

CAMBRIDGE CITY COUNCIL ANNUAL STATEMENT 2017-18

Listed below are the Council's commitments for the coming year, drawn from the Corporate Plan that was adopted by the Council at the same time the Budget for 2017/18 was approved.

These 75 detailed commitments are split between each of the Council's seven core objectives.

As Leader, I will also circulate a short summary paper ahead of the Annual Council meeting to add further detail on the Council's core priorities and progress on the delivery of these commitments.

Councillor Lewis Herbert
Leader of the Council
May 2017

- 1. Delivering sustainable prosperity for Cambridge and fair shares for all**
 - i. Carry out the actions in our Anti-Poverty Strategy action plan including supporting and promoting the services offered by credit unions in Cambridge; and promoting the real 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 Department of Work and Pensions 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 maximise the economic benefits from tourism to the city.
- viii. Work with digitally excluded tenants and residents to enable them to access online services that improve their life chances.
- 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 Sharing Prosperity Fund, and investigate expanding CAB outreach workers to other surgeries in communities of high need.

2. Tackling the city's housing crisis and delivering our planning objectives

- 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.
- 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:
 - Mill Road Depot; and
 - Park Street Car Park, also incorporating underground car parking, commercial space and a new cycle park.
- iii. Continue to provide council housing, focusing on those most in housing need.
- iv. Provide housing advice to reduce, and help prevent, homelessness by offering early advice on alternative housing options.
- v. Encourage private landlords to deliver good standard, energy-efficient housing and tackle those who do not.
- vi. Support health and social care partners to deliver effective community and home based support.
- 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.

3. Making Cambridge safer and more inclusive

- 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 morning.
- 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.
- vi. Follow up on the Public Spaces Protection Order to achieve effective measures to tackle anti-social behaviour from punt touts.
- vii. Implement the Mental Health Concordat in partnership with other organisations, refocusing council service delivery on the needs of residents experiencing mental health issues.

- 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.
- 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.
- x. Review the Council's approach to public engagement in formal council meetings and decision-making.
- xi. Review the role of people under eighteen in decision making and having a say on the delivery of council services that affect them.

4. Investing in improving transport

- 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 securing additional investment from Government, transport operating companies and others.
- 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.
- 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.
- iv. Continue to deliver improved cycle routes, including the Chisholm Trail, other cross-city cycling initiatives and related cycling improvements.
- v. Work with the County Council, Network Rail and private sector partners on proposals for an Addenbrooke's Rail Station and following 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.

5. Protecting our city's unique quality of life

- i. Provide swimming, sport facilities and leisure services that are accessible to everyone, targeting our resources on promoting healthy lifestyles to address health inequalities.
- ii. Engage a greater proportion and diversity of residents in the arts and cultural life of Cambridge.
- iii. Provide funding and targeted advice to voluntary organisations, prioritising projects that tackle inequality.
- iv. Deliver capital projects that will enhance community infrastructure and quality of life for city residents in new and existing communities.
- v. Involve communities in the planning, development and management of community assets, including public land and buildings.
- 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
- vii. Ensure that valuable green, natural and historic assets well-used by visitors and residents are protected and improved through the planning process.
- 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
- 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.
- 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.

6. Protecting essential services and transforming council delivery

- i. Develop, and start implementing, our Office Accommodation Strategy, working with shared service partners to achieve cost and carbon savings.
- ii. Generate more income from the commercial property portfolio through investment in new and existing property.

- iii. Implement, monitor and review shared ICT, Building Control and Legal Services.
- 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 New Homes Bonus offers some compensation for these extra costs, ensuring that future growth is sustainable.
- 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.
- xv. Explore opportunities to develop further the Council's investment strategy in property, housing, energy efficiency and renewable energy projects.
- xvi. Establish a new, commercially successful garage and fleet maintenance operation at Waterbeach, co-located with the shared waste and recycling service.

7. 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.
- 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.
- 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.
- iv. Work with local residents and businesses with the aim of increasing waste recycling rates and reduce total waste generated per capita.
- v. Provide high quality Green Infrastructure that enhances residents' quality of life.
- vi. Ensure that new developments meet the council's policies for sustainable construction and energy and water efficiency.
- vii. Ensure that new developments provide the open space and recreational facilities that residents need.
- viii. Implement and develop the shared waste service with South Cambridgeshire District Council.
- 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.