

# Cambridge City Council

## Corporate Plan Annual Report 2016/17

The Council's Corporate Plan for 2016/19 sets out the key activities Cambridge City Council will undertake over a three year period in order to achieve its strategic objectives and vision.

This annual report shows what has been achieved over the first year under the following priority headings:

- 1. Deliver sustainable prosperity for Cambridge and fair shares for all**
- 2. Tackle the city's housing crisis and delivering our planning objectives**
- 3. Make Cambridge safer and more inclusive**
- 4. Invest in improving transport**
- 5. Protect our City's unique quality of life**
- 6. Protect essential services and transforming council delivery**
- 7. Tackle climate change, and making Cambridge cleaner and greener**

# 1. Deliver sustainable prosperity for Cambridge and fair shares for all

**We said that we would 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 to help people on low incomes maximise their income and minimise their costs.**

*During the year we spent just over £350,000 on 15 projects to help deliver the 70 actions in our Anti-Poverty Strategy. These projects included: running a Living Wage campaign, which raised the number of Cambridge employers accredited by the Living Wage Foundation to 50; helping to increase local membership of Credit Unions by 240 people (since October 2015) by creating an Advice Hub in the Council's Customer Service Centre and expanding local access points, and supporting an outreach advice service based in local GP practices that increased the incomes of 200 vulnerable people, entitled to claim benefits, by £486,000 so far.*

**We said that we would 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.**

*During the year we provided just over 3,000 free community lunches for families in the school holidays; ran a Summer Daze free programme of events involving 2,000 children and their families; targeted programmes for young people less likely to get involved in activities; improved our offer at Brown's Field Community Centre for families; promoted a Junior Savers project that has encouraged young people to open savings accounts with a Credit Union, and; funded cookery skills courses for 250 adults and children.*

**We said that we would 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.**

*During the year we continued to support our customers affected by national welfare reforms and built strong external relationships to enable changes brought about by the reforms to be rolled out as smoothly as possible. We entered into a delivery partnership agreement with the DWP to triage and help local people affected by Universal Credit. We continued our Council Tax Reduction Scheme, giving a reduction to 6,500 people, and used Discretionary Housing Payments to provide support to 300 of the most vulnerable people. We contacted and assisted all of our tenants, monitoring any direct rent payments, and reduced evictions for rent arrears by nearly a third compared to the previous year. The Council was in the top 20 in terms of speed of processing in DWP's official statistics in the first part of the year.*

**We said we would review community-based activity and facilities, and work in partnership, to ensure that services support those in greatest need.**

*During the year we continued to offer activity programs, places to meet and a range of spaces for hire in our community centres. We began a review of*

*During the year:*

**£350,000** was spent on anti-poverty projects to help people living on low incomes

**50** local employers continued to be accredited with the Living Wage Foundation

**3,000** free community lunches were provided to low income families in school holidays

**12,000** children and young people attended ChYpPS sessions

**300** of the most vulnerable people received Discretionary Housing payments to help them stay in their homes

**6,500** people were awarded a Council Tax reduction by the Council

community-based activities and facilities to ensure that they can support residents in the greatest need and reflect the growth of the city. An audit of citywide community facilities was completed and an assessment made of where there are gaps in provision and any duplication. A Community Centres Strategy has been drafted, which includes proposals that could see changes to seven of our eight community centres, and this is being consulted on with local communities and stakeholders.

**We said we would ensure through the planning process that new developments include community and other facilities that make them high quality places to live.**

During the year we continued to apply the Council's policies in respect of community facilities to ensure new provision and existing facilities meet community need. The Council is contributing towards the delivery of the North West Cambridge and Clay Farm community buildings.

**We said we would work with partners to secure devolution of powers and funding from central Government, and expand joint delivery of public services.**

During the year we came together with other councils in Cambridgeshire and Peterborough and other major public services in the area to develop a scheme with central government that devolved powers and functions to a new Combined Authority with a directly elected Mayor. The Cambridgeshire and Peterborough Devolution Deal will deliver substantial investment for the Combined Authority area of around £700m.

**We said we would 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.**

During the year we played an active part in the establishment of Visit Cambridge and Beyond, supporting the new destination management organisation in its work to attract visitors to the city and maximise the economic benefits to the city that they can bring within a sustainable model of tourism.

**We said we would work with digitally excluded tenants and residents to enable them to access online services that improve their life chances.**

During the year we continued to fund and sign-post social tenants to digital inclusion training being run by Cambridge Housing Society, Camsight and Cambridge Online. These organisations provided a total of just over 1,500 hours of direct support to 240 people interested in being online. 44 people expressed an interest in becoming Digital Champions in the city and helping other people access online services.

**We said we would 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.**

During the year:

**137,000** visits to our community centres

**£900,000** was paid in community grants to help voluntary and community groups deliver services to those most in need

*During the year we provided a £900,000 community grants programme to support voluntary and community groups engaged in reducing social and economic disadvantage for city residents with the highest needs. This included providing £200,000 of funding for the mainstream work of the Cambridge Citizens' Advice Bureau and other specialist advice providers.*

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

***We said we would 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.***

*During the year 415 affordable housing completions, including growth sites, council land and other sites were delivered. Of these, 75 were provided by the Council for rent and shared ownership.*

***We said we would 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.***

*During the year a Supplementary Planning Document (SPD) was developed for the Mill Road Depot site following thorough community engagement. Proposals for this site and Park Street Car Park are being worked up and are being taken forward through the Council's new investment partnership with Hill – Cambridge Investment Partnership. The Council continued to work on preparing a General Fund Development Programme to bring forward affordable housing.*

***We said we would continue to provide council housing, focusing on those most in housing need.***

*During the year we continued to manage and maintain over 7,000 homes in the city. Changes to social housing and welfare policy have had a significant impact on how we do this and caused us to review this service and change the way it is managed, minimising as much as possible the impact on our tenants. Many of our tenants are vulnerable and our Tenancy Sustainment Service supported 71 clients in keeping their tenancies in the year, many of whose primary need was for mental ill health support.*

***We said we would provide housing advice to reduce, and help prevent, homelessness by offering early advice on alternative housing options.***

*In conjunction with partner agencies, the Council worked hard to prevent homelessness in a record number of cases in the year. Advice or alternative accommodation was offered to nearly 1,000 households facing this threat.*

*During the year:*

**415** affordable Housing completions

**9** national awards for the quality of new developments

**7,000** homes continued in Council management

**71** tenancies were sustained that otherwise may have been lost

**72** empty homes were brought back into use

*During the year:*

**75** new homes for rent and shared ownership were provided by the Council

**£70,000,000** was allocated for affordable housing in Cambridge as part of the "Devolution Deal"

**We said we would encourage private landlords to deliver good standard, energy-efficient housing and tackle those who do not.**

*During the year we investigated 340 complaints about housing standards and empty properties and served 29 enforcement notices. Four landlords were successfully prosecuted for fines and costs amounting to just under £34,000 and we administered one formal caution in relation to Housing Act offences. We also helped bring back into use 72 empty homes and trained 50 landlords in good housing management practice. Through the Green Deal for Communities we carried out £500,000 of work installing 106 measures in 75 private rented sector properties.*

**We said we would support health and social care partners to deliver effective community and home based support.**

*During the year we continued to provide care and support for people living in our sheltered housing scheme at Ditchburn Place. We also made a number of intermediate care flats available in the year to the County Council for use by Addenbrookes Hospital to help relieve pressure on their bed spaces, while individuals wait for community based care and support.*

**We said we would seek to secure target of 40% affordable housing in new developments through the planning application process.**

*During the year we continued to secure the Council's adopted policy of 40% affordable housing on sites of 15 or more dwellings in the majority of instances, with 415 affordable housing completions.*

**We said we would support the local plans through the examination process to adoption and then joint implementation with partners, particularly in partnership with South Cambridgeshire District Council.**

*During the year we continued to defend the Council's Local Plan at Examination in public hearings, working closely with South Cambridgeshire District Council.*

**We said we would ensure planning applications are dealt with within target timescales and resources.**

*During the year we met the Government's target timescales for all planning application types and dealt with nearly 1,500 planning applications.*

**We said we would develop further the Cambridge City Housing Company.**

*During the year we transferred 23 properties from a developer into a Housing Company we set up to purchase and market properties to enable them to be let as intermediate housing at sub-market rents.*

**We said we would 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.**

*During the year the Greater Cambridge Housing Development Agency (HDA) completed schemes in both the city and across South Cambridgeshire totalling 274. 143 of these were Affordable Housing (social rent, Affordable Rent, shared ownership) and a further 29 let at rents at 80% of market value. The rest of the housing was for market sale.*

**We said we would seek ways to continue building new City Council homes.**

*During the year we secured £70m of housing grant for Cambridge, as a part of the the Devolution Agreement, to start to build at least 500 new Council homes over the next five years. This will be topped-up by Right to Buy receipts and will enable the Council's new house building programme to continue. The Cambridge Investment Partnership will be the main delivery vehicle for this programme.*

**We said we would work with our statutory and voluntary sector partners to reduce street-based homelessness.**

**£390,000** was won to deliver the Homelessness Prevention Trailblazer project

**£6,000** was raised by the public to support Cambridge Street Aid

*During the year we put in place a new Homelessness Strategy and action plan to show what the Council and its partners want to achieve in tackling rough sleeping. A "Homelessness Summit" was convened where partners agreed a joint "Rough Sleeping Statement" to better work together. We also secured funding through the government's Homelessness Prevention Trailblazer Fund to build on and develop a co-ordinated multi-agency approach and helped launch Cambridge Street Aid, a fund administered Cambridgeshire Community Foundation to support homelessness charities and other community groups to get a person off, or stay off, the streets.*

### 3. Make Cambridge safer and more inclusive

***We said we would work to make the city a safer, more inclusive and welcoming place by promoting equality and diversity advice and events.***

*During the year we continued to fund and support free community events that promoted community pride and cohesion in the City, such as the Big Weekend (which had an estimated attendance of 30,000 people), Cherry Hinton Festival, Strawberry Fair and Mill Road Winter Fair. We also worked in partnership to deliver a programme of free events to celebrate diversity.*

***We said we would 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.***

*During the year we dealt with 300 cases of anti-social behaviour, 154 of which involved intensive casework. Our Environmental Health team received 1,856 complaints relating to noise nuisance and served a total of 35 abatement notices, with six successful prosecutions where notices had not been complied with. We also extended the Public Spaces Protection order prohibiting the consumption or possession of an open container of alcohol on Mill Road cemetery, Petersfield Green and the front garden of Ditchburn Place.*

***We said we would 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.***

*Council officers submitted over 60 referrals to the Multi-agency Safeguarding Hub (MASH) to look at safeguarding issues. Safer recruitment and safer procurement/contract management has become embedded in our organisation and staff have been briefed on the requirements of Care Act. We also updated our safeguarding policy for protecting children to reflect legislative, agency and procedural changes and tailored our training offer to our different staff groupings and outside bodies to make it more relevant to them.*

***We said we would 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.***

*The Council provided a grant to the county council to increase the brightness of street lighting in Cambridge between 10 pm and 2 am, in response to concerns about the safety of residents.*

*During the year:*

**30,000** people attended the Big Weekend event

**300** cases of anti-social behaviour were dealt with

**4** hours of brighter street lighting every evening was funded between 10 pm to 2 am

**27** fixed penalty notices issued to "Punt Touts"

**49** refugees were settled under the Syrian Vulnerable Person scheme

**We said we would 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.**

We committed to purchase six new mobile CCTV units for use in Cambridge. The new cameras are lighter, easier to maintain, have better transmission and picture quality and can be quickly deployed to “hotspots” in the City. The Council’s Safer Communities team will handle requests for use of these cameras.

**We said we would follow up the consultation on the proposed Public Spaces Protection Order to achieve effective measures to tackle anti-social behaviour from punt touts.**

During the year we put in place a Public Spaces Protection Order (Touting) 2016 that prohibits verbally advertising or soliciting for custom or otherwise touting for a punt tour or the hire or use of punt boats or similar craft on the River Cam. Since then, 27 fixed penalty notices have been issued for breach of the order and one person has been prosecuted for non-payment. We continued to review the effectiveness of these measures.

**We said we would implement the Mental Health Concordat in partnership with other organisations, refocusing council service delivery on the needs of residents experiencing mental health issues.**

During the year we continued to work with the Mental Health Concordat’s delivery team to help create a seamless pathway for local people in mental health crisis, with specific emphasis on prevention and intervention. We developed stronger joint working between our housing and homelessness services and partners with the introduction of a Dual Diagnosis Street Team in the City and the Trailblazer project to help support local people in mental health crisis.

**We said we would 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.**

During the year we were re-accredited by the White Ribbon Campaign for another two years. Our joint work with partners has included organising local events for the Cambridge Community Forum on Domestic and Sexual Violence/Abuse and supporting local “Tough Love” performances to raise awareness about coercive control and domestic abuse in the intimate relationships of teenagers. Cambridge Community Safety Partnership has commissioned research into this area.

**We said we would continue to re-home 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.**

During the year we continued to play a role in the settlement of Syrian refugees in Cambridge and the surrounding districts as a part of the implementation of the Syrian Vulnerable Person Resettlement Scheme. Since 2015 the Council has helped settle 49 people.

During the year:

**30** young people took over the Guildhall as part of “National Take-Over Day”

**1,200** people attended Council decision-making meetings

**425** questions were asked by the public at Council decision-making meetings

**We said we would review the Council's approach to public engagement in formal council meetings and decision-making.**

*During the year we looked at our various methods of involving local people in our formal decision-making meetings and concluded that whilst we were doing well in terms of the variety of methods used and the numbers of people participating we could do more to raise awareness of the opportunities we offer for local people to get involved. We are putting in place the actions agreed in the review to improve public awareness of our decision-making and ways to participate.*

**We said we would review the role of people under eighteen in decision making and having a say on the delivery of council services that affect them.**

*During the year we put in place a specialist project worker to talk to young people about how they wanted to engage with the Council and the issues that they wanted addressed. After four "Agenda Days" plus additional summer activities the children and young people involved presented their findings to each of our area committees. We also supported 30 children in an event in the Guildhall as part of national "Take-Over-Day".*

## 4. Invest in improving transport

**We said we would 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.**

*During the year we worked with our City Deal partners towards the delivery of a programme of transport infrastructure improvements to support the sustainable growth of Greater Cambridge. A number of priority schemes were identified to provide early benefits to residents and commuters in Greater Cambridge and consultations began on these, which included: Cambourne to Cambridge - better bus journeys; The Chisholm Trail; Cross City Cycling; Milton Road; Histon Road; City Access - Call for Evidence; Western Orbital; A1307, Three Campuses to Cambridge, and; other key transport projects.*

**We said we would 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.**

*During the year parking enforcement continued under the agency agreement between the Council and Cambridgeshire County Council. A new Resident Parking Policy was approved and the County Council is currently preparing consultations on its first six zones. The roll-out of parking payment equipment across all Council run car parks, excluding Park Street, to offer contactless payment options to our customers was delayed in the year and will now occur in October 2017.*

**We said we would 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.**

*During the year:*

**2,569,197** cars used the Council's car parks

**3,140,000** uses of Park & Ride

**13,000** people cycled to work

**4,100** people walked to work



*During the year as partners in City Deal, we continued to make progress with the City Access project, which is looking at ways to improve traffic movements within Cambridge and encourage a shift away from private cars, to realise benefits such as reduced congestion and delays, improved air quality, and an improved environment for walking and cycling.*

***We said we would continue to deliver improved cycle routes, including the Chisholm Trail, other cross-city cycling initiatives and related cycling improvements.***

*During the year we continued to work with the County Council and other stakeholders to deliver and improve cycling routes, including the Chisholm Trail project and other inter-related work on the Chesterton bridge project. The City Deal Cross-City Cycling project, consisting of five schemes, started to be delivered in the year and approval was given to the development of up to 12 cycling 'greenways' in Cambridge and South Cambridgeshire.*

***We said we would work with the County Council, Network Rail and private sector partners on proposals for an Addenbrookes' Rail Station and for the May 2017 opening of Cambridge North station - projects requiring integration with improved bus and cycle options. We said we would also work to improve Cambridge rail station and to secure wider additional investments in the rail network benefitting Cambridge and Cambridgeshire.***

*During the year we worked in partnership with Network Rail and other stakeholders to ensure the timely opening of Cambridge North Station, including improved bus and cycle options. We engaged with Network Rail and other stakeholders on both Cambridge North and Cambridge railway stations to ensure a joint approach to travel planning. Local partners have also been working with the rail industry to consider potential plans for a station by Cambridge Biomedical Campus, which is contained within the Transport Strategy for Cambridge & South Cambridgeshire.*

## 5. Protect our City's unique quality of life

***We said we would provide swimming, sport facilities and leisure services that are accessible to everyone, targeting our resources on promoting healthy lifestyles to address health inequalities.***

*During the year we invested in Christ's Pieces Tennis courts and worked with Park Tennis to provide free tennis courses. New run routes around Cherry Hinton Hall, Coldhams Common and Jesus Green were launched. Swimming at all the pools remained busy with numbers increasing at Jesus Green Lido. Summer saw record attendances at the Sports Zone in the Big Weekend and the Street Games programme ran over 300 sessions with more than 5,000 attendances throughout the year. Free exercise referral courses, which just over a 100 people completed, in particular helped promote healthy lifestyles.*

***We said we would engage a greater proportion and diversity of residents in the arts and cultural life of Cambridge.***

*During the year we developed, with partners, the "My Cambridge" cultural education partnership. This focused on increasing cultural engagement for children and young people through targeted work, especially with those less likely to engage. We also delivered the "The Cambridge Case for Diversity" event bringing together arts, cultural and equalities groups to explore how to increase*

*During the year:*

**790,000** visits to our sports facilities

**5,000** people attended our Street Games programme

**3,000** children from low income families attended Learn to Swim, our free swimming programme

*During the year:*

*the diversity of our work. We also worked with Cambridge Live and through our community grants programme to increase participation in the cultural life of the City.*

***We said we would provide funding and targeted advice to voluntary organisations, prioritising projects that tackle inequality.***

*During the year we funded 118 voluntary and community sector groups who delivered 171 services and activities to support vulnerable people. In particular Cambridge & District Citizens Advice Bureau was allocated £200,000 for the provision of free generalist legal and specialist debt/money advice. An additional £50,000 was given for a specialist welfare rights casework service.*

***We said we would deliver capital projects that will enhance community infrastructure and quality of life for city residents in new and existing communities.***

*During the year we invested in improving the quality of our public open spaces across the city to enhance community cohesion and quality of life for residents, and visitors. Projects completed in the year included: implementation of city-wide 20mph speed controls; cycling and traffic calming improvements in Water Street and Fen Road, and; wildlife and biodiversity improvements at Nightingale Rec, Cherry Hinton Hall and Sheep's Green.*

***We said we would involve communities in the planning, development and management of community assets, including public land and buildings.***

*During the year we continued to ask local people what they thought about changes and improvements to our services, including the way we develop and manage community assets. The Council applied its Consultation Code of Best Practice to help ensure that our consultations focus on openness; accessibility and inclusiveness; and transparency and accountability. We ran 40 consultations in the year.*

***We said we would maintain a high quality and accessible city centre environment by working with the County Council, Cambridge Business Improvement District and local retailers and businesses.***

*During the year we continued to work closely with local retailers and businesses involved within the Cambridge Business Improvement District and other stakeholders with an interest in the City Centre to maintain a high quality and accessible City Centre environment. One initiative was the development of a policy to manage the use of "A-boards" in the City Centre.*

***We said that we would ensure that valuable green, natural and historic assets well-used by visitors and residents are protected and improved through the planning process.***

*During the year we continued to apply the Council's policies on protection and enhancement of the historic and natural environment. Joint working took place on: redevelopment of the galleries and improving facilities at Kettles Yard Museum; remodelling of the University Arms hotel at Parker's Piece, and; adaptations to the Listed Cambridge Railway Station building as centre piece of CB1.*

***We said we would 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***

*During the year we participated in Examination in Public Hearing Sessions on the emerging Local Plan, policies on design, open space and the historic and natural environment, to defend the Council's position on the quality of life and place in the City. We encouraged the quality of the design of new buildings through the co-organising and sponsoring the Cambridge Design & Construction Awards.*

***We said we would work with Cambridge Live, Cambridge BID and Visit Cambridge & Beyond to develop and deliver a programme of outdoor public***

**118** voluntary and community groups funded

**1,000,000 m<sup>2</sup>** of grass on parks and open spaces regularly maintained

**30,200** trees managed by tree team

**220** new trees were planted

**98%** of relevant land and highways assessed as being cleaned to an acceptable level

**7.4m** visitors came to Cambridge

**events and activities and to maximise the economic benefits from visits and tourism.**

*During the year we supported Cambridge Live, Cambridge BID and Visit Cambridge & Beyond in the development and delivery of a number of public outdoor events and activities, including Mill Road Winter Fair, North Pole area and additional Market events.*

**We said we would 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 also said we would seek clarity and partnership working from the County Council in order to retain and improve roadside tree provision.**

*During the year we put in place our new tree strategy that showed how we will protect and manage our trees. We planted 220 new trees on our land and our "Free Trees for Babies" scheme provided 230 trees in the year to parents. We continued to work in partnership with the County Council in managing its 10,000 street trees, which grow in pavements or road verges along the city's roads and streets, undertaking inspections, commissioning works and planting replacements. We did not achieve a formalised arrangement in the year that clearly sets out levels of funding, responsibilities and liabilities.*

## 6. Protect essential services and transforming council delivery

**We said we would develop, and start implementing, our Office Accommodation Strategy, working with shared service partners to achieve cost and carbon savings.**

*During the year we started to consolidate our office accommodation at The Guildhall, Mandela House and 171 Arbury Road and began to relocate services previously based at Hobson House and Mill Road Depot to reduce our costs and to free up our Mill Road site for future redevelopment.*

**We said we would generate more income from the commercial property portfolio through investment in new and existing property.**

*During the year we agreed terms to acquire two new commercial properties that will generate an additional income for the Council of nearly £475,000 a year.*

**We said we would implement, monitor and review shared ICT, Building Control and Legal Services.**

*During the year the 3C Shared Services partnership between Cambridge City Council, South Cambridgeshire Council, Huntingdonshire continued to embed and develop the services to meet the needs of its customers. Permanent Heads of Service were put in place to provide leadership and work was carried out to meet savings targets, although a shortfall in staffing meant that these were not achieved in the year.*

**We said we would review existing, and explore new, opportunities for shared services.**

*During the year we established a shared Internal Audit Service with South Cambridgeshire Council and sought to appoint a single Head of Service. The recruitment in the year failed to find a suitable appointment to the post. A Joint Director of Planning and Economic Development for Cambridge City and South Cambridgeshire Councils was appointed. The shared Waste Service was put in place.*

*During the year:*

**270,000** contacts made with our Customer Service Centre

**85%** of calls to our Customer Service Centre were resolved at first point of contact

**98%** of Council Tax collected

**99%** Business Rates collected

**We said we would review current commercial activities and skills and invest in further developing them.**

*During the year we carried out a review of our procurement activity and this identified a number of areas where there were potential saving opportunities through the re-procurement of our contracts. The re-tendering of the Council's heating and maintenance contract delivered savings of around 25%. Refresher training was delivered on procurement and commercial training courses to our staff to develop and increase the level of skill and expertise in this area.*

**We said we would 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.**

*During the year we created a new post of Head of Commercial Services to develop sustainable commercial revenue streams to support essential council services, using the Council's "invest for income" fund where appropriate. A restructure of our Bereavement Services was completed and a review of our Fleet Service carried out, which relocated from our Mill Road depot to new facilities at Dickerson Industrial Estate, Waterbeach, with the aim of increasing its income from commercial fleet maintenance contracts.*

**We said we would establish a new operational depot for our Streets & Open Spaces and Estates & Facilities.**

*During the year we developed proposals to relocate our present operational depot for Streets & Open Spaces services and Estates and Facilities services to the former Park and Ride site at Cowley Road. Relocation did not happen in the year as planned.*

**We said we would achieve service improvements and efficiencies by carrying out a comprehensive service review of Streets and Open Spaces.**

*During the year we undertook a review of our Streets and Open Spaces service. The findings of the review will be discussed by a Council scrutiny committee in early 2017/18 and a decision taken about the way forward.*

**We said we would 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.**

*During the year we received just over 270,000 contacts at our Council's Customer Services Centre. The adoption of new self-serve technologies improved our performance with a better call answer rate of 86.3% of calls answered and lower customer waiting times.*

**We said we would explore joined up working with neighbouring councils to deliver better services and results for Cambridge residents and businesses and deliver greater efficiencies.**

*During the year we prepared to put in place a new financial management system that will reduce our operational costs by replacing the three separate finance systems used by Cambridge City, South Cambridgeshire and Huntingdon District Councils. We also agreed an interim arrangement for a shared Head of Housing Management with South Cambridgeshire Council.*

**We said we would 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.**

*During the year we produced an efficiency plan covering four financial years to 2020/21 that led the Government agreeing to provide the Council with certainty about the minimum grant and other support to be received over the next years to 2020. We plan to save £1.7m by 2022.*

**600** households took up energy efficiency measures through Action on Energy scheme

**We said we would 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.**

During the year uncertainty remained around business rates as the Government continued to develop the 100% business rates retention scheme. As a part of discussions with the Government about the powers and functions that could be devolved to a Combined Authority, the case for jointly managing all the business rates generated in the county was raised. This has not yet been agreed by the Government.

**We said we would 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.**

During the year we received £6.3m in New Homes Bonus from the Government. We responded to the Government's consultation on proposed reforms to the New Homes Bonus scheme asking that the scheme remain unchanged, to help the Council recover the extra costs in providing services to new communities, ensuring future growth is sustainable. The Government decided in December 2016 to reduce the value of New Homes Bonus funding.

**We said we would seek the best devolution settlement with Government, in partnership with other Cambridgeshire councils, the Greater Cambridge Greater Peterborough Enterprise Partnership and others.**

During the year we worked in partnership to achieve the best possible devolution settlement for Cambridge and Cambridgeshire, with the Government. The Council and its partners agreed to the establishment of a Combined Authority and work continued in the year to finalise arrangements and implement this decision. Mayoral elections took place in May 2017.

**We said we would explore opportunities to develop further the Council's investment strategy in property, housing, energy efficiency and renewable energy projects.**

During the year we continued to deliver, as part of our Carbon Management Plan, an on-going programme to improve energy efficiency and reduce carbon emissions in our estate. We carried out a comprehensive Private Sector House Condition Survey and will continue to support private landlords to deliver good standard, energy efficient housing, and to use enforcement to tackle those who do not.

## 7. Tackle climate change, and making Cambridge cleaner and greener

**We said we would implement the actions in our Climate Change Strategy, reducing emissions from our own estate and our property portfolio.**

During the year we replaced lighting at the Grand Arcade and Grafton East car parks with low energy LED lighting and motion controls. This is expected to

During the year:

**280 tonnes** of carbon a year was saved when we installed efficient lighting at two of our car parks

*reduce electricity consumption by over 40%, reducing the council's carbon emissions by approximately 280 tonnes of carbon every year. We also purchased electricity for our buildings through a green energy tariff which comes from 100% renewable sources, developed a Sustainable Housing Guide and worked with partners in the Cambridge Sustainable Food network to achieve Sustainable Food City status for Cambridge.*

***We said we would 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.***

*During the year we prepared for a transition to a low-emission taxi fleet to ensure that over the next 10 years all Cambridge licenced taxis and private hire vehicles will become either Electric or Hybrid powered when their licenses are renewed. Alongside this a successful bid was made to central government for £426,000 to provide an electric vehicle charging infrastructure for taxis.*

***We said we would adapt further to the impacts of climate change to increase the city's ability to cope with extreme weather, particularly for the most vulnerable.***

*During the year we worked with other local authorities to inform the next National Adaptation Programme (NAP), with a particular focus on the built environment. The Council's new tree strategy was completed and we started to gather information for residents on how to reduce health risks during heat waves to prevent over-heating.*

***We said we would work with local residents and businesses with the aim of increasing waste recycling rates and reduce total waste generated per capita.***

*During the year we collected just over 20,000 tonnes of materials for recycling from the blue and green bins and recycling points across the city. Some 55 tonnes of bulky rubbish was also collected at community clear-up days and we continued to promote recycling for local people through campaigns such as "Love Food – Hate Waste".*

***We said we would provide high quality Green Infrastructure (GI) that enhances residents' quality of life.***

*During the year we continued to apply the Council's policies in respect of open space and recreation facilities to ensure new provision and the protection of existing green infrastructure. Large scale open spaces are currently being delivered on urban extensions.*

***We said we would ensure that new developments meet the council's policies for sustainable construction and energy and water efficiency.***

*During the year we continued to apply the Council's policies and supplementary planning document on sustainable construction and energy and water efficiency. Developments have been built to Code for Sustainable Homes Levels 4 – 5 and BREEAM. Bespoke sustainability frameworks have also been developed for University of Cambridge sites and Phase 2 of the Cambridge Biomedical Campus.*

**100%** of the electricity used in our buildings was from renewable sources

**£426,000** of funding won for providing electric vehicle charging points for taxis

**20,000 tonnes** of recycling materials collected

**44** abandoned cars were removed

**900** litter bins were emptied by us in our parks and open spaces

**900** incidents of graffiti were responded to

**2,130** incidents of fly-tipping were responded to

**We said we would ensure that new developments provide the open space and recreational facilities that residents need.**

*During the year the Trumpington Meadows country park opened and other open space areas within Trumpington Meadows and Clay Farm were set out. At the North West Cambridge (University) development substantial progress was made on the western edge with the strategic open space area. A range of open space areas and allotments were also laid out on the Bell School (Nine Wells) development, which will be transferred to the Council in due course.*

**We said we would implement and develop the shared waste service with South Cambridgeshire DC.**

*During the year, as the shared waste service was put in place, bin rounds changed for 80% of residents to take into account the removal of demarcation boundaries restricting refuse vehicle movements between the local authorities. As a result refuse vehicles started to drive fewer miles on collection rounds, which may result in substantial savings in the future.*

**We said we would 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.**

*During the year we committed to purchase six new mobile CCTV units for use in Cambridge. The new cameras are lighter, easier to maintain, have better transmission and picture quality and can be quickly deployed to "hotspots" in the City. The Council's Safer Communities team will handle requests for use of these cameras. We also undertook an audit of our public space CCTV, which will be used to secure capital investment to upgrade the existing camera stock and associated network connectivity.*

**We said we would 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.**

*During the year we continued to present Environmental Reports to our area committees to allow residents to tell us about their priorities for improving the cleanliness of their streets and open spaces and for us to act on these. We also completed a review of this service and will be proposing further actions to improve cleanliness. In the year we removed 44 abandoned cars and 30 untaxed vehicles from the 459 cases that we investigated. Waste was collected from over 900 litter bins and more than 200 dog fouling bins across the city. We routinely maintained over 1million square meters of grass on parks and open spaces.*

**We said we would 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.**

*During the year we investigated and responded to 900 incidents of graffiti and 2130 incidents of fly-tipping. We helped to identify hot spots and gave "profiles" of regular graffiti artists to the Police to help identify the small number of people responsible for repeat graffiti around the City. We also arranged remedial work for offenders to help reinstate the environment to its previous condition.*