the changes in NHB noted above, changes arising from re-estimation of the council tax base and the council's share of the council tax collection fund deficit. Detailed proposals are shown in Appendix C (c).

Other considerations – pension fund contributions

The council is an employing authority within the Cambridgeshire Local Government Pension Scheme. Contributions to the scheme are subject to revision following regular triennial valuations. The latest valuation, which will determine contributions for the years 2017/18, 2018/19 and 2019/20, is now available in draft and is subject to discussion and agreement with the scheme actuary. Initial indications are that pension contribution rates will be agreed within available budgets for these years and therefore no budget proposals are required.

The council has the opportunity to consolidate lump sum deficit recovery payments due in the three year period into one payment in 2017/18. This would reduce the amount paid in total and is likely to provide a better 'return' on cash than is currently available through the approved investment strategy. The viability of this approach will depend on actuarial and technical accounting considerations which are currently under investigation.

Bids for external or earmarked funds

As set out in Section 4, in addition to general reserves, the council maintains a number of earmarked and specific funds held to meet major expenditure of a non-recurring nature or where the income has been received for a specific purpose but not yet spent. There are no bids against these funds requiring consideration in this report. However, a remit exists for each major policy-led fund setting out the purpose of the fund and the process for allocations from the fund during the year.

Appendix C (d) provides details of a bid for contributions towards the costs of the Local Plan, to be funded from NHB.

Section 6

General Fund: Expenditure and funding 2016/17 to 2021/22

Description	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Expenditure						
Net service budgets	19,520	18,255	18,013	19,045	17,718	18,786
Revenue Budget Proposals - BSR	-	502	(322)	(566)	(565)	(565)
Capital accounting adjustments	(5,423)	(5,423)	(5,423)	(5,423)	(5,423)	(5,423)
Capital expenditure financed from revenue	3,599	2,264	1,564	1,786	1,786	1,786
Contributions to earmarked funds	9,878	6,140	5,757	4,177	5,488	4,485
Revised net savings requirement	-	235	(238)	(316)	(561)	(560)
Net spending requirement	27,574	21,973	19,351	18,703	18,443	18,509
Funded by:						
Settlement Funding Assessment (SFA)	(5,864)	(5,090)	(4,675)	(4,235)	(4,235)	(4,235)
Locally Retained Business Rates – Growth Element	(800)	(800)	(800)	(800)	(800)	(800)
Other grants from central government	-	-	-	-	-	-
New Homes Bonus (NHB)	(6,332)	(5,962)	(5,410)	(5,098)	(4,348)	(4,139)
Appropriations from earmarked funds	(1,409)	-	-	(1,080)	-	-
Council Tax	(7,353)	(7,807)	(8,178)	(8,448)	(8,773)	(8,983)
Contributions to / (from) reserves	(5,817)	(2,314)	(289)	958	(286)	(352)
Total funding	(27,575)	(21,973)	(19,352)	(18,703)	(18,442)	(18,509)

Section 7

Capital

Introduction

The council's asset portfolio as at 1 April 2016 is shown below.

Category	Value £000	%
Operational assets:		
Council dwellings	586,941	63.1
Other land and buildings	138,449	14.9
Vehicles, plant and equipment	19,726	2.1
Infrastructure assets	4,262	0.5
Community assets	1,173	0.1
Total operational assets	750,551	80.7
Non-operational assets		
Investment properties	144,274	15.5
Surplus properties	3,682	0.4
Assets under construction	31,853	3.4
Total non-operational assets	179,809	19.3
Overall total	930,360	100.0

The portfolio includes council housing, assets for direct service provision such as swimming pools, community centres, car parks, vehicles and equipment, as well as substantial areas of common land. In addition to the assets used for service provision, the council has a portfolio of commercial property. Each asset needs to provide an appropriate return on the investment made by the council and also be fit for the purpose for which it is used.

The council has developed long-term accommodation strategy to consider the best use of our administrative buildings. This review is linked to work to determine the most appropriate

service delivery models (e.g. shared services) and working practices (e.g. flexible and/or remote working) for the future.

Capital plan

The council's capital plan shows anticipated expenditure for the next 5 years, where relevant, for each programme or scheme.

Capital proposals

The majority of capital bids address the on-going renewal, updating and major repairs of the council's buildings and operational assets. As such they support income generation (car parks, commercial property), and the delivery of services (vehicles, building repairs, etc). All capital proposals are shown in detail in Appendix E (a) and the funding requirements in Appendix E (b). Approvals since the MTFS Oct 2016 are shown in Appendix E (c).

Following a review of the capital plan, it is recommended that the funding from a number of schemes is released and made available for new capital proposals:

Ref.	Scheme	Funding to release £000	Notes
35527 – PR010di	Riverside / Abbey Road junction	31	Scheme complete, release excess funding
39149 – PV532	Cambridge City 20mph zones	55	Scheme as designed complete, release excess funding
38168 – PR027	Bins - Parks	48	Major replacement complete, future maintenance to be funded from revenue
38174 – PR028	Bins - Streets	23	Major replacement complete, future maintenance to be funded from revenue
	Total	157	

Financing

Capital schemes are funded from a variety of internal and external funding sources. The use of certain funding types is restricted, for example developer and other contributions, grants, and earmarked and specific funds.

Internal:

- Earmarked and specific funds (e.g. R&R)
- Capital receipts
- NHB
- Revenue resources

External:

- Developer and other contributions
- Grants, National Lottery etc.
- Prudential borrowing

Capital funding Available	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Funding available and unapplied (MTFS Oct 2016)	(75)	(1,548)	(1,548)	(1,786)	(1,786)	(1,786)
Approvals since MTFS Oct 2016	75					
Schemes removed from capital plan (see above) and rephased into 2017/18 ¹	-	(157)	-	-	-	-
Capital bids requiring funding (gross) ¹	-	1,939	25	25	25	-
Rephase DRF (Reserves NCL3981)	-	(234)	234	-	-	-
Net Funding Available	-	-	(1,289)	(1,761)	(1,761)	(1,786)

¹ – The items in both these lines are combined into Appendix E (b)

The projections in the remainder of the BSR assume that all of the capital proposals are approved.

Future capital receipts

The council has a small portfolio of potential development land that could be sold to generate significant capital sums. This would provide land for commercial or housing development to meet the growth requirement within the city and funds for reinvestment. Alternatively, the council may choose to invest its resources in some of these sites, depending on the level of returns.

The current capital plan, updated for schemes removed and proposals for new schemes is shown in detail in Appendix E (d). The tables below summarise the capital plan and shows how it is funded.

Capital plan spending	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Programmes	22,232	3,573	300	-	-	-
Projects	9,788	3,113	61	25	25	-
Sub-total	32,020	6,686	361	25	25	-
Provisions	11,768	1,145	220	56	487	-
Total Spend	43,788	7,831	581	81	512	-

Capital plan funding	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
External support						
Developer contributions	(7,847)	(420)	(121)	-	-	-
Other sources	(4,600)	(50)	(50)	-	-	-
Prudential Borrowing	-	-	-	-	-	-
Supplementary Credit Approvals (SCA)	-	-	-	-	-	-
Total - External support	(12,447)	(470)	(171)	-	-	-
City Council						
Developer contributions						
Direct Revenue Financing (DRF) - GF services	(944)	(315)				
Direct Revenue Financing (DRF) - Use of reserves	(3,599)	(2,264)	(1,564)	(1,786)	(1,786)	(1,786)
Earmarked reserves - Capital Contributions	(2,431)	(454)				
Earmarked reserve - Climate Change Fund	(429)	(300)	-	-	-	-
Earmarked reserve - Repair & Renewals Fund	(1,059)	(2,556)	(15)	-	-	-
Earmarked reserve - Technology Investment Fund	(2)	-	-	-	-	-
HRA Capital Balances	-	-	-	-	-	-
Internal borrowing - Temporary use of balances	(22,641)	(1,086)	(120)	(56)	(487)	-
Usable capital receipts	(371)	(386)	-	-	-	-
Total - City Council	(31,379)	(7,361)	(1,699)	(1,842)	(2,273)	-
Total funding	(43,788)	(7,831)	(1,870)	(1,842)	(2,273)	-
Net Funding Available	-	-	(1,289)	(1,761)	(1,761)	(1,786)

Projects under development (PUD)

The council maintains a list of projects which may come forward for funding in due course. These projects may be fully planned and ready for delivery, or require further feasibility work and outline project planning before they are ready to be included on the capital plan. When there is funding available, schemes that have been fully developed and costed will be considered for funding.

The PUD list, with an indication of the status of each project, shown in brackets [xxx], is included at Appendix E (e).

Section 8

Risks and reserves

Risks and their mitigation

Risks and sensitivities

The council is exposed to a number of risks and uncertainties which could affect its financial position and the deliverability of the proposed budget. These risks include:

- Savings plans may not deliver projected savings to expected timescales;
- Assumptions and estimates, such as inflation and interest rates, may prove incorrect;
- Funding from central government (NHB and other grants) may fall below projections;
- The actual impact and timing of local growth on the demand for some services may not reflect projections used;
- The economic impact of the United Kingdom leaving the European Union may impact some of the council's income streams, such as car parking income, commercial rents and planning fee income;
- Increases in council tax and business rates receipts due to local growth may not meet expectations;
- Business rates appeals, which may be backdated to 2010, may significantly exceed the provision set aside for this purpose;
- The business rates revaluation, due to come into effect in April 2017 may reduce business rates receipts and increase the level of appeals;
- The impact of 100% business rates retention, coupled with any additional responsibilities handed down to the council at that time, may create a net pressure on resources;
- New legislation or changes to existing legislation may have budgetary impacts;
- Unforeseen capital expenditure, such as major repairs to offices and commercial properties, may be required;
- The implementation of proposals to tackle congestion in Cambridge may adversely impact car parking income and the delivery of services that rely on officers travelling around the city. The council may also become subject to a work place parking levy; and

- The council may not be able to replace time-limited funding for commitments to maintain open spaces associated with growth sites, or implement alternative arrangements for their maintenance.

The budget process addresses these risks by applying principles of prudence and sustainability throughout. The sensitivity of the budget to estimates and assumptions has been assessed and is presented in Appendix D.

Equality impact assessment

As a key element of considering the changes proposed in this BSR, an Equality impact assessment has been undertaken covering all of the Budget 2017/18 proposals. This is included in this report at Appendix G. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show that they have treated everyone fairly and without discrimination.

Section 25 Report

Section 25 (s. 25) of the Local Government Act 2003 requires that the Chief Financial Officer (CFO) reports to the authority, when it is making the statutory calculations required to determine its council tax or precept, on the following:

- The robustness of the estimates made for the purposes of the calculations, and
- The adequacy of the proposed levels of financial reserves.

This includes reporting and taking into account:

- the key assumptions in the proposed budget and to give a view on the robustness of those assumptions;
- the key risk areas in the budget and to assess the adequacy of the council's reserves when reviewing the potential financial impact of these risk areas on the finances of the council; and
- it should be accompanied by a reserves strategy

This report has to be considered and approved by full council as part of the budget approval and council tax setting process.

The majority of the material required to meet the requirements of the Act has been built into the key reports prepared throughout the corporate budget cycle, in particular:

- MTFS 2016

- The corporate plan and the budget reports to the January cycle of meetings.

This reflects the fact that the requirements of the Act incorporate issues that the council has, for many years, adopted as key principles in its financial strategy and planning; and which have therefore been incorporated in the key elements of the corporate decision-making cycle.

This also reflects the work in terms of risk assessment and management that is built into all of the key aspects of the council's work.

The Section 25 report will be included as Section 10 in the version of the BSR to be submitted to council.

General reserves

GF reserves are held as a buffer against crystallising risks, and to deal with timing issues and uneven cash flows. As such, the level of reserves required is dependent on the financial risks facing the council, which will vary over time. The prudent minimum balance (PMB) and target level of GF reserves were reviewed and amended in the MTFS. No further changes are recommended at this time.

GF reserves	£m
October 2016 MTFS / February 2017 BSR – Recommended levels	
- Target level	6.37
- Minimum level	5.31

The projected levels of reserves for the budget setting period, based on the proposals included in this report, and assuming that all net savings requirements are delivered, are as follows:

Description	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Balance as at 1 April (b/fwd)	(16,012)	(10,194)	(7,880)	(7,591)	(8,549)	(8,263)
Contribution (to) / from reserves	5,817	2,314	289	(958)	286	352
Balance as at 31 March (c/fwd)	(10,194)	(7,880)	(7,591)	(8,549)	(8,263)	(7,911)

Section 9

Future strategy and recommendations

Future issues and prospects

The impact of a number of uncertainties and challenges outlined below are likely to become clearer in the early part of 2017/18. The new or developing issues and projects which are not clear at the time of agreeing this BSR include:-

- **New Homes Bonus (NHB)** – certain elements of the 2016 consultation on the future of this funding stream have yet to be finalised. Additionally the implementation of a deadweight factor which can be adjusted by the government year by year increases the level of uncertainty surrounding any projections of NHB income.
- **100% business rates retention** – it is still unclear how this policy will be implemented, and therefore its impact on the council finances cannot be assessed at this point.
- **Delivery of planned savings** – the council has delivered significant savings in previous years. As a result, current and future savings are more difficult to deliver and the council is undertaking a complex, cross-cutting programme of change, both on its own and with partners to achieve them. This represents a considerable challenge for the organisation.
- **Financial pressures on other partners** - as other agencies come under spending pressure there may be direct impacts on services which are currently funded by them or in partnership with them. The County council is facing significant cuts over coming years and the Cambridgeshire and Peterborough health economy continues to be under stress. Even where there are not direct cuts to city council funding there are likely to be indirect impacts on our community based services.
- **Devolution** – following agreement of Phase 1 of the Cambridgeshire and Peterborough devolution deal, the council continues to explore further opportunities

(Phase 2) for the devolution of government powers and spending with local partners. This could provide new opportunities to deliver services in different ways.

- **Welfare reform** – the government's plans to reform the country's system of welfare payments continue to have implications for the Council not least the introduction of Universal Credit. The timing of the handover of services is expected to start in May 2018. The government has made clear its expectation that staff will not TUPE across to the Department for work and pensions and so the council will need to run down the service as elements transfer across.
- **Changes to housing policy** - the significant impact recent changes to government policy is having on the HRA will require significant in housing related savings funded by the HRA. They will also have a knock on impact on support services funded through the HRA and other housing related services funded by the GF.

Future savings strategy

Our efficiency plan

The council submitted its efficiency plan to government in October and the Minister for Local Government, Marcus Jones, wrote to the council in November confirming that this efficiency plan will be rewarded by a multi-year financial settlement. This means the council can now expect at least the minimum stated allocation of business rates and revenue support grant up to 2019-20. In return the council will continue its ambitious programme of service transformation.

The programme laid out in the efficiency plan tackles the need to deliver good services with fewer resources through five complementary strands of activity:

- Transforming the way the council delivers services by focusing on what's important to service users and delivering that well, sharing services with neighbouring councils where possible to reduce costs and to create stronger and more resilient teams.
- Reducing the number of council offices and reusing other assets.
- Developing new council businesses and ensuring all services think commercially and explore income generating opportunities.
- Investing money wisely so it does not sit in bank accounts earning very little but works to generate a better return for council tax payers.

- Challenging the council's capital programme to reduce capital commitments and ensuring those schemes that do go ahead are well planned and delivered in a timely way.

Underpinning all of this is a commitment to targeting scarce resources to help people who need help and to meet the needs of most vulnerable.

Delivery of our transformation programme in 2017

Transforming the way the council delivers services by focusing on what's important to service users and delivering that well, sharing services with neighbouring councils where possible to reduce costs and to create stronger and more resilient teams

We will continue to pursue plans to share services with other councils focusing particularly on the opportunities for sharing further services, including planning and finance, with South Cambridgeshire Council during 2017/8. We will look at the opportunities to develop our digital agenda in partnership with other councils and the opportunities for reforming public services as a result of devolution. We will also continue to look at the services we already share to identify whether further efficiencies can be generated. Our programme of systematic service reviews will continue the next phase focusing on streets and open spaces, community centres and our ICT contract.

Reducing the number of council offices and re-using other assets

We will continue with the implementation of our office and accommodation strategy which will see Mill Road depot freed up for the development of housing and the sale of Hobson House on St Andrews Street. We will also begin the redevelopment of Park Street car park.

Developing new council businesses and ensuring all services think commercially and explore income generating opportunities

We will consolidate our new vehicle maintenance garage and fleet operation at Waterbeach and continue to identify further opportunities for more commercial approaches to our services.

Investing money wisely so it does not sit in bank accounts earning very little but works to generate a better return for council tax payers

In total £50 million in underused financial reserves has been freed up since 2014 to secure more commercial property assets, and to invest in housing via Cambridge City Housing Ltd, generating income for reinvestment while addressing affordable housing need.

Challenging the council's capital programme to reduce capital commitments

We have reviewed all projects the council's capital programme, and the methodology for approving and delivering capital commitments. As a result we have cut out avoidable and poorly specified capital projects and also reduced the requirement to raise revenue to fund the capital programme.

Conclusions

This report presents a balanced budget for 2017/18 and a continuing strategy to maintain the council on a firm financial footing in the medium-term. However, significant financial challenges and uncertainties remain.

The overall budget and medium term financial strategy are not without risk, as they rely on the successful delivery of a challenging programme of transformational projects, some of which rely on collaborative working with partners. They are also dependent on increasing levels of income which could be adversely impacted by local or national economic factors, such as Brexit. The council actively manages the level of its reserves to give some protection against these risks.

Increasingly, the financial health of the council and hence its ability to deliver services to local residents and visitors to the city will be under the council's control. The key will be to balance policy-driven spending with commercialism, and prudent management with well-considered risk-taking for reward.

Section 10

Section 25 Report

[To be included in the Council version of the report]

Cambridge City Council Corporate Plan 2016-19 (revised November 2016)

Vision

The Council has a clear vision to lead a united city, 'One Cambridge - Fair for All', in which economic dynamism and prosperity are combined with social justice and equality. It's a vision we will share and develop, working with our citizens and partner organisations.

Corporate Plan 2016-19

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
One Cambridge – Fair for All	Delivering sustainable prosperity for Cambridge and fair shares for all	<ul style="list-style-type: none"> i. Carry out the actions in our Anti-Poverty Strategy (APS) action plan including supporting and promoting the services offered by credit unions in Cambridge; and promoting the living wage. ii. Support children and families who face greatest need in the city by providing opportunities to be included and engaged in the life of the city. iii. Ensure the impacts of welfare reform are managed smoothly and effectively to include the Council's local council tax reduction scheme; and work with the DWP to support residents with the implementation of Universal Credit. iv. Review community-based activity and facilities, and work in partnership, to ensure that services support those in greatest need. v. Ensure through the planning process that new developments include community and other facilities that make them high quality places to live. vi. Work with partners to secure devolution of powers and funding from central Government, and expand joint delivery of public services. vii. Work in partnership with the new destination management organisation for Cambridge and the surrounding area to 	<ul style="list-style-type: none"> • People on low incomes are helped to maximise their income and minimise their costs • Impact of welfare reform on local people is mitigated including housing and homelessness assistance, debt advice, digital and financial inclusion. • Existing and new communities are connected, sustainable and thriving and have the facilities they need. • New shared community facilities and services (hub projects) are developed and delivered with our partners. • Applications for new developments that contribute to the implementation of the local plan, or support prosperity for all in the city, are dealt with efficiently through the planning process. • More residents are confident and able to access online services that improve their quality of life. • Reduced fuel poverty 	<ul style="list-style-type: none"> • The basket of indicators in the APS including Number of Housing Benefit and Council Tax Benefit claimants and their dependents • Council Tax in-year collection rates • Benefit speed of processing • Housing rent collection rates • Numbers of people who meet one or more of the Digital Inclusion Outcomes Framework indicators as a result of the City Council's Digital Inclusion Strategy interventions • Number of visits to community centres from priority groups • Percentage of households in Cambridge experiencing fuel poverty 	Richard Johnson Kevin Blencowe Richard Robertson	Antoinette Jackson Suzanne McBride Liz Bisset, Stephen Kelly Andrew Limb, David Kidston, Alison Cole

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
		<p>maximise the economic benefits from tourism to the city.</p> <p>viii. Work with digitally excluded tenants and residents to enable them to access online services that improve their life chances.</p> <p>ix. Continue to support vital citywide and local advice and support services for those most in need, provided by the Citizens Advice Bureau (CAB), our skilled council advisers and others. We will carefully target investments from our <i>Sharing Prosperity Fund</i>, and investigate expanding CAB outreach workers to other surgeries in communities of high need</p>				
	Tackling the city's housing crisis and delivering our planning objectives	<p>i. Work with partner local authorities, Registered Providers and developers to build new homes across all tenures in accordance with the local plan, with a particular focus on maximising delivery of social rent housing.</p> <p>ii. Develop a "General Fund Development Programme" to make the most of the Council's land to provide new market, social rented and – potentially - intermediate housing, at a range of sites including, for example:</p> <ul style="list-style-type: none"> • Mill Road Depot; and • Park Street Car Park, also incorporating underground car parking, commercial space and a new cycle park. <p>iii. Continue to provide council housing, focusing on those most in housing need.</p> <p>iv. Provide housing advice to reduce, and help prevent, homelessness by offering early advice on alternative housing options.</p> <p>v. Encourage private landlords to deliver good standard, energy-efficient housing and tackle those who do not.</p> <p>vi. Support health and social care partners to deliver effective community and home based support.</p>	<ul style="list-style-type: none"> • Different types of households, with a broad range of incomes, are able to afford to live in Cambridge • More people can afford to live within a 45 minute journey from work in Cambridge • Businesses are able to recruit and retain employees who can afford to live in the travel to work area. • People are able to stay and live in Cambridge and live in safe and warm housing throughout their lives. • Park Street Car Park project delivered on target and on budget • Residents have alternative parking or travel options during closure of Park Street Car Park. • Affordable housing continues to be delivered in the city. • The new local plan is adopted in 2017. 	<ul style="list-style-type: none"> • Total number of housing completions • Number of Affordable Housing completions • Number of new homes completed on City Council land • Planning application performance targets • Local Plan delivery timetable • Number of families helped to prevent homelessness • Awards for the quality of new developments 	<p>Kevin Price</p> <p>Kevin Blencowe</p>	<p>Suzanne McBride</p> <p>Liz Bisset</p> <p>Stephen Kelly</p> <p>Alan Carter</p> <p>Tom Bremner,</p> <p>Trevor Burdon</p> <p>James Elms</p>

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
		<ul style="list-style-type: none"> vii. Seek to secure target of 40% affordable housing in new developments through the planning application process. viii. Support the local plans through the examination process to adoption and then joint implementation with partners, particularly in partnership with South Cambridgeshire District Council. ix. Ensure planning applications are dealt with within target timescales and resources. x. Develop further the Cambridge City Housing Company xi. Work with our partners in the City Deal through the shared Housing Development Agency to deliver additional affordable homes for market sale and rent on sites in and close to Cambridge. xii. Seek ways to continue building new City Council homes xiii. Work with our statutory and voluntary sector partners to reduce street-based homelessness. 				
Cambridge – a great place to live, learn & work	Making Cambridge safer and more inclusive	<ul style="list-style-type: none"> i. Work to make the city a safer, more inclusive and welcoming place by promoting equality and diversity advice and events. ii. Work with County Council, Police and local residents and businesses to tackle anti-social behaviour issues, including littering, alcohol-related incidents, fly tipping and nuisance punt touts. iii. Ensure that Council departments, and the partners who deliver services on our behalf, meet high standards in protecting children and adults through our safeguarding activity. iv. Fund overnight street lighting across Cambridge that would otherwise have been lost, to reduce the risk of crime, reduce the fear of crime, and contribute to the wider safety of people travelling during the night or starting their journeys early 	<ul style="list-style-type: none"> • The city is perceived to be a safe, welcoming and inclusive place to live, work, study and visit. • Increased enforcement activity, including Fixed Penalty Notices (FPNs). • Reduction, over time, in Anti-Social Behaviour rates 	<ul style="list-style-type: none"> • Numbers of Fixed Penalty Notices issued • Numbers of Anti-Social Behaviour incidents 	<p>Lewis Herbert</p> <p>Richard Johnson</p> <p>Peter Roberts</p>	<p>Suzanne McBride</p> <p>Liz Bisset,</p> <p>Debbie Kaye,</p> <p>Joel Carre</p>

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
		<p>morning.</p> <p>v. Upgrade CCTV, including relocatable CCTV, to continue its vital contribution to making Cambridge safer. We will target areas of the city which experience most crime or anti-social behaviour.</p> <p>vi. Follow up the consultation on the proposed Public Spaces Protection Order to achieve effective measures to tackle anti-social behaviour from punt touts.</p> <p>vii. Implement the Mental Health Concordat in partnership with other organisations, refocusing council service delivery on the needs of residents experiencing mental health issues.</p> <p>viii. Continue to prioritise the prevention of domestic violence and sexual exploitation, in line with the city's White Ribbon status. . We will work with partner organisations to achieve this.</p> <p>ix. Continue to rehome homeless Syrian refugees, working with the Home Office and the network of East region councils. Work with Cambridge partner organisations, including the Cambridge Ethnic Community Forum and Cambridge Refugee Resettlement Campaign, and complete a survey of refugee and asylum seeker numbers and needs in Cambridge.</p> <p>x. Review the Council's approach to public engagement in formal council meetings and decision-making.</p> <p>xi. Review the role of people under eighteen in decision making and having a say on the delivery of council services that affect them.</p>				
	Investing in improving transport	<p>i. Work in partnership to deliver the City Deal infrastructure schemes and other transport measures that support the sustainable growth of Cambridge by reducing traffic congestion and increasing pedestrian, cycle and public transport use; and by</p>	<ul style="list-style-type: none"> A growing city with extra housing and jobs is supported by more sustainable and balanced transport choices, leading to reduced congestion, better quality of life (including reduced 	<ul style="list-style-type: none"> Numbers walking, cycling or using public transport to get to work Numbers using Council car parks Average journey & 	<p>Lewis Herbert</p> <p>Kevin Blencowe</p>	<p>Antoinette Jackson,</p> <p>Stephen Kelly,</p>

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
		<p>securing additional investment from Government, transport operating companies and others.</p> <p>ii. Manage off-street parking that supports business and residents' needs, investing in modernised payment systems and improved energy efficiency and developing a partnership with the County Council's parking and enforcement roles.</p> <p>iii. Work with Cambridge Business Improvement District, local retailers and businesses and City Deal partners to develop a plan to reduce delivery vehicle movements in the city centre.</p> <p>iv. Continue to deliver improved cycle routes, including the Chisholm Trail, other cross-city cycling initiatives and related cycling improvements.</p> <p>v. Work with the County Council, Network Rail and private sector partners on proposals for an Addenbrooke's Rail Station and for the May 2017 opening of Cambridge North station. These projects also require integration with improved bus and cycle options. We will also work to improve Cambridge rail station and to secure wider additional investments in the rail network benefitting Cambridge and Cambridgeshire.</p>	<p>noise and pollution from traffic, and quality public realm) as well as experiencing enhanced economic growth.</p> <ul style="list-style-type: none"> Increased numbers & proportion of people cycling, walking or using public transport to get into and around the city. City Deal generates local funding to secure improvements to transport infrastructure. 	<p>commute times</p> <ul style="list-style-type: none"> City Deal projects delivery programme – "on-track and on-budget" 		<p>Joel Carre</p> <p>James Elms</p>
	Protecting our city's unique quality of life	<p>i. Provide swimming, sport facilities and leisure services that are accessible to everyone, targeting our resources on promoting healthy lifestyles to address health inequalities.</p> <p>ii. Engage a greater proportion and diversity of residents in the arts and cultural life of Cambridge.</p> <p>iii. Provide funding and targeted advice to voluntary organisations, prioritising projects that tackle inequality.</p> <p>iv. Deliver capital projects that will enhance community infrastructure and quality of life</p>	<ul style="list-style-type: none"> The city is a healthy place to live for all, with health inequalities reduced. A greater proportion of residents take part in and enjoy the cultural life of the city. The city has a thriving community and voluntary sector which promotes opportunity and inclusivity. Assets are protected and new development the city have appropriate facilities and 	<ul style="list-style-type: none"> Total number of swimming and non-swimming visits to Council sports facilities Numbers of entries to Council-owned leisure facilities by people holding concession membership Number of children attending free swimming lessons 	<p>Kevin Blencowe</p> <p>Anna Smith</p> <p>Richard Johnson</p> <p>Peter Roberts</p>	<p>Suzanne McBride</p> <p>Stephen Kelly,</p> <p>Joel Carre,</p> <p>Debbie Kaye</p>

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
		<p>for city residents in new and existing communities.</p> <p>v. Involve communities in the planning, development and management of community assets, including public land and buildings.</p> <p>vi. Maintain a high quality and accessible city centre environment by working with the County Council, Cambridge Business Improvement District and local retailers and businesses</p> <p>vii. Ensure that valuable green, natural and historic assets well-used by visitors and residents are protected and improved through the planning process.</p> <p>viii. Ensure that growth that balances economic success with quality of life and place (including in the design of new buildings) is supported, as set out in the current and emerging local plan strategy</p> <p>ix. Work with Cambridge Live, Cambridge BID and Visit Cambridge & Beyond to develop and deliver a programme of outdoor public events and activities and to maximise the economic benefits from visits and tourism.</p> <p>x. Implement the Council's new tree strategy and existing Council initiatives for improving tree numbers and quality, including increased promotion of the council's Trees for Babies scheme. We will seek clarity and partnership working from the County Council in order to retain and improve roadside tree provision.</p>	<p>community infrastructure.</p> <ul style="list-style-type: none"> • More maintenance and management of open spaces and facilities is carried out by volunteers and community groups. 			
	Protecting essential services and transforming council delivery	<p>i. Develop, and start implementing, our Office Accommodation Strategy, working with shared service partners to achieve cost and carbon savings.</p> <p>ii. Generate more income from the commercial property portfolio through investment in new and existing property.</p> <p>iii. Implement, monitor and review shared ICT, Building Control and Legal Services.</p>	<ul style="list-style-type: none"> • Council buildings, land and property used more efficiently, improving service delivery and introducing new ways of working. • Staff able to work effectively and flexibly with good work/life balance. • New and improved revenue 	<ul style="list-style-type: none"> • Operational property costs/space per capita • Staff satisfaction with tools they need (accommodation, ICT and other support) to do their jobs efficiently, achieve better work/life balance 	<p>Lewis Herbert</p> <p>Richard Robertson</p> <p>Peter Roberts</p> <p>Anna Smith</p>	<p>Antoinette Jackson</p> <p>David Edwards</p> <p>Suzanne McBride</p>

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
		<ul style="list-style-type: none"> iv. Review existing, and explore new, opportunities for shared services. v. Review current commercial activities and skills and invest in further developing them. vi. Develop new business models to deliver sustainable commercial revenue streams to support essential council services, using the Council's "invest for income" fund where appropriate. vii. Establish a new operational depot for Streets & Open Spaces and Estates & Facilities. viii. Achieve service improvements and efficiencies by carrying out a comprehensive service review of Streets and Open Spaces. ix. Ensure customer contacts and queries are managed in a prompt, efficient and responsive way, adopting new self-service technologies to enable customers to access services 24/7. x. Explore joined up working with neighbouring councils to deliver better services and results for Cambridge residents and businesses and deliver greater efficiencies. xi. Seek to protect residents' services despite the expected loss of 100% of the Council's core grant by 2020. We will develop and implement our 'Plan for 2020', a four year plan linked to obtaining funding certainty from the Government. xii. Support the case for Cambridgeshire and Peterborough to jointly manage all the business rates generated in the county to tackle inequality across the county, and address the infrastructure and affordable housing deficit which is a risk to sustainable growth. xiii. Press Government to retain the New Homes Bonus because providing additional new housing depletes council finances and the 	<p>streams from commercial and activities, including new models of bereavement care & CCTV services.</p> <ul style="list-style-type: none"> • Commercialisation initiatives generate targeted income levels, and financial savings are achieved. • Operational service levels maintained during & after transfer from Mill Road Depot • S&OS Service review delivers improvements in service performance and significant net revenue savings 	<ul style="list-style-type: none"> • Total income from commercial property • Net revenue savings [as per transformation business cases] 		<p>Dave Prinsep</p> <p>Jonathan James</p>

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
		<p>New Homes Bonus offers some compensation for these extra costs, ensuring that future growth is sustainable.</p> <p>xiv. We will seek the best devolution settlement with Government, in partnership with other Cambridgeshire councils, the Greater Cambridge Greater Peterborough Enterprise Partnership and others.</p> <p>xv. Explore opportunities to develop further the Council's investment strategy in property, housing, energy efficiency and renewable energy projects.</p> <p>xvi. Establish a new, commercially successful garage and fleet maintenance operation at Waterbeach, co-located with the shared waste and recycling service.</p>				

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
Cambridge – caring for the planet	Tackling climate change, and making Cambridge cleaner and greener	i. Implement the actions in our Climate Change Strategy , reducing emissions from our own estate and our property portfolio.	<ul style="list-style-type: none"> Lower emissions and energy bills from the Council estate. 	<ul style="list-style-type: none"> Council's own emissions Per capita emissions in city Number of low emission vehicle 	Peter Roberts Richard Robertson Anna Smith Kevin Blencowe	Andrew Limb David Kidston Suzanne McBride Stephen Kelly Joel Carre Yvonne O'Donnell
		ii. Work with residents, businesses and other organisations to reduce emissions in the city; including working with coach, bus and taxi operators to reduce vehicle emissions harmful to public health.	<ul style="list-style-type: none"> Greater resilience to changing climate and the consequences of climate change. 	<ul style="list-style-type: none"> Waste volumes & recycling rates 		
		iii. Adapt further to the impacts of climate change to increase the city's ability to cope with extreme weather, particularly for the most vulnerable.	<ul style="list-style-type: none"> Increase numbers of low emission vehicles and improvements in air quality. 	<ul style="list-style-type: none"> Hectares of green space/ numbers of trees/ metres of sustainable drainage 		
		iv. Work with local residents and businesses with the aim of increasing waste recycling rates and reduce total waste generated per capita.	<ul style="list-style-type: none"> Increase tonnage of domestic and street recycling; and reductions in non-recycling rates. 	<ul style="list-style-type: none"> Air quality at the city's main monitoring points 		
		v. Provide high quality Green Infrastructure (GI) that enhances residents' quality of life.	<ul style="list-style-type: none"> Strategic developments and projects support provision of high quality, integrated GI, including sustainable drainage and tree planting. 			
		vi. Ensure that new developments meet the council's policies for sustainable construction and energy and water efficiency.	<ul style="list-style-type: none"> New developments are energy efficient and support carbon reduction and climate change mitigation. 			
		vii. Ensure that new developments provide the open space and recreational facilities that residents need.	<ul style="list-style-type: none"> Green infrastructure (GI) meets the needs of people and wildlife; and supports the sustainable management and growth of the city, achieving Green Flag standard where possible. 			
		viii. Implement and develop the shared waste service with South Cambridgeshire DC.	<ul style="list-style-type: none"> Increased community engagement in keeping Cambridge's streets & open spaces clean, including reporting and tackling cleansing issues and identifying the best place for bins. 			
		ix. Improve the general cleanliness of streets and open spaces, with greater public input on cleaning and enforcement decisions to target Cambridge's most challenging locations.				
		x. Review and improve cleanliness of streets and public open spaces and provide greater opportunities for the public to influence decisions on cleansing and enforcement in order to target Cambridge's most challenging locations.				
		xi. Work with the police to identify the small number of people responsible for repeat graffiti around the city, and tackle this costly anti-social behaviour.				

Executive Councillors: Leader & Executive Councillor for Strategy & Transformation
Executive Councillor for Streets & Open Spaces
Executive Councillor for Finance & Resources
Executive Councillor for Planning & Transport
Deputy Leader & Executive Councillor for Housing
Executive Councillor for Environmental Services & City Centre
Executive Councillor for Communities

Councillor Lewis Herbert
Councillor Anna Smith
Councillor Richard Robertson
Councillor Kevin Blencowe
Councillor Kevin Price
Councillor Peter Roberts
Councillor Richard Johnson

Details of [Senior Council Officers](#)

Preface to Appendix C

A Local Poverty Rating Index to assist in assessing Budget Proposals 2017/18

To assist members in assessing the impacts of budget proposals on low income groups of people in the City a local poverty rating composite index ("the Index") has been developed and has been applied for this year's budget proposals for 2017/18 (a revised version of the methodology that was used in last year's process). The impact classifications are shown in the table below:

Impact classification	Assessment
High impact	The bid is a good fit with the areas of focus in the council's Anti-Poverty Strategy and targets people on low incomes that are experiencing pressing and urgent problems that will affect their ability to meet their basic needs, such as housing, food, warmth and security in the short-term.
Medium impact	The bid touches on or is outside the areas of focus in the council's Anti-Poverty Strategy but will deliver improvements to people and families living on low incomes in the short to medium-term.
Low impact	The bid is outside the areas of focus in the council's Anti-Poverty Strategy but will deliver improvements to people and families, including those living on a low income.
No impact	The level of service to low income people and families will not change.
Negative impact	The bid is likely to reduce or restrict access to services by people or families living on a low income.

The council's full [Anti-Poverty Strategy](#) shows the [objectives and areas of focus](#) for the Cambridge Anti-Poverty Strategy.

2017/18 Budget - GF - Pressures

Page 1 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Bids

Environmental Services & City Centre

B3906	Air Quality Project Support Officer (Scientific Officer - 50% FTE 2 years)	0	25,000	25,000	0	0	Jo Dicks	+M
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Current corporate air quality commitments on Low Emission Taxis, Electric Vehicle Charging Infrastructure, City Deal and Quality Bus Partnership represent substantial ongoing work streams for the Environmental Health service. Air quality staffing resource is under pressure due to a sustained increase in growth related planning consultations. This means that the dedicated Air Quality technical resource of 0.7FTE is unable to support the aforementioned corporate air quality commitments. In response, the proposal is to increase Air Quality staff capacity by 0.5 FTE for two years to provide the capacity to deliver on these commitments. At current staffing levels there is a risk that the corporate aim to reduce emissions and significantly improve the city's air quality will be compromised. Low

Total Bids in Environmental Services & City Centre

0	25,000	25,000	0	0
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Finance & Resources

B3931	Expanded Property Services capacity	0	57,000	57,000	57,000	57,000	Dave Prinsep	Nil
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Additional staff to manage the planned commercial property acquisitions, the general fund development programme, the Housing Company and Investment Partnership. This proposal is linked to the commercial property acquisition capital bid in the Medium-Term Financial Strategy and the Commercial Property Acquisition Additional Income 'Increased Income' proposal. None
(Linked to proposal I13897).

B3940	Office Accommodation Strategy Phase III Feasibility Funding	0	100,000	0	0	0	Dave Prinsep	Nil
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The Office Accommodation Strategy approved at Strategy & Resources Scrutiny Committee (S&R) on 18/1/16 set out proposals for Phase III. Phase III will require feasibility funding to investigate and report on the options ahead of reporting deadlines. This is expected to include market valuations, architectural and quantity surveying support to cost options, planning advice, smart working requirements/support, and legal fees to advise on title and procurement issues. The business case for a preferred option is proposed to be reported for decision and funding by April 2018 supported by a project appraisal and funding issues reported to S&R in August 2017. None

Total Bids in Finance & Resources

0	157,000	57,000	57,000	57,000
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Housing - General Fund

B3864	Reallocation of Anti-Social Behaviour (ASB) costs from the Housing Revenue Account to the General Fund	0	59,800	0	0	0	Lynda Kilkelly	Nil
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2017/18 Budget - GF - Pressures

Page 2 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Bids

This results from the Housing Revenue Account (HRA) review of how the workload of the Anti-Social Behaviour Medium (ASB) team is distributed between HRA and non-HRA workload and identified that a significant amount of ASB work does not relate to housing cases. Much of this work relates to areas of the city other than housing estates. A review of workload shows that this work must be funded by the General Fund rather than the HRA if it is to continue. This is a one-year only bid initially to allow a full review of the ASB service, to identify future work levels and priorities for the Council.

B3866	Recruitment of a Trainee Development Officer in the Housing Development Agency (HAD)	0	32,900	32,900	32,900	32,900	Sabrina Walston	Nil
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This bid is to continue to grow the capacity of the Housing Development Agency to meet its objectives of delivery of 250 new homes a year. The bid can be contained within the Housing Development Agency business case. (linked to proposal I13865).

B3871	Continuation of Town Hall Lettings Service	0	24,100	24,100	24,100	24,100	David Greening	Nil
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Following consideration of a report and business case at Housing Scrutiny Committee in September 2016, this bid will allow the Town Hall Lettings Service as supported by the committee to continue. Town Hall Lettings supports the Council's wider homelessness strategy and, in alleviating homelessness, places the Council in a good position to meet the requirements of the Homelessness Reduction Bill, which is expected to complete its passage through Parliament next year. It plays a role in delivering more affordable housing in the intermediate market in Cambridge and supports the Council's efforts to occupy empty homes in the city.

Total Bids in Housing - General Fund	0	116,800	57,000	57,000	57,000			
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Strategy & Transformation

B3927	Additional funding to the Council's Climate Change Fund	0	250,000	0	0	0	David Kidston	+H
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An additional allocation to the Council's Climate Change Fund to support carbon reduction projects to be delivered in 2017/18, including a range of energy saving measures at the Guildhall (potential projects include solar photo-voltaics, LED lighting, a Combined Heat and Power system and a Building and Energy Management system)
[For details on investments see C3934]

B3977	Further contribution to the Sharing Prosperity Fund	0	100,000	0	0	0	David Kidston	Nil
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This makes a further contribution to the Sharing Prosperity Fund supplementing those made in July 2014, February 2015, February 2016 and October 2016. The funding would support the delivery of new and expanded projects which will contribute to the delivery of the objectives of the Anti-Poverty Strategy, including the extension and expansion of successful pilot projects, or new projects to meet identified needs for low income residents. Potential projects include: work to promote financial literacy and inclusion; further work to address fuel and water poverty; continued support for volunteering; and projects to improve the mental and physical health of residents on low incomes.

2017/18 Budget - GF - Pressures

Page 3 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Bids

B3988	Street lighting contribution	0	10,000	10,000	10,000	10,000	Lynda Kilkelly	-L
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This bid is to allow the city centre, historic core and residential areas to be lit to 80% between 10pm and 2.00 am and at 60% until dawn. The County Council restored funding in December 2016 for overnight lighting (see S3939), but not to lighting levels considered bright enough for Cambridge's needs as a city. None

Total Bids in Strategy & Transformation

0	360,000	10,000	10,000	10,000
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Total Bids

0	658,800	149,000	124,000	124,000
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2017/18 Budget - GF - Pressures

Page 4 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Reduced Income

Finance & Resources

RI3942	Review of Moorings Fees and Charges	0	35,000	35,000	35,000	35,000	Alistair Wilson	Nil
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This proposal relates to an approved budget proposal from 2015/16, which identified an annual increase in revenue income from the moorings service of £17,500 in 2016/17 and £35,000 in 2017/18. The proposed budget adjustment removes the anticipated annual increase in income from moorings of £35,000 from 2017/18, in light of the Council's decision that any changes to mooring fees and charges will be dependent on the outcome of the moorings policy consultation. None

Total Reduced Income in Finance & Resources

0	35,000	35,000	35,000	35,000
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Planning Policy & Transport

RI3913	Reduction in income due to Park Street car park redevelopment	0	214,000	0	0	0	Sean Cleary	Nil
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A provision was made in the 2016/17 budget for reduction in income due to Park Street car park redevelopment (ref RI3822). As a result of a one year delay on the project timetable this was revised in October 2016. However, with a now earlier start anticipated this item reflects additional provision for the advanced impact for the period February/March 2018. The impact for 2018/19 onwards will be reviewed in October 2017 to take into account the detailed redevelopment plan and timings. None

Total Reduced Income in Planning Policy & Transport

0	214,000	0	0	0
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Streets & Open Spaces

RI3979	Review of Public Toilet Income	0	17,000	17,000	17,000	17,000	Alistair Wilson	Nil
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This proposal reflects the need to amend the public toilet budget income target. To date, budget income targets have been increased each year in line with Retail Price Index (along with other Council service income targets), yet the toilet door charge has remained at 20p and levels of usage have not increased. As a result, each year, the service has reported a budget outturn shortfall which this change corrects. None

Total Reduced Income in Streets & Open Spaces

0	17,000	17,000	17,000	17,000
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Total Reduced Income

0	266,000	52,000	52,000	52,000
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2017/18 Budget - GF - Pressures

Page 5 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Unavoidable Revenue Pressure

Strategy & Transformation

URP3900	Changes to the calculation of holiday pay for employees	0	46,900	46,900	46,900	46,900	Deborah Simpson	Nil
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Following changes to the way in which holiday pay should be calculated to include overtime, allowances and commission in addition to basic pay, the increased cost of amending the holiday pay calculation (based on 2015/16 costs) is estimated as an overall total of £70,000 of which £23,100 relates to the HRA. Low

URP3972	Increase in Business Rates costs resulting from 2017 Rating Revaluation	0	266,000	266,000	266,000	266,000	Dave Prinsep	Nil
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Projected increase in business rates costs for Cambridge City Council's property portfolio as a result of the 2017 Rating Revaluation. None

Total Unavoidable Revenue Pressure in Strategy & Transformation

0	312,900	312,900	312,900	312,900
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Total Unavoidable Revenue Pressure

0	312,900	312,900	312,900	312,900
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Report Total

0	1,237,700	513,900	488,900	488,900
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2017/18 Budget - GF - Savings

Page 1 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Increased Income

Environmental Services & City Centre

II3905	Income from general and Sunday market re-categorisation of pitches and revision of terms of trading.	0	(30,000)	(30,000)	(30,000)	(30,000)	Daniel Ritchie	Nil
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This increased income arises from the changes in fees and charges approved last year on 17 March 2016 at the Community Services Scrutiny Committee. These changes came into effect on 1 May 2016 and so the associated net income increase was not able to be included in the approved budget plan for 2016/17. None

Total Increased Income in Environmental Services & City Centre

0	(30,000)	(30,000)	(30,000)	(30,000)
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Finance & Resources

II3862	Increase in benefit overpayments recovered	0	(50,000)	(50,000)	0	0	Naomi Armstrong	Nil
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Projected increase in repayments of housing benefit overpayments from claimants that are no longer claiming benefit (and who now have the means to make the repayments), who either gave the Council wrong information or could have known that they were being overpaid, or who didn't report a change in their circumstances. (This proposal refers to 2017/18 and 2018/19 only as the introduction of Universal Credit will significantly reduce the amount of housing benefit being paid out). None

II3896	Commercial Property Additional Income	0	(110,000)	(110,000)	(110,000)	(110,000)	Dave Prinsep	Nil
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Forecast additional net income reflecting expected rent reviews, lease renewals and lettings on the existing property portfolio. None

II3897	Commercial Property Acquisition Additional Income	0	(125,000)	(500,000)	(500,000)	(500,000)	Dave Prinsep	Nil
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Projected income generated from the further commercial property acquisition funding allocation of £20m in the Medium-Term Financial Strategy. Assumes 5.5% return on price after acquisition costs but adjusted for Minimum Revenue Provision based on 40 year asset life. Likely to be 2 to 6 lots acquired and assumes some income from January 2018 with full income from April 2018. (Linked to proposal B3931). None

II3916	Guildhall Letting - One-off Additional Rental Income	0	(50,000)	0	0	0	Trevor Burdon	Nil
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One-off additional rental income in respect of the 2017/18 financial year resulting from the rent commencement date for a new letting being earlier than originally estimated. None

2017/18 Budget - GF - Savings

Page 2 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Increased Income

II3971	Increased income from further investment in Local Authority Property Fund (General Fund share)	0	(80,000)	(80,000)	(80,000)	(80,000)	Charity Main	Nil
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Council approved a change to our Treasury Management Strategy in October 2016 which permits a further £5m to be invested in the CCLA Local Authority Property Fund. This will generate additional investment income above our base forecast. None

Total Increased Income in Finance & Resources

0	(415,000)	(740,000)	(690,000)	(690,000)
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Housing - General Fund

II3865	Additional fee income for the Housing Development Agency	0	(32,900)	(32,900)	(32,900)	(32,900)	Sabrina Walston	Nil
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This increase in fee income will be generated by virtue of increased staffing capacity in the Housing Development Agency. None
(Linked to proposal B3866).

Total Increased Income in Housing - General Fund

0	(32,900)	(32,900)	(32,900)	(32,900)
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Total Increased Income

0	(477,900)	(802,900)	(752,900)	(752,900)
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2017/18 Budget - GF - Savings

Page 3 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Programme

Strategy & Transformation

PROG3908	Additional funding for Business Transformation Programme	0	154,000	269,000	0	0	Paul Boucher	Nil
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The Council has previously allocated significant funding for a complex council-wide programme of transformational change, including shared services and initial work developing a new council Digital Strategy. This additional funding will enable further Business Transformation Programme projects to be delivered over the next two years. The bid will provide for the additional change resources required to deliver future projects and other staffing costs associated with the programme.

Total Programme in Strategy & Transformation

0	154,000	269,000	0	0
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Total Programme

0	154,000	269,000	0	0
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2017/18 Budget - GF - Savings

Page 4 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Savings

Environmental Services & City Centre

S3969	Shared Waste Service	0	(150,000)	(150,000)	(150,000)	(150,000)	Suzanne McBride	-L
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Further efficiencies have been identified as a result of the sharing of the waste and recycling service with South Cambridgeshire District Council. It is expected to include a further rerouting of rounds and a more efficient shared commercial waste service will result in an ongoing £150k annual saving. None

Total Savings in Environmental Services & City Centre

0	(150,000)	(150,000)	(150,000)	(150,000)
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Finance & Resources

S3907	Customer Service Transformation	0	(25,000)	(25,000)	(25,000)	(25,000)	Clarissa Norman	Nil
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This is a further phase in our work to modernise and improve our handling of telephone calls. Following on from new phones and the automated switchboard implementation, this will introduce a call triage system, which results in some cost savings. Call triage will apply to Waste and Streets service issues initially but there will be further phases to roll this out to other services at a later stage. Low

Total Savings in Finance & Resources

0	(25,000)	(25,000)	(25,000)	(25,000)
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Housing - General Fund

S3867	Reduction in costs for Housing Options, Homelessness and Choice Based Lettings	0	(12,900)	(12,900)	(12,900)	(12,900)	David Greening	Nil
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A combination of a review of operational budgets in Housing Advice and Homelessness, coupled with recognising the anticipated reduction in ongoing costs for the new choice based lettings IT system, resulting in this saving from 2017/18. None

S3869	Reduction in the recharge from the HRA for shared amenities	0	(19,300)	(19,300)	(19,300)	(19,300)	Julia Hovells	Nil
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A review of the recharge between the General Fund and the HRA for contribution towards shared amenity costs, relating to provision that benefits both the Council's tenants and the wider community, has resulted in a reduction in costs to the General Fund, and an increase in costs to the HRA. None

S3870	Reallocate General Fund budget for Supporting People Programme	0	(7,600)	(7,600)	(7,600)	(7,600)	Julia Hovells	Nil
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A residual budget, recognising the need to pass Supporting People programme activity through the General Fund is no longer required, as transactions are now accounted for in the HRA directly. None

2017/18 Budget - GF - Savings

Page 5 of 5

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Savings

Total Savings in Housing - General Fund

0	(39,800)	(39,800)	(39,800)	(39,800)
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Strategy & Transformation

S3868	Restructure of the Stores Team and improved procurement processes	0	(13,000)	(13,000)	(13,000)	(13,000)	Trevor Burdon	Nil
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A restructure of the Stores Team is anticipated to reduce staff numbers by one full time equivalent post, delivering savings to both the General Fund and the HRA. Following restructure of the Stores Team, and planned re-location to Cowley Road, improved procurement and supply chain management are anticipated to deliver savings to both the General Fund and the HRA. None

S3902	Miscellaneous Democratic Service savings	0	(28,000)	(28,000)	(28,000)	(28,000)	Gary Cliff	Nil
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Restructuring of officer support to the Mayoralty (£24k) and additional small saving (£4k) from first full year reduction in the frequency of Area Committees None

S3918	Election 2017 - one-off saving	0	(110,000)	0	0	0	Gary Cliff	Nil
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Cambridgeshire district councils run elections for the county council every four years and are reimbursed. This takes place every fourth year and there are county council elections in May 2017. Therefore there is a one-off saving of £110,000 for this year's county council elections. None

S3939	Reduction in street lighting contribution	0	(45,500)	(45,500)	(45,500)	(45,500)	Lynda Kilkelly	Nil
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Cambridgeshire County Council has reversed the decision to turn off lighting in the City resulting in a saving of £45,500 which the City had allocated in order to keep the lights on in all areas of the city (2016/17 budget B3821) [see also proposal B3988] None

Total Savings in Strategy & Transformation

0	(196,500)	(86,500)	(86,500)	(86,500)
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Total Savings

0	(411,300)	(301,300)	(301,300)	(301,300)
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Report Total

0	(735,200)	(835,200)	(1,054,200)	(1,054,200)
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2017/18 Budget - GF - External Bids

Page 1 of 1

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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External Bids

Planning Policy & Transport

X3926	Contribution to costs of achieving an adopted Local Plan	0	400,000	0	0	0	Sara Saunders	n/a
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There is a need to increase the Development Plan Fund to enable the City Council to complete its statutory plan work programme. Preparation on the emerging Local Plan started in 2011, with the Council submitting the Plan for Examination in March 2014. The Examination has taken much longer than expected, with further work being undertaken in the past year to respond to concerns raised by the Inspectors. The length of time and further work has meant that it is now makes a further bid necessary for 2017/2018 to cover anticipated costs to fulfil the objective of achieving an adopted Local Plans, working in partnership with South Cambridgeshire District Council.
[Funded from New Homes Bonus]

Total External Bids in Planning Policy & Transport

0	400,000	0	0	0
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Total External Bids

0	400,000	0	0	0
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Report Total

0	400,000	0	0	0
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2017/18 Budget - GF - Non-Cash Limit items

Page 1 of 2

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Non-Cash Limit Items

Non-Committee Items

NCL3981	Rephase Use of Reserves to provide funding required for new capital bids (as additional Direct Revenue Funding in 2017/18)	(232,000)	466,000	(234,000)	0	0	John Harvey	Nil
								None
NCL3985	Council Tax Collection Fund Deficit	0	32,170	0	0	0	Charity Main	Nil
The Collection Fund for Council Tax is projected to have a deficit at the end of the current year of £282,761. The City Council's share of this projected year-end deficit is £32,170 and this will need to be taken into account in setting the Council's budget for 2017/18.								
NCL3986	Council Tax Base Increase	0	(72,870)	(216,110)	(287,180)	(406,610)	Charity Main	Nil
The projected Council Tax Base has been recalculated using the recent housing statistics which shows a larger rise than previously anticipated, resulting in an increase in the income from Council Tax.								
NCL3991	New Homes Bonus (NHB) change to income projections	0	1,300,000	3,121,000	4,596,000	5,628,000	Caroline Ryba	Nil
New Homes Bonus (NHB) income projections have been revised following the notification from the Department for Communities and Local Government (DCLG) on xx December 2016 and recalculated based on Annual Monitoring Report (AMR) housing projections. [Linked to NCL3992, NCL3993 and NCL3994].								
NCL3992	Contribution to City Deal from New Homes Bonus (NHB)	0	(650,000)	(1,561,000)	(2,593,000)	(3,064,000)	Caroline Ryba	Nil
Contribution from New Homes Bonus to support the City Deal programme based on a contribution of 40% in 2015/16 and 50% thereafter has been revised following notification from the Department for Communities and Local Government (DCLG) and recalculation based on Annual Monitoring Report (AMR) housing projections. [Linked to NCL36991, NCL3993 and NCL3994].								
NCL3993	New Homes Bonus (NHB) – unallocated	(712,000)	(772,000)	(1,807,000)	(923,000)	(2,564,000)	Caroline Ryba	Nil
Net unallocated New Homes Bonus have been revised following the notification from the Department for Communities and Local Government (DCLG), revised allocations for City Deal infrastructure investment and any further funding allocations. [Linked to NCL3991, NCL3992 and NCL3994].								

2017/18 Budget - GF - Non-Cash Limit items

Page 2 of 2

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Non-Cash Limit Items

NCL3994	New Homes Bonus (NHB) contribution to Earmarked Reserve	712,000	122,000	246,000	(1,080,000)	0	Caroline Ryba	Nil
								None

Total Non-Cash Limit Items in Non-Committee Items

(232,000)	425,300	(451,110)	(287,180)	(406,610)
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Strategy & Transformation

NCL3899	Reprofile Apprentice Scheme delivery between years 2016/17 and 2017/18	(53,000)	53,000	0	0	0	Deborah Simpson	Nil
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In 2014/15 budget provision was made for a four year apprentice programme. The Council started work on developing an apprentice scheme to recruit 20 apprentices over a four year period to support people in gaining workplace skills in Cambridge. The programme to increase apprenticeships will continue through to March 2018, requiring the carrying over of £50k from the 2016/17 budget to 2017/18 to complete the programme.

Low

Total Non-Cash Limit Items in Strategy & Transformation

(53,000)	53,000	0	0	0
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Total Non-Cash Limit Items

(285,000)	478,300	(451,110)	(287,180)	(406,610)
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Report Total

(285,000)	478,300	(451,110)	(287,180)	(406,610)
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Appendix D

Sensitivity Analysis

Topic	Quantum	BSR Assumption	Commentary / Risk
Bereavement services income	c.£1.8m	Current mortality rates built into BSR assumptions	<p>Falling mortality rate [yet ageing population in Cambridge]</p> <p>A planning application has been approved for a crematorium at Great Chesterford. Although work is yet to start on the site, this will impact on the current business from 2018/19 although volumes are expected to recover to existing levels within 10 years assuming sub regional growth continues. Bereavement services is currently run as a Trading Account so there will be no immediate impact on council reserves.</p> <p>Success of commemoration scheme and development of other commercial activities(positive)</p>
Building control fee income	c. £1.0m	Based on break-even full cost recovery position for the Building Control Shared Service	<p>Housing development levels in the sub region are not as great as anticipated or are delayed due to developers unwillingness to build</p> <p>Increased competition from approved inspectors leading to smaller market share</p> <p>Inability to recruit appropriately trained staff due to public sector pay restraints</p>
Car parking income	c. £9.8m	Based on officer and external consultants' projections of usage	<p>Income stream is contingent on decisions made by the City Deal board to manage congestion in the city.</p> <p>Longer than anticipated build out of Park Street car park will delay recovery of our income streams</p> <p>An ever improving economic situation regionally has led to increase in disposable income in those using Cambridge as a shopping destination (positive)</p>
Commercial property income	c. £8.3m	Officer assessment of current market conditions and future trends, including growth of the current property portfolio	<p>Economic conditions lead to increase in voids, increased level of unrecoverable debts and less significant rent increases</p> <p>High yields are negotiated on new investments (positive)</p>
Council tax base	c. 42,000 Band D equivalent properties @£181.75 (2016/17)	Projections are based on the housing trajectory indicated in the Annual Monitoring Report (AMR)	Any significant growth or deceleration in building will affect the number of houses on which council tax can be charged with the associated impact on the council tax income stream which in turn informs our savings requirement

Topic	Quantum	BSR Assumption	Commentary / Risk
Council tax income	£7.4m p.a.	£5 increase for 2017/18 and 2% per annum thereafter	<p>Criteria for triggering referendums for proposed excessive increases are published each year.</p> <p>The requirement for rebilling and associated costs, together with the loss of council tax income, effectively provides a strong disincentive for high increase proposals.</p> <p>Economic climate may require an increase in enforcement activity and consequent reduction of funds available in the collection fund</p>
Developer contributions	c. £5.3m	<p>All contributions are used in compliance with terms of agreements.</p> <p>Capital bids for area-based and city-wide projects funded from developer contributions have been identified.</p>	<p>Failure to meet conditions of individual schemes leads to the requirement to repay contributions and accrued interest to developers. This is mitigated by strong funding management.</p> <p>Reduction in total unused receipts following the introduction of the Community Infrastructure Levy (CIL)</p>
Employer's pension contribution	£20.9m	BSR includes provision for employer's percentage and capital payments, and for one-off contributions as necessary	Subject to the outcome of the next triennial review with effect from 1 April 2020.
Energy costs (all)	£1.0m	Officer assessment of current conditions and trends, based on latest contracts	Volatility of world market prices. The council has contracts for electricity and gas which run from October each year and takes specialist consultant advice in determining the most advantageous terms to contract for.
Future capital receipts	Income	Occasional disposal of assets as outlined in the disposal programme. Income not taken into account until received.	The council's stock land available for sale is reducing with two large sites unsold. It is likely that one of these sites will be developed for housing.
Housing benefits	£38.6m	Officer assessment of current conditions and trends	<ul style="list-style-type: none"> - Council funded element of provision of the service - Potential increase in housing benefit fraud - Impact of universal credit implementation is not fully known - Council breached the thresholds (upper and/or lower) set by the DWP for local authority error overpayment subsidy, then this could materially affect the level of subsidy receivable on such amounts down from 100% to either 40% or 0%.
Interest receipts from the housing company	< £150k	An estimate of additional income for the initial three year pilot has been included to reflect the higher rate applicable to this loan above the interest rate expected on our treasury management investments	The housing company is being run as a pilot for 3 years. As this is a new venture, there will be uncertainties in the timing and amount of loan advances from the council, and therefore in the quantum of interest receipts.

Topic	Quantum	BSR Assumption	Commentary / Risk
Investment income	+/- 1% is c. £600k for 2017/18 variable investments	These are based on a mid-range level provided by market analysts	Rates fall further than anticipated or for a longer period. A faster increase in bank base rates would result in increase in investment income. (positive)
Land charges income	c. £0.25m	Reductions based on latest experience have been incorporated in the budget	Increased proportion of personal searches and reduced number of overall searches due to market conditions.
Local retention of business rates	c. £5m estimated	BSR includes projections based on latest figures and guidance	Business rates are subject to the level of appeals against valuations lodged with the Valuation Office Agency (VOA) and the effects of redevelopment and growth in the city.
Market income	c. £0.85m	Officer assessment of current market conditions and future trends	Level of voids as a result of a changing economic climate. Any reductions will be mitigated by new traders coming to the market as we seek to widen the range of services on the market. An improving climate will see full occupancy
Non-pay inflation	+/- 1% for GF is ~ £300k for either income or expenditure for 2017/18	General inflation is included at 2.0% from 2017/18 ongoing (based on the government target for CPI inflation).	General Inflation rises more quickly than anticipated placing greater pressure on cash limited budgets or on general reserves to fund those pressures.
Pay settlement	£27.4m	Pay award agreed from 1 Jan 2015. Current assumption (to 2019/20) is of 1% inflation plus pay progression.	An annual percentage allowance for incremental progression was previously included pending any detailed budget adjustments to reflect performance results. Changed to projected progression cost.
Planning fee income	c. £1.7m	Income projections for 2017/18 have been amended to reflect current market conditions.	Developers retain land stock rather than building out
Shared services	n/a	Shared services will deliver savings outlined individual service business cases.	Delivery of savings and other non-cashable benefits is dependent on effective partnership working in a complex political and cultural environment. Savings may be delayed, may not be deliverable in full, or there may be unforeseen costs of implementation.
Spending review	c. £1.9m	The budget assumption, based on the 2015 autumn statement, is that Revenue support grant will cease from 2020/21.	The budget is based on the 2015 Spending review and the level of Revenue support grant and locally retained business rates are budgeted accordingly. Certainty of income until then has been received from the DCLG following our submission of an Efficiency Plan

Topic	Quantum	BSR Assumption	Commentary / Risk
Support costs charged to the HRA	c. £1.25m	Support costs ("Recharges") are charged based on various fixed and variable criteria which change from year to year.	<p>Recent budget and policy announcements from central government have given rise to the need to make significant savings in the HRA. It is likely that the size of the HRA will reduce in future years, and therefore the proportion of support service costs that are chargeable to the HRA will also reduce.</p> <p>Fixed costs such as administrative buildings, management structure, costs of democracy and long term contracts cannot be reduced immediately, if at all. There may be a perceived imbalance in the short term in the proportion of costs charged to the HRA until such time as a strategic decision is taken to allocate a lower level of costs recharged to the HRA with a corresponding increase in costs to the GF and thus the council tax payer. The onus is therefore on the council to make appropriate savings in rechargeable costs as the council reduces in size overall.</p>
VAT partial exemption	c. £300k if breached	No breach of partial exemption limit is anticipated for 2017/18	Potential liability if limit is breached over a seven-year moving average

2017/18 Budget - GF - Capital Bids

Page 1 of 4

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Capital Bids

Communities

C3919	Abbey Pool - outdoor fitness zone	0	42,000	0	0	0	Ian Ross	Nil
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This project originated from East Area Committee for the spending of local \$106 funds for Outdoor sport. Medium £42,000 is requested to provide a new outdoor fitness zone capable of being used in group sessions and "boot camp" style classes. It will be free to use by the public and will also have sessions led by instructors from the Council's leisure contractor at Abbey Pool, Greenwich Leisure Limited (GLL).
[Funded from \$106]

Total Capital Bids in Communities

0	42,000	0	0	0
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Environmental Services & City Centre

C3932	Vehicle and plant fleet replacements 2017/18	0	2,436,000	0	0	0	David Cox	+M
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This is the procurement of the Council's fleet vehicles including 10 waste freighters for domestic, commercial and litter collection (£1.65m), 35 vans for grounds and housing stock maintenance (£0.65m) and plant and equipment (£100k) scheduled for replacement in 2017/18 as part of a rolling programme necessary to replace out of life assets that would otherwise significantly increase maintenance costs. Where possible, electric vehicles will be considered depending on whole life costs. There is a higher than usual replacement cost this year due to a large number of refuse vehicles that require replacement. The average length of life of a refuse vehicle is 7 years but for other vehicles can range between 5 and 8 years depending on use. In recent years the Council has taken a proactive approach in reviewing the need for replacement rather than automatically replacing a vehicle in a fixed cycle, resulting in a year such as this when a higher number of replacements is required. However, m

C3943	Electric vehicle rapid charge points	0	25,000	25,000	25,000	25,000	Jo Dicks	+M
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This project is to deliver one additional electric vehicle rapid charge point each year for the years 2017-2021 to support the increased uptake of electric vehicle use in Cambridge and in particular to support the introduction of a low emission taxi policy. Charge points will be installed at busy locations such as Cowley Road, outside new City Council Depot, Addenbrookes Hospital, Cambridge Railway Station car park and North West Cambridge Development

C3984	Waste compound tipper/grab lorry	165,000	0	0	0	0	Joel Carre	Nil
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The purpose of the project is to in-source the resource requirements (32 tonne tipper lorry with hydraulic grab system and driver/ operator) to enable the Council to manage the handling and transport of Estates and Facilities and Streets and Open Spaces (S&OS) generated waste from the new Cowley Road Depot waste transfer facility to Amey Cespa's Waste Management Park at Waterbeach. This investment will deliver a revenue saving of £60k when compared to the existing waste handling arrangement and offers the opportunity to generate income from using any available operating capacity for other external work or by reducing the costs of other council services.
[Funded from earmarked reserves]

2017/18 Budget - GF - Capital Bids

Page 2 of 4

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Capital Bids

Total Capital Bids in Environmental Services & City Centre

165,000	2,461,000	25,000	25,000	25,000
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Finance & Resources

C3917	Re-roof the Guildhall	0	164,000	0	0	0	Andrew Muggeridge	+M
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Replace the existing asphalt flat roof covering on the upper and lower levels of the Guildhall with a new high performance covering, which will also offer improved insulation. The new roof will be covered by a 20 year guarantee and a condition inspection by the manufacturer after 10 years. In recent years, the existing roof has been patched as necessary.

None

C3934	Building works at the Guildhall to reduce carbon emissions and improve energy efficiency	0	450,000	0	0	0	Will Barfield	+H
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Energy efficiency works throughout the Guildhall to meet requirements of the Council's carbon management plan including Solar PV (£60k), heating controls (£140k), improved insulation (£25k) and LED lighting (£80k). Works will also improve energy efficiency with associated cost reduction.
[Funded from Climate Change Fund £300k and Reserves]

None

Total Capital Bids in Finance & Resources

0	614,000	0	0	0
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Non-Committee Items

C3978	Remove schemes from the Capital Plan so funding released (Direct Revenue Funding released in 2017/18)	0	(157,000)	0	0	0	John Harvey	Nil
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None

Total Capital Bids in Non-Committee Items

0	(157,000)	0	0	0
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Planning Policy & Transport

C3910	Structural and equipment improvements to multi-storey car parks	0	1,600,000	0	0	0	Sean Cleary	Nil
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This bid covers projects to be undertaken in 2017/18 at City multi-storey car parks including sprinkler systems at the Grand Arcade and Queen Anne Terrace car parks. Roof repairs, deck coating replacement and drainage improvements will be undertaken at Grand Arcade and Grafton East car parks.

None

Further detail of individual elements of this bid will be available in a separate appendix for discussion by members of the scrutiny committee only by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

2017/18 Budget - GF - Capital Bids

Page 3 of 4

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Capital Bids

Total Capital Bids in Planning Policy & Transport

0	1,600,000	0	0	0
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Streets & Open Spaces

C3904	Reilly Way Play Area redevelopment	40,000	0	0	0	0	John Parrott	+L
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This proposal covers the installation of a design judged to have provided the best play value, innovation, layout and value for money. Items include, timber sunken ship, timber climbing area, natural play mounds, seesaw and inclusive roundabout and swings. Extra landscaping will be provided to soften any potential impact although visual impact will be limited as the items are low level. Improvements to boundary fencing and entrance areas will also be included. In addition new seats, litter bins and recycling facilities will be included. No impact will take place on existing trees.
[Funded from £30k S106, £10k Revenue]

Low

C3944	Footbridge across Hobson's Brook at Accordia development	0	35,000	0	0	0	James Ogle	+L
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This project is to install a pedestrian footbridge across Hobson's Brook to improve public access to, from and through the Accordia site. The bridge will provide a strategic link between the existing pedestrian networks within the Accordia site and the existing public path network that run alongside the west side of the brook.
[Funded from S106]

None

C3974	Acquisition of land adjacent to Huntingdon Road Crematorium	0	315,000	0	0	0	James Elms	Nil
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The current plan for improvement works along the A14 includes a new crematorium entrance that will cut directly through the site. This land purchase will move the entrance of the crematorium to much more acceptable location on the south eastern side of the site. The Highways Agency will provide a new access road at no cost to the Council and we are taking the opportunity to purchase a previously inaccessible parcel of land which will be used to add major enhancements to the facilities provided to the bereaved, including improved parking, a potential wakes service, green burials, a quiet woodland area and nature reserve.
[Funded from Bereavement Trading Account]

None

C3983	Ditton Fields Play Area refurbishment	38,000	0	0	0	0	John Parrott	Nil
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This proposal covers the installation of design judged to have provided the best play value, innovation, layout and value for money. Items include trampoline, wobbly bridge, two bay swing unit including cradle seat. In addition new seats, litter bins and recycling facilities will be included. There will be no impact to existing trees.
[Funded from S106]

None

Total Capital Bids in Streets & Open Spaces

78,000	350,000	0	0	0
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2017/18 Budget - GF - Capital Bids

Page 4 of 4

Reference	Item Description	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	Contact	Climate Effect & Poverty Ratings
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Capital Bids

Total Capital Bids

243,000	4,910,000	25,000	25,000	25,000
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Report Total

243,000	4,910,000	25,000	25,000	25,000
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Capital Projects Requiring Funding From Reserves

(1 pages)

Budget Setting Report - Appendix E (b)

2017/18 Budget

<----- Funding Required ----->

<----- Project Total ----->

Ref	Project	Climate Change Indicator	Priority score	2016/17	2017/18	2018/19	2019/20	2020/21	Poverty rating	Linked to / Funding / Comments	2016/17	2017/18	2018/19	2019/20	2020/21
General Fund															
C3904	Reilly Way Play Area redevelopment	+L	-						Low	Funding: £30k S106, £10k Revenue	40,000				
C3910	Structural and equipment improvements to multi-storey car parks	Nil	1.0		1,600,000				None	Approved by CPB Nov 2016		1,600,000			
C3917	Re-roof the Guildhall	+M	1.0		164,000				None			164,000			
C3919	Abbey Pool - outdoor fitness zone	Nil	1.9						Medium	Funding: S106		42,000			
C3932	Vehicle and plant fleet replacements 2017/18	+M	0.7						None	Funding: R&R Approved by CPB Nov 2016		2,436,000			
C3934	Building works at the Guildhall to reduce carbon emissions and improve energy efficiency	+H			150,000				None	Funding: £300k Climate Change Fund [Subject to CPB approval]		450,000			
C3943	Electric vehicle rapid charge points	+M	2.6		25,000	25,000	25,000	25,000	None	Approved by CPB Nov 2016		25,000	25,000	25,000	25,000
C3944	Footbridge across Hobson's Brook at Accordia development	+L	-						None	Funding: S106 Approved by CPB Nov 2016		35,000			
C3974	Acquisition of land adjacent to Huntingdon Road Crematorium	Nil							None	Funding: Bereavement Trading Account [Subject to CPB approval]		315,000			
C3978	Remove schemes from the Capital Plan so funding released (Direct Revenue Funding released in 2017/18)	Nil	-		(157,000)				None			(157,000)			
C3983	Ditton Fields Play Area refurbishment	Nil	-						None	Funding: S106	38,000				
C3984	Waste compound tipper/grab lorry	Nil	1.0						None	Funding: Earmarked	165,000				
Total Funding Required from Reserves : General Fund					1,782,000	25,000	25,000	25,000			243,000	4,910,000	25,000	25,000	25,000

Appendix E (c)

Capital Plan 2016/17 to 2021/22 - Approvals / changes since MTFs October 2016

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)	Comment
Capital-GF Projects									
PR050a	Relocation of services to 130 Cowley Road (OAS)	W Barfield	507	0	0	0	0	0	Approved OAS URGENT
PR050b	Mandela House refurbishment (OAS)	W Barfield	1,350	0	0	0	0	0	Approved OAS URGENT
PR050b	Mandela House refurbishment (OAS)	W Barfield	(127)	0	0	0	0	0	Funding transferred to OAS
PR050c	Refurnishing Guildhall 4th floor (OAS)	F Barratt	57	0	0	0	0	0	Approved OAS URGENT
PR050d	Mobile working (OAS Phase II)	W Barfield	20	79	0	0	0	0	Approved OAS URGENT
PR050e	Cowley Road Compound ex-Park and Ride site (OAS)	W Barfield	586	0	0	0	0	0	Approved OAS URGENT
SC639	Re-roofing the Guildhall	A Muggeridge	(183)	0	0	0	0	0	Funding transferred to OAS
SC643	ICT infrastructure and server upgrade	D Edwards	0	602	0	0	0	0	Approved URGENT
Capital-GF Projects			2,210	681	0	0	0	0	
Capital-Programmes									
PR010di	Environmental Improvements Programme - Riverside/Abbey Road Junction	A Wilson	(31)	0	0	0	0	0	Per BSR - amounts returned to the Plan in 2016/17 following a review (see rephased into 2017/18)
PR027	Replacement of Parks & Open Space Waste/Litter Bins	A French	(48)	0	0	0	0	0	Per BSR - amounts returned to the Plan in 2016/17 following a review (see rephased into 2017/18)
PR028	Litter Bin Replacement Programme	A French	(23)	0	0	0	0	0	Per BSR - amounts returned to the Plan in 2016/17 following a review (see rephased into 2017/18)
PR050	Office Accommodation Strategy Phase 2	F Barratt	587	375	0	0	0	0	Approved OAS - Unallocated
Capital-Programmes			485	375	0	0	0	0	
Capital-GF Provisions									
PV532	Cambridge City 20mph Zones Project	J Richards	(55)	0	0	0	0	0	Per BSR - amounts returned to the Plan in 2016/17 following a review (see rephased into 2017/18)
Capital-GF Provisions			(55)	0	0	0	0	0	
Capital-other adjustments									
	Rephasing / other minor adjustments		(103)	157					The £75k 2016/17 available funding rephased into 2017/18 and used to part fund Server. £157k from schemes listed above rephased into 2017/18 (see proposal to remove from plan).
Total GF Capital Plan movements from MTFs Oct 2016 to BSR Feb 2017			2,537	1,213	0	0	0	0	

Appendix E (d)

Capital Plan 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
Capital-GF Projects								
PR030e	Cavendish Rd (Mill Rd end) improvements: seating & paving (\$106)	J Richards	7	0	0	0	0	0
PR030f	Bath House Play Area Improvements (\$106)	D O'Halloran	57	0	0	0	0	0
PR030p	Outdoor fitness equipment near astroturf pitch by Abbey Pool (\$106)	I Ross	0	42	0	0	0	0
PR031i	Perse Way Flats Play Area (\$106)	A Wilson	2	0	0	0	0	0
PR031k	St Luke's Church: grant for refurbishment of community facilities (\$106)	J Hanson	8	0	0	0	0	0
PR031l	Landscaping and play area improvements on green on Bateson Road (\$106)	J Parrott	26	0	0	0	0	0
PR031m	Install play equipment at Dundee Close, Discovery Road and Scotland Road play areas (\$106)	J Parrott	24	0	0	0	0	0
PR032g	Cherry Hinton Rec Ground pavilion refurb. (\$106)	I Ross	297	0	0	0	0	0
PR032h	Trumpington Bowls Club Pavilion Ext. (\$106)	I Ross	2	0	0	0	0	0
PR032l	Grant to improve community facilities at Lutheran Church on Shaftesbury Road (\$106)	J Hanson	45	0	0	0	0	0
PR032m	Grant to improve the community room facilities at Rock Road Library (\$106)	J Hanson	16	0	0	0	0	0
PR032o	Nightingale Park Community Green Space (\$106)	G Belcher	22	0	0	0	0	0
PR032p	Reilly Way play area improvements (\$106)	A Wilson	40	0	0	0	0	0
PR032r	Install junior fit kit at Accordia development (\$106)	A Wilson	15	0	0	0	0	0
PR032s	Footbridge across Hobson's Brook at Accordia development (\$106)	A Wilson	0	35	0	0	0	0
PR033c	Public Art element of improvements to the entrances at Histon Rd Rec (\$106)	N Black	2	0	0	0	0	0
PR033f	Histon Rd Rec Ground Improvements (\$106)	A Wilson	14	0	0	0	0	0
PR033m	Benches on Carisbrooke Road green and next to Coton footpath near Wilberforce Road (\$106)	A Wilson	3	0	0	0	0	0
PR033n	Shelly Row play area improvements (\$106)	A Wilson	50	0	0	0	0	0
PR033o	Refurbishment of Christ's Piece's Tennis Courts and Fencing (\$106)	I Ross	59	0	0	0	0	0
PR033q	Additional play equipment, benches and landscaping at Christ Piece's play area (\$106)	A Wilson	15	0	0	0	0	0
PR034c	Drainage of Jesus Green (\$106)	A French	6	0	0	0	0	0
PR034d	Public Art - 150th and 400th Anniversary (Cambridge Rules) (\$106)	N Black	112	0	0	0	0	0

Appendix E (d)

Capital Plan 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
PR034n	Cambridge Gymnastics Academy: grant for warehouse conversion into gym facility (S106)	I Ross	65	0	0	0	0	0
PR034p	Cambridge 99 Rowing Club: grant for kitchen facilities (S106)	I Ross	5	0	0	0	0	0
PR034q	Cambridge Canoe Club: additional boat and equipment store (S106)	I Ross	8	0	0	0	0	0
PR040a	Public art grant - Big Draw event 2015, Chesterton (S106)	N Black	1	0	0	0	0	0
PR040b	Public art grant - Rock Road library community garden (S106)	N Black	7	0	0	0	0	0
PR040c	Public art grant - Creating my Cambridge: Clicking to Connectivity (S106)	N Black	15	0	0	0	0	0
PR040d	Public art grant - Twilight at the Museums 2016: Animated Light Projection (S106)	N Black	14	0	0	0	0	0
PR040e	Public art grant - Cambridge Sculpture Trails leaflet (S106)	A Wilson	3	0	0	0	0	0
PR040f	Public art grant - Syd Barrett (S106)	S Tovell	2	0	0	0	0	0
PR040g	Public art grant - Chesterton mural (S106)	S Tovell	1	0	0	0	0	0
PR040i	Public art grant - History Trails (S106)	S Tovell	5	0	0	0	0	0
PR040j	Public art grant - Sounds of Steam (S106)	S Tovell	5	0	0	0	0	0
PR040k	Public art grant - Mitcham's models at Christmas (S106)	A Wilson	1	0	0	0	0	0
PR040l	Public art grant - Newnham Croft stained glass window (S106)	S Tovell	5	0	0	0	0	0
PR040m	Public art grant - public art at North Cambridge Academy (S106)	S Tovell	5	0	0	0	0	0
PR040n	Public art grant - public art at Humberstone Road (S106)	S Tovell	0	0	0	0	0	0
PR040o	Public art grant - 'The place where we stand' (S106)	S Tovell	3	0	0	0	0	0
PR040p	Public art grant - Life in Trumpington (S106)	S Tovell	1	0	0	0	0	0
PR041b	Grant to Cambridge Gymnastics Academy for trampoline and foam pit in gym (S106)	I Ross	75	0	0	0	0	0
PR041d	Grant to Camrowers and CRA Boathouse (S106)	I Ross	250	0	0	0	0	0
PR042A	Improved access to Hodson's Folly (S106)	S Tovell	9	0	0	0	0	0
PR050a	Relocation of services to 130 Cowley Road (OAS)	W Barfield	507	0	0	0	0	0
PR050b	Mandela House refurbishment (OAS)	W Barfield	1,350	0	0	0	0	0

Appendix E (d)

Capital Plan 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
PR050c	Refurnishing Guildhall 4th floor (OAS)	F Barratt	57	0	0	0	0	0
PR050d	Mobile working (OAS Phase II)	W Barfield	20	79	0	0	0	0
PR050e	Cowley Road Compound ex-Park and Ride site (OAS)	W Barfield	586	0	0	0	0	0
SC034o	Netherhall School: supplementary grant for gym and fitness suite facilities (\$106)	I Ross	219	0	0	0	0	0
SC391	La Mimosa Punting Station	P Doggett	2	0	0	0	0	0
SC410	Mill Road Cemetery	D Peebles	10	0	0	0	0	0
SC469	Vie Public Open Space (\$106)	S Tovell	7	0	0	0	0	0
SC540	Electronic Market Management Software	D Ritchie	2	0	0	0	0	0
SC548	Southern Connections Public Art Commission (\$106)	A Wilson	24	11	21	0	0	0
SC560	Guildhall & Corn Exchange Cap Schemes RO AR9	D Kaye	63	0	0	0	0	0
SC570	Essential Structural/Holding Repairs - Park Street Multi Storey car park	S Cleary	17	0	0	0	0	0
SC571	Procurement of IT System to Manage Community Infrastructure Levy	S Saunders	20	0	0	0	0	0
SC588	NW Cambridge Development Underground Collection Vehicle	S McBride	265	0	0	0	0	0
SC590	Structural Holding Repairs & Lift Refurbishment - Queen Anne Terrace Car Park	S Cleary	299	20	15	0	0	0
SC597	Empty Homes Loan Fund	Y O'Donnell	200	0	0	0	0	0
SC601	Replacement Telecommunications & Local Area Network	T Allen	325	0	0	0	0	0
SC602	Buchan Street Community Centre - new roof replacement	I Ross	0	0	0	0	0	0
SC603	Ross Street Community Centre - new boiler system	I Ross	0	0	0	0	0	0
SC604	Replacement Financial Management System	C Ryba	242	0	0	0	0	0
SC605	Replacement Building Access Control System	W Barfield	73	0	0	0	0	0
SC607	Fleet Maintenance & Management Service at Waterbeach	D Cox	91	0	0	0	0	0
SC608	Improvements to Gwydir Enterprise Centre	D Prinsep	200	0	0	0	0	0
SC609	Electric Pest Control Van	Y O'Donnell	22	0	0	0	0	0

Appendix E (d)

Capital Plan 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
SC611	Grafton East car park essential roof repair	S Cleary	0	0	0	0	0	0
SC612	Car parking control equipment at multi storey car parks	S Cleary	570	0	0	0	0	0
SC613	Dedicated wi-fi frequency for Cambridge CCTV cameras	J Carre	25	0	0	0	0	0
SC614	Redeployable CCTV camera stock	J Carre	60	0	0	0	0	0
SC615	Cherry Hinton Grounds Improvements Phase 2 (S106)	A Wilson	180	220	0	0	0	0
SC616	General Fund Property Acquisition for Housing Company	D Prinsep	2,114	0	0	0	0	0
SC617	Grant for gym changing rooms and new health suite at Kelsey Kerridge (S106)	I Ross	40	0	0	0	0	0
SC621	20 Newmarket Road - commercial property	D Prinsep	125	0	0	0	0	0
SC622	Grafton East car park LED lights	S Cleary	137	0	0	0	0	0
SC623	Environment and cycling improvements in Water Street and Fen Road	A Wilson	50	0	0	0	0	0
SC624	Dudley Road play area improvements (S106)	A Wilson	40	0	0	0	0	0
SC625	Lammas Land kiosk improvements	J Ogle	20	0	0	0	0	0
SC626	Grant for community facilities at Rowan Humberstone Centre (S106)	J Hanson	71	0	0	0	0	0
SC629	Abbey Pools air plant upgrade	I Ross	46	0	0	0	0	0
SC630	Abbey Pools solar thermal upgrade	I Ross	49	0	0	0	0	0
SC631	Grand Arcade car park LED lights	S Cleary	194	0	0	0	0	0
SC634	Grand Arcade and Queen Anne Terrace car parks sprinkler systems	S Cleary	0	0	0	0	0	0
SC635	Structural and equipment improvements to multi-storey car parks	S Cleary	0	1,600	0	0	0	0
SC636	Management of waste compound - vehicle	D Blair	165	0	0	0	0	0
SC638	Ditton Fields play area improvements (S106)	A Wilson	0	0	0	0	0	0
SC639	Re-roofing the Guildhall	A Muggeridge	0	164	0	0	0	0
SC643	ICT infrastructure and server upgrade	D Edwards	0	602	0	0	0	0
SC644	Acquisition of land adjacent to Huntingdon Road Crematorium	J Elms	0	315	0	0	0	0

Appendix E (d)

Capital Plan 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
SC645	Electric vehicle charging points	J Dicks	0	25	25	25	25	0
Capital-GF Projects			9,788	3,113	61	25	25	0
Capital-Programmes								
PR010a	Environmental Improvements Programme - North Area	J Richards	135	50	50	0	0	0
PR010b	Environmental Improvements Programme - South Area	J Richards	178	36	36	0	0	0
PR010c	Environmental Improvements Programme - West/Central Area	J Richards	124	36	36	0	0	0
PR010d	Environmental Improvements Programme - East Area	J Richards	167	48	48	0	0	0
PR010di	Environmental Improvements Programme - Riverside/Abbey Road Junction	A Wilson	0	0	0	0	0	0
PR017	Vehicle Replacement Programme	D Cox	349	2,436	0	0	0	0
PR023	Admin Buildings Asset Replacement Programme	W Barfield	29	0	0	0	0	0
PR024	Commercial Properties Asset Replacement Programme	W Barfield	144	0	0	0	0	0
PR027	Replacement of Parks & Open Space Waste/Litter Bins	A French	0	0	0	0	0	0
PR028	Litter Bin Replacement Programme	A French	91	0	0	0	0	0
PR035	Waste & Recycling Bins - New Developments (S106)	S McBride	155	112	100	0	0	0
PR037	Local Centres Improvement Programme	J Richards	27	0	0	0	0	0
PR037a	Local Centres Improvement Programme - Cherry Hinton High Street	J Richards	193	0	0	0	0	0
PR038	Investment in commercial property portfolio	D Prinsep	20,000	0	0	0	0	0
PR039	Minor Highway Improvement Programme	J Richards	53	30	30	0	0	0
PR050	Office Accommodation Strategy Phase 2	F Barratt	587	375	0	0	0	0
PR051	Building works at the Guildhall to reduce carbon emissions and improve energy efficiency	W Barfield	0	450	0	0	0	0
Capital-Programmes			22,232	3,573	300	0	0	0
Capital-GF Provisions								
PV007	Cycleways	J Richards	324	100	100	0	0	0
PV016	Public Conveniences	A French	30	0	0	0	0	0
PV018	Bus Shelters	J Richards	110	0	0	0	0	0

Appendix E (d)

Capital Plan 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
PV033B	Street Lighting	J Richards	81	0	0	0	0	0
PV192	Development Land on the North Side of Kings Hedges Road	P Doggett	2	61	0	0	0	0
PV221b	Lion Yard - Contribution to Works Phase 2	P Doggett	74	300	0	0	0	0
PV529	Upgrade facilities at 125 Newmarket Road	D Greening	10	0	0	0	0	0
PV532	Cambridge City 20mph Zones Project	J Richards	186	0	0	0	0	0
PV549	City Centre Cycle Parking	J Richards	182	0	0	0	0	0
PV554	Development Of land at Clay Farm	S Walston	527	659	120	56	487	0
PV564	Clay Farm Community Centre -Phase 2 (Construction)	A Carter	5,782	0	0	0	0	0
PV583	Clay Farm Commercial Property Construction Costs	D Prinsep	295	25	0	0	0	0
PV594	Green Deal	J Dicks	2,510	0	0	0	0	0
PV595	Green Deal - Private Rental Sector	J Dicks	1,655	0	0	0	0	0
Capital-GF Provisions			11,768	1,145	220	56	487	0

Total GF Capital Plan	43,788	7,831	581	81	512	0
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Appendix E (e)

Capital Plan [Under Development] 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
Capital-GF Under Development								
UD030g	[Part A] East Barnwell Comm. Centre impr. phase 1 (\$106)	J Hanson	0	255	0	0	0	0
UD030h	[Part A] Romsey 'town square' public realm improvements (\$106)	J Richards	0	56	0	0	0	0
UD030j	[Part A] Cavendish Rd (Mill Rd end) improvements: public art (\$106)	A Wilson	0	30	0	0	0	0
UD030o	[Part A] Improve Coleridge Rec Ground pavilion (\$106)	I Ross	0	70	0	0	0	0
UD031g	[Part A] Milton Rd Library Community Meeting Space (\$106)	J Hanson	0	100	0	0	0	0
UD032n	[Part A] St Paul's Primary School: community meeting space (\$106)	J Hanson	0	40	0	0	0	0
UD032q	[Part A] Upgrade Nightingale Avenue play area (\$106)	A Wilson	0	60	0	0	0	0
UD033k	[Part A] King's College School: grant for visitor sports changing facilities (\$106)	I Ross	0	50	0	0	0	0
UD033q	[Part A] Improvements to Histon Road Rec Ground football area (\$106)	I Ross	0	25	0	0	0	0
UD034j	[Part A] Pavilion facilities at Jesus Green (\$106)	I Ross	0	250	0	0	0	0
UD034m	[Part A] King's College School: grant for visitor sports changing facilities (\$106)	I Ross	0	75	0	0	0	0
UD034r	[Part A] Cambridge Rugby Club: grant for new changing rooms (\$106)	I Ross	0	200	0	0	0	0
UD037	[No documentation] Local Centres Improvement Programme	J Richards	0	195	195	195	0	0
UD037b	[No documentation] Local Centres Improvement Programme - Arbury Court	J Richards	0	195	0	0	0	0
UD038	[No documentation] Drainage and resurfacing works at the Crematorium/Huntingdon Road Cemetery and Newmarket Road Cemetery	J Elms	0	0	0	0	0	0
UD041e	[Part A] Equipping new community centre at Darwin Green (\$106)	J Hanson	0	25	0	0	0	0
UD042e	[Part A] Public realm improvements on Cherry Hinton Road (towards Hills Road end) (\$106)	A Wilson	0	75	0	0	0	0
UD042f	[Part A] Public realm improvements on Sidney Street (\$106)	A Wilson	0	43	0	0	0	0
UD475	[Part A] Nightingale Recreation Ground Pavilion Refurbishment (\$106)	I Ross	0	403	0	0	0	0
UD534	[Scrutiny report] Refurbishment of Park Street Car Park	S Cleary	0	0	0	0	0	0
UD561	[No documentation] Adaptations - Riverside River Banks	A Wilson	0	0	0	0	0	0

Appendix E (e)

Capital Plan [Under Development] 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
UD574	[No documentation] Essential Repairs to Car Parks	S Cleary	0	0	0	0	0	0
UD591	[No documentation] Crematorium Data Link	J Elms	0	0	0	0	0	0
UD593	[No documentation] A14 mitigation schemes (previously Keep Cambridge Moving Fund contribution)	S Payne	0	0	0	1,500	0	0
UD598	[Part B] Supply and install generator at the Crematorium	J Elms	0	0	0	0	0	0
UD616	[Part A] Grant for refurbishment of Memorial Hall and church Hall (S106)	J Hanson	0	150	0	0	0	0
UD617	[Part A] Re-roofing of Folk Museum	A Muggeridge	0	77	0	0	0	0
UD618	[Part A] Resurfacing of commercial properties - Gwydir Street and Ronald Rolph Court	A Muggeridge	0	120	0	0	0	0
UD619	[Part A] Mill Road cemetery access and main footpath improvements (S106)	A Wilson	0	175	0	0	0	0
UD620	[Part A] Sheep's Green watercourse improvements and habitat creation (S106)	A Wilson	0	40	0	0	0	0
UD621	[Part A] Grant for Mill Road gateway sign (S106)	A Wilson	0	42	0	0	0	0
UD622	[Part A] BMX track on Coldham's Common (S106)	A Wilson	0	85	0	0	0	0
UD625	[Part A] Grant for 4 tennis courts at North Cambridge Academy (S106)	I Ross	0	100	0	0	0	0
UD626	[Part A] River Cam public art programme (S106)	A Wilson	0	400	0	0	0	0
UD626	[Part A] Improvements to Netherhall School sports hall (S106)	I Ross	0	169	0	0	0	0
UD627	[Part A] Guildhall Large Hall Windows refurbishment	A Muggeridge	0	101	0	0	0	0
UD628	[Part A] Mill Lane Boathouse (Granta Place)	P Doggett	0	0	0	0	550	0
UD629	[Part A] Tennis court upgrade on Lammas Land (S106)	I Ross	0	45	0	0	0	0
UD631	[Part A] Improvements to community facilities at The Junction (S106)	J Wilson	0	98	0	0	0	0
UD632	[Part A] Reinforcing grass edges along paths across Parker's Piece (S106)	A Wilson	75	0	0	0	0	0
UD632	[Part A] Audio-visual equipment	F Barratt	0	15	0	0	0	0
UD635	[Part A] Meadows Community Centre toilets refurbishment	I Ross	0	23	0	0	0	0

Appendix E (e)

Capital Plan [Under Development] 2016/17 to 2021/22

Ref.	Description	Lead Officer	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)
UD637	[Part A] Chesterton Pavilion and Grounds improvements (S106)	I Ross	0	173	0	0	0	0
Capital-GF Under Development			75	3,960	195	1,695	550	0

Note that the PUD list provides a list of possible capital projects, as an indication of what the council might approve for delivery in future years. Projects on the PUD list will be in various stages of development, as indicated by the [annotation] at the beginning of the project description.

[Part A] – the project has on outline business case, approved by the Capital Programme Board

[Part B] – the project has a full business case, approved by the Capital Programme Board, and is ready to be funded

[Scrutiny report] – the project has been reported to the appropriate Scrutiny Committee and has been approved for further development. It may be partially funded. It is likely that the project originated before the current capital approval processes were implemented, and now needs updated documentation and then funding approval

[No documentation] – the project has been moved from the capital plan to the PUD list, as there were no firm plans for delivery at that time. It is likely that the project originated before the current capital approval processes were implemented, and now needs updated documentation and then funding approval

The PUD list also gives an indication of when the project might be delivered. This is based on the latest information from services and is provided as a guide for high level planning purposes only.

Appendix F

Earmarked and Specific Funds

Fund	Balance at 1 April 2016	Planned contributions	Planned Commitments	Uncommitted balance to end of 2021/22
	£000	£000	£000	£000
City Deal Investment and Delivery Fund ¹	(1,985)	(25,089)	27,074	0
Sharing Prosperity Fund ²	(625)	(300)	925	0
Climate Change Fund ³	(347)	(370)	717	0
Asset Replacement Fund	(1,000)	(6,000)	6,696	(304)
Bereavement Services (Trading & Asset Replacement Fund) ⁴	(551)	(1,346)	1,713	(184)
Council Tax Earmarked for Growth	(427)	0	427	0
Efficiency Fund	(217)	0	217	0
Development Plan Fund ⁵	(255)	(652)	907	0
Office accommodation strategy fund	0	(3,896)	3,896	0
Property Strategy Fund	(21)	0	21	0
Invest for Income	(6,500)	(1,500)	8,000	0
Project Facilitation Fund	(73)	0	73	0
A14 Mitigation Fund (New)	0	(1,080)	1,080	0
Total	(12,001)	(40,233)	51,746	(488)

¹ subject to future requirements (assumption is 100% committed)

² assumed that all current contributions will be spent

³ assumed that all current contributions will be spent

⁴ subject to retention of over performance against budget (assumption £nil)

⁵ subject to final costs of current plan and estimate of Local Plan work commencing 2020

Cambridge City Council Equality Impact Assessment

Completing an Equality Impact Assessment will help you to think about what impact your strategy, policy, plan, project, contract or major change to your service may have on people that live in, work in or visit Cambridge, as well as on City Council staff.



The template is easy to use. You do not need to have specialist equalities knowledge to complete it. It asks you to make judgements based on evidence and experience. There are guidance notes on the intranet to help you. You can also get advice from Suzanne Goff, Strategy Officer on 01223 457174 or email suzanne.goff@cambridge.gov.uk or from any member of the Joint Equalities Group.

1. Title of strategy, policy, plan, project, contract or major change to your service:

Budget 2017/ 2018 General Fund

2. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?

To enable the City Council to set a balanced budget for 2017/18 that reflects the Council's vision and takes into account councillor's priorities in its proposals for achieving the savings required.

This EQIA assesses the equality impacts of the General Fund (GF) element of the City Council's budget; a separate EQIA has been completed for the Housing Revenue Account (HRA) element of the Council's budget.

An Equality Impact Assessment (EqIA) has been completed for budget proposals that are likely to result in service changes. This EqIA sets out the material information from EqIAs attached to individual budgets bids. Some EqIAs identify very small or neutral impacts and therefore have not been included and some projects are continuations of existing work.

This approach is intended to ensure that councillors have access to the relevant information on the equality impact of budget proposals at the point when they are being asked to make a decision. This will enable councillors to discharge their Duty under the [Equality Act 2010](#).

2. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?

The 2017/2018 GF budget bids considered as part of this impact assessment are listed below:

GFB3906 - Air Quality Project Support Officer (Scientific Officer - 50% FTE 2 years) – This bid will provide additional staff capacity for a two year period to deliver air quality activity, including work on Low Emission Taxis, Electric Vehicle Charging Infrastructure, and the Quality Bus Partnership.

B3977 Sharing Prosperity Fund - This bid would supplement previous contributions to the Sharing Prosperity Fund made in July 2014, February 2015, February 2016 and October 2016. The funding will support projects which will contribute to the delivery of the objectives of the Council's Anti-Poverty Strategy, including the extension and expansion of successful pilot projects, or new projects to meet identified needs for low income residents. This could include: further work to promote financial literacy and inclusion; further work to address fuel and water poverty; continued support for volunteering; and projects to improve the mental and physical health of residents on low incomes.

C3974 Acquisition of Land adjacent to Huntingdon Road Crematorium - Improvement works along the

2. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?

A14 will move the entrance of the crematorium to the opposite, south eastern side of the site. The Highways Agency will provide a new access road at no cost to the Council and we are taking the opportunity to purchase a previously inaccessible parcel of land on the City side of our property. This will be used to enhance the facilities provided to the bereaved with various options such as improved parking, a wakes service, green burials, a quiet woodland area and a nature reserve.

GFC3941 – Mobile technology (Office Accommodation Strategy) - This project will meet the costs of laptop computers, mobile phones and other equipment needed to facilitate SMART working by staff who will be relocated as part of phase two of the Council's Office Accommodation Strategy. Depending on the needs of individual services, the requirements for particular roles and the personal circumstances of individual members of staff, SMART working could include working from other City Council sites, partner organisations' sites, or from home. In the longer-term, it is proposed that a wider SMART working programme will be developed which will encompass all Council services.

C3904 - Reilly Way Play Area redevelopment – This project will improve and increase play provision through new swings, multi-activity units and safety surfacing at Reilly Way play area.

C3983 - Ditton Fields Play Area refurbishment - This project will include the installation of new play provision at Ditton Fields Play Area, including trampoline, wobbly bridge, and a two bay swing unit including cradle seat. In addition new seats, litter bins and recycling facilities will be included.

GFS3907 - Call Answering Service - This is a further phase in work to modernise and improve the Council's handling of telephone calls. Following on from new phones and the automated switchboard implementation, this will introduce a call triage system, which results in some staffing savings. Call triage will apply to Waste and Streets/ Environmental Services initially, but there will be further phases to roll this out to other services at a later stage

GFC3919 - Abbey Pool - Outdoor Fitness Zone – This bid is to install fitness equipment to an outdoor area at the Abbey Pool complex. The equipment can be used by everyone free of charge, and will be available all year round. It will replicate indoor fitness activities and exercise workouts.

C3944 - Footbridge across Hobson's Brook at Accordia Development - The aim of the proposed scheme is to install a pedestrian footbridge across Hobson's Brook, which will improve the public pedestrian access to, from and through the Accordia development. It will provide a link with the pedestrian network within the Accordia site to the existing paths that run alongside the west side of the conduit, which runs up the west side of the allotments to Brooklands Avenue and down to Long Road.

GFC URP3900 - Changes to the calculation of holiday pay, reflecting recent case law.

GFS3939 - Reduction in street lighting contribution and GFB3988 - Street lighting contribution - Cambridgeshire County Council had previously proposed to turn off or dim street lighting in different areas of Cambridge overnight. The City Council allocated £45,500 in its 2016/17 budget to ensure that lights were kept on in all areas of the city.

The County Council subsequently restored funding in December 2016 for overnight lighting, but not to lighting levels considered bright enough for Cambridge's needs as a city. This resulted in a saving of £45,500 (GFS3939) on the budget which the City Council had allocated in order to keep the lights on in all areas of the city. A separate bid (GFB3988) has been included in the BSR to allow the city centre, historic core and residential areas to be lit to 80% between 10pm and 2.00 am and at 60% until dawn with the aim of increasing safety.

3. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick those that apply)

X Residents

X Visitors

X Staff

A specific client group or groups (please state):

4. What type of strategy, policy, plan, project, contract or major change to your service is this? (Please tick)

X New

X Revised

X Existing

5. Responsible directorate and service

Service: The Finance service manages the budget process, but a range of Council services are responsible for the individual bids included in this EqIA.

6. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service?

☐ No

X Yes - This is an assessment of the Council's budget and therefore covers all of our services. The budget also affects some of the Council's partnership working, notably with Cambridgeshire County Council, and it has a potential impact on the voluntary and community sector.

7. Potential impact

Please list and explain how this strategy, policy, plan, project, contract or major change to your service could **positively** or **negatively** affect individuals from the following equalities groups.

(a) Age (any group of people of a particular age, including younger and older people – in particular, please consider any safeguarding issues for children and vulnerable adults)

B3906 - Air Quality Project Support Officer (Scientific Officer - 50% FTE 2 years) – This proposal will benefit the elderly and very young, as they are more likely to be negatively impacted by poor air quality.

C3944 - Footbridge across Hobson's Brook at Accordia Development - The proposed bridge installation will benefit people of all age groups through enabling greater access to facilities (including allotments, the Addenbrookes area and local natural habitats) and improved access linkages to other areas of the city. In particular, it will provide improved access for young children and parents and guardians to the play area.

7. Potential impact

C3904 - Reilly Way Play Area redevelopment – This project will have a positive impact on young children by improving and increasing play provision, including adding new swings, multi activity units and safety surfacing.

C3983 - Ditton Fields Play Area refurbishment - This project will have a positive impact on young children by improving and increasing play provision, including installing a trampoline, wobbly bridge, and a two bay swing unit including cradle seat.

GFS3907 - Call Answering Service – Older people might be more likely to be adversely affected by the introduction of this service. Automated options can be difficult for older people to use. If they are hard of hearing they are not able to adjust the volume to hear what the messages are saying, and they are also unable to ask clarification questions. However, there will be options available for customers to exit the self-serve system to speak to an advisor. A review of the initiative will take place after 6 months which will look at customer feedback, complaints and performance to establish if the benefits of the initiative have been realised and how our customers are using the service.

GFC3919 Abbey Pool - Outdoor Fitness Zone - The outdoor fitness equipment has been designed for use for those 14 years of age and above. The equipment will have a number of classes taking place which can include those that may need some additional assistance. This should have a positive impact.

GFC URP3900 - Changes to the calculation of holiday pay, reflecting recent case law - There will be a positive impact across all age groups eligible for holiday pay - 50% of all staff are in pay bands 1 – 4. Staff at pay scale point 29 and above could receive overtime paid at plain rate. The revised holiday pay calculation would not impact on Senior Management grades where overtime, enhanced rates or standby and call out is not paid. 70% of staff aged between 19-24 fall within pay grades 1 -4, so although there will be a positive impact across all age ranges, the change to holiday pay calculation could have a particular positive impact on this group of staff.

C3941 – Mobile technology (Office Accommodation Strategy) - In addition to the mobile technology required to support SMART working, a cultural change will also be required. It is possible that staff who have worked in a particular way for a longer period may find it more difficult to move to SMART working and may require more support as a consequence. This may be more likely to apply to older members of staff, but it could apply to staff across all age bands depending on personal circumstances and preferences. The Council is currently carrying out a survey of staff to inform the SMART working programme, which will provide more evidence about: how, where and when staff currently work; the technologies and processes they use in their roles; and about the Council's working culture.

GFB3988 - Street lighting contribution - This bid would provide a funding contribution needed to raise street lighting levels overnight above those proposed by the County Council in December 2016. The city centre, historic core and residential areas would be lit to 80% between 10pm and 2.00 am and at 60% until dawn. If this helps older and younger people to feel safer going out in the evenings, this would have a potentially positive impact for these groups.

(b) Disability

B3906 Air Quality Project Support Officer - This proposal will benefit those with existing health conditions, especially those with cardio-vascular problems, as they are more likely to be negatively impacted by poor air quality.

C3944 Footbridge across Hobson's Brook at Accordia Development - The provision of an even access ramp as part of the footbridge will result in fewer level changes and trip hazards. This will improve access for disabled people and those with mobility problems.

B3977 Sharing Prosperity Fund - The allocation of additional funding to the Sharing Prosperity Fund will allow the Council to extend or expand successful pilot projects, or new projects which support the

7. Potential impact

objectives of the Anti-Poverty Strategy. The Anti-Poverty Strategy identifies that residents with a disability are more likely to be on a low income:

- Disabled people are four times more likely to be out of work than non-disabled peopleⁱ
- Since 2010 the pay gap between disabled and non-disabled people has widened by a third, and disabled people in work are currently paid 10% less on average than people without disabilitiesⁱⁱ

In particular, projects funded through the SPF that are aimed at improving the mental and physical health of residents on low incomes are likely to have a positive impact on residents with disabilities.

GFS3907 - Call Answering Service - Some people with disabilities might be positively affected by this strategy. Customers who struggle to converse, or have a physical impairment but need to access information or provide change in circumstances details may prefer to use the self-service option.

People with learning disabilities or mental health problems could be adversely affected by the introduction of this service. Automated options can be difficult for people to use if the customer cannot ask clarification questions. However, there will be options available for customers to exit the self-serve system to speak to an advisor if they wish to.

GFC3919 Abbey Pool - Outdoor Fitness Zone - The outdoor equipment is inclusive and can be used by those with disabilities. The equipment is easily accessible with surfacing suitable for wheelchairs, so it will have a positive impact.

C3941 – Mobile technology (Office Accommodation Strategy) - Without reasonable adjustments being made, it is possible that some employees with disabilities may not be able to work from other locations, such as other Council offices, partner offices or from home. Currently, the Council carries out individual workplace assessments to assess what reasonable adjustments to the working environment are required to enable members of staff with disabilities to perform their role. These individual assessments would be extended to assess what adjustments would be required to enable staff in services affected by phase two of the Office Accommodation Strategy to work at other locations. This should include consideration of people's mental health and communication needs. Overall, consideration will need to be given to how the new systems of working will impact on supporting and maintaining relationships with teams, colleagues and managers.

(c) Gender

GFC URP3900 - Changes to the calculation of holiday pay, reflecting recent case law.

Of our staff, 47% are female and 53% are male. Women continue to be more highly represented than men in pay bands 4, 6, 8 and 9. Men are now more highly represented than women in Bands 1 and 3.

Staff who undertake paid overtime, standby and call out duties or are paid enhanced rates for weekend working across all grades would benefit from a revised holiday pay calculation. There will be a positive impact across both genders. No negative impact has been identified.

(d) Pregnancy and maternity

B3906 - Air Quality Project Support Officer (Scientific Officer - 50% FTE 2 years) – This proposal may benefit pregnant mothers, as there is some evidence indicating that poor air quality can lead to low birth weight in babies.

(e) Transgender (including gender re-assignment)

No differential impact has been identified from the budget proposals

(f) Marriage and Civil Partnership

No differential impact has been identified from the budget proposals

(g) Race or Ethnicity

GFS3907 - Call Answering Service – The call answering service could have a differential impact for people of different race or ethnicity. In particular, customers whose first language is not English could be adversely affected by the introduction of this service, as they may find it more difficult to understand the self-service options. However, our experience within the CSC has shown that a very small percentage of customers that contact us by telephone are unable to speak English.

To mitigate this impact, the system will include options for customers to exit the system and speak to an advisor. Customers can also seek advice face-to-face, where an interpreter can be provided using the Council's corporate contract with companies providing interpreting services.

A number of other local authorities including Tower Hamlets and Bristol City Council are using this system. They have experienced a reduction in call volumes needing an advisor intervention of at least 30%. On the basis that this outcome is replicated at Cambridge City Council all customers calling the CSC will experience:

- An immediate answer to their questions – which will reduce frustrations and complaints
- The customer service centre performance for calls answered will improve.
- Communications will be carried out via Cambridge matters and the web site.

A review of the initiative will take place after 6 months which will look at customer feedback, complaints and performance to establish if the benefits of the initiative have been realised and how our customers are using the service.

GFC URP3900 - Changes to the calculation of holiday pay, reflecting recent case law.

There will be a positive impact across all staff. No negative impact has been identified. As at 31st March 2016, 6.18% of all staff declared themselves to be BAME (Black, Asian and Minority Ethnic). In relation to pay bands, 68% of staff declaring themselves to be BAME, were in pay bands 1 - 4 and are eligible for overtime and could be eligible for enhanced rates and standby and call out. Therefore, the change to holiday pay calculation may have an even more positive impact on this group of staff.

(h) Religion or Belief

C3974 – Acquisition of land adjacent to Huntingdon Road crematorium - Improvement works along the A14 will move the current entrance of the crematorium and the Highways Agency will provide a new access road at no cost to the Council. The proposed location of the new entrance would have resulted in the loss of a part of the crematorium site that has been used for the scattering of ashes by people of any faith or belief. The Council is taking the opportunity to purchase a previously inaccessible parcel of land which will allow the entrance to be moved to a different location, which will mean that there will no longer be any impact on the area where ashes are currently scattered.

(i) Sexual Orientation

No differential impact has been identified from the budget proposals

(j) Other factors – in particular – please consider the impact of any changes on low income groups or those experiencing the impacts of poverty (please state):

B3906 - Air Quality Project Support Officer - Poor air quality is most likely to impact negatively those on low incomes who are less able to make choices about their living environment, so are more likely to be living in environmentally degraded conditions, such as alongside busy roads with high levels of air pollution. An overall improvement in air quality in Cambridge, as well as a targeted improvement at roadsides, will provide a health benefit to low income groups.

A recent paperⁱⁱⁱ in Environmental Pollution noted higher concentrations of air pollutants in the most deprived 20% of neighbourhoods in England and concluded that measures to reduce these inequalities should include focus on transport in urban areas. Increasing staff capacity will allow the Council's Environmental Health service to better support current transport-related air quality initiatives, including Low Emission Taxis, Electric Vehicle Charging Infrastructure, City Deal and Quality Bus Partnership.

B3977 Sharing Prosperity Fund - It is likely that this bid will have a positive impact on low income groups, as the funding will be used to support projects which will contribute to the delivery of the objectives of the Council's Anti-Poverty Strategy. This will include the extension and expansion of successful pilot projects, or new projects to meet identified needs for low income residents.

GFC3919 Abbey Pool - Outdoor Fitness Zone - The Abbey ward has recently been classified as the most deprived ward in the City in the recent IMD ratings for 2015. The Abbey ward also has some of the highest mapped obesity and sedentary behaviours across the City. This range of equipment is easy to use and will be free of charge to use at all times. Community groups will be able to use the equipment and bring together different ages and abilities of users. The Sports Development in house team alongside other health providers will also be able to help the local community and residents to undertake exercise and activities. Improved facilities should lead to a positive impact in the local area.

GFC URP3900 - Changes to the calculation of holiday pay, reflecting recent case law.

This is anticipated to have a positive impact on low-income groups who may work hours which attract overtime and enhanced rates.

C3941 – Mobile technology (Office Accommodation Strategy) - The personal circumstances of individual members of staff will need to be taken into account when considering SMART working options as part of the Office Accommodation Strategy. For some staff that have caring responsibilities, either for children or for elderly or other family members, working from home may not be an appropriate option, as it could create a conflict between work and the needs and expectations of those being cared for. However, for other members of staff with caring responsibilities, providing the technology needed for more flexible working could give them the benefit of greater options about where, when and how they work.

8. If you have any additional comments please add them here

It is difficult to gauge the overall impact of the budget bids for 2017 -2018, as some projects are already in progress, while others have yet to be fully developed fully and are listed here to indicate an intention for further consideration.

Overall the budget could have positive affects for people with the following characteristics: Age, Disability and those on a lower income.

The mitigation plans have either been identified in the main body of this EqlA or are listed in the individual EqlAs supplied as part of the budget process. These EqlA mitigation action plans are available on request from Suzanne Goff.

9. Sign off

Name and job titles of assessment lead officers: Suzanne Goff, Corporate Strategy Officer, and David Kidston, Strategy and Partnerships Manager

Names and job titles of other assessment team members and people consulted:

- **GFB3906** - Air Quality Project Support Officer – Lead Officer – Jo Dicks
- **GFB3977** - Sharing Prosperity Fund – Lead Officer – David Kidston
- **GFC3974** - Acquisition of Land adjacent to Huntingdon Road Crematorium – Lead Officer James Elms
- **GFC3941 Mobile technology (Office Accommodation Strategy)** – Lead Officer - Frances Barratt
- **GFC39304** - Reilly Way Play Area redevelopment – Lead Officer – Sarah Tovell
- **GFS3907 Call Answering Service** – Lead Officer – Clarissa Norman
- **GFC3919 Abbey Pool - Outdoor Fitness Zone** – Lead Officer - Ian Ross
- **GFC URP3900** - Changes to the calculation of holiday pay – Lead Officer Deborah Simpson

Date of completion: 4 January 2016

Date of next review of the assessment: December 2017

Action Plan

Date of completion: All actions that have been identified are detailed within the individual EqlAs and copies of these are available on request by contacting the bid authors or Suzanne Goff (Suzanne.goff@cambridge.gov.uk)

Equality Group	Age
Details of possible disadvantage or negative impact	The assessment indicates a need to ensure engagement and support is provided to older staff when adopting SMART working. Older workers may also be less likely to have the technology necessary to work from home.
Action to be taken to address the disadvantage or negative impact	Design into service transition plans consultation with staff and individual assessments for the potential and suitability to work flexibly, from other locations or from home
Officer responsible for progressing the action	Line Managers of staff impacted
Date action to be completed by	Before transition

Equality Group	Disability
Details of possible disadvantage or negative impact	The assessment indicates a need to assess whether any reasonable adjustments may be required for staff with disabilities when adopting SMART working.
Action to be taken to address the disadvantage or negative impact	Design into service transition plans consultation with staff and individual assessments: <ul style="list-style-type: none"> the potential and suitability to work flexibly, from other locations or from home any reasonable adjustments that may be required to facilitate flexible working, from other locations or from home
Officer responsible for progressing the action	Line Managers of staff impacted
Date action to be completed by	Before transition

ⁱ Joseph Rowntree Foundation, 2005, The education and employment of disabled young people <http://www.jrf.org.uk/publications/education-and-employment-disabled-young-people>

ⁱⁱ Scope, 2014, Disability Facts and Figures

ⁱⁱⁱ Focht, D. et al. (2014) Associations between air pollution and socioeconomic characteristics, ethnicity and age profile of neighbourhoods in England and the Netherlands, Environmental Pollution <http://dx.doi.org/10.1016/j.envpol.2014.12.01>

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