



To: Executive Councillor for Streets and Open Spaces:
Councillor Anna Smith

Report by: Joel Carré, Head of Environmental Services

Relevant scrutiny
committee: Community 29/06/2017
Services
Scrutiny
Committee

Wards affected: Abbey Arbury Castle Cherry Hinton Coleridge
East Chesterton King's Hedges Market Newnham
Petersfield Queen Edith's Romsey Trumpington
West Chesterton

STREETS AND OPEN SPACES SERVICE REVIEW AND DEVELOPMENT STRATEGY Key Decision

1. Executive summary

1.1 The Streets and Open Spaces (S&OS) review has identified that the service enjoys continuing high residents' satisfaction rates¹ and delivers a generally high quality range of frontline services. However, the review has also identified a number of areas where the service needs to improve, including low productivity in grounds maintenance and street cleansing operations; out-dated and wasteful operating systems; lack of effective resource planning and work scheduling and the need to deliver ongoing value for money. S&OS will need to respond to these issues in order to make the service fit for purpose and resilient for the future; and be able to respond to the ongoing financial and growth challenges and opportunities, which the city faces.

1.2 As the Council's largest frontline service, the review includes the need for S&OS to make a £600K net revenue budget reduction by 2021², as a contribution towards the wider corporate savings target the Council needs to make as a result of the ongoing reductions in Central Government grant funding.

¹ Cambridge City Council Residents Survey 2011 and 2016

² Target agreed at officer meeting with Leader and Executive Councillors on 8 July, 2015

1.3 In response to the review findings, S&OS is proposing to pursue a service development strategy, which delivers against the corporate vision – “One Cambridge: Fair for All” and the following specific corporate objectives:

- “Tackling climate change and making Cambridge cleaner and greener”
- “Making Cambridge safer and more inclusive”
- “Investing in improving transport”
- “Protecting our city’s unique quality of life”

1.4 The proposed strategy also includes a specific vision for the S&OS service, which will see it working in partnership with all sections of the community to plan, develop and maintain a high quality outdoor public realm environment, which is used and valued by all sections of the community; meets the social, economic and environmental needs of residents; and is a key contributor to Cambridge’s unique identity, sense of place and status as a world class leisure and business destination.

1.5 In accordance with the proposed strategy, S&OS will focus on pursuing the following aims:

- a) Increasing grounds maintenance/ street cleansing productivity, while continuing to maintain high quality service standards
- b) Maintaining additional streets and open spaces associated with the city and surrounding area’s growth without increasing frontline staffing costs
- c) Developing strategic and operational plans to inform the design, development and delivery of existing and new parks and open spaces and their associated management
- d) Protecting, conserving and enhancing the high quality and unique character of the city’s streets and open spaces
- e) Reviewing and adopting clearly defined and sustainable grounds maintenance/ street cleansing policies and standards, which are consistently applied and met
- f) Prioritising and responding to all service requests/ issues reports in accordance with adopted policies/ standards
- g) Improving community awareness of routine grounds maintenance/ street cleansing schedules through web content and social media.
- h) Encouraging and supporting residents and other customers to report streets and open spaces issues, including through use of online digital systems so that they can track the status of their queries more effectively.

- i) Ensuring use of effective performance management systems and modern working practices
- j) Generating external trading income on a sound commercial basis
- k) Ensuring outdoor public realm capital projects are delivered on time/ budget
- l) Supporting active community engagement in service planning and delivery
- m) Maximising opportunities to increase the biodiversity value and climate change resilience of streets and open spaces and associated operational services
- n) Investing in the development of management and staff skills and behaviours to support delivery of the strategy
- o) Delivering the £600K savings target, while seeking to avoid redundancies and cuts to frontline services

1.5 The proposed strategy will be delivered through an implementation plan, which will set out programme of proposed projects and activities, including invest to save and increased commercialisation, and associated capital and revenue budgetary implications. Subject to the wider strategy being approved at Committee, the proposed implementation plan will be researched and developed and then presented to a future committee meeting(s) for consideration and approval.

2. Recommendations

The Executive Councillor is recommended to:

- 2.1 Note the key findings of the Streets and Open Spaces service review
- 2.2 Approve the proposed future service vision and development strategy (2017-21) for Streets and Open Spaces

3. Background

3.1 A comprehensive review of S&OS services was commissioned in two stages. The first stage review, completed in 2014/15, resulted in the restructuring of the service from three to two units and delivery of an associated net revenue budget saving of £144K from 2015/16. The second stage review, completed in 2016/17, involved a more thorough review of S&OS services, in order to consider how best to make them fit for purpose for the future, taking account of a changing context, including:

- City growth
- Technological solutions available for service delivery
- Need to address environmental agendas
- Council's financial plan and savings requirement (c£2.2M by 2022)
- Need to deliver ongoing value for money

3.2 The second stage review was carried out with support from consultants, APSE (Association for Public Service Excellence) Solutions, and includes a net revenue saving target of at least £600K³ (c10% net revenue budget) by 2021.

3.3 Established in 2011, S&OS is one of the Council's largest service areas, with c150 frontline staff and annual revenue budget of c£6.8M. S&OS is structured into two units: Development Unit (including project delivery and assets) and Operations Unit (including grounds, cleansing and environmental enforcement). An outline of the various services provided by these two units is included in appendix A. Aside from the S&OS first stage review in 2014/15, the Operations arm of the service has not experienced any significant organisational change for many years.

3.4 The second stage review has identified a number of external and internal drivers for change, which impact on S&OS services. A summary of these key drivers, focusing on the associated service challenges/ pressures and development needs/ opportunities, is included below:

a) External drivers for change:

- Ongoing reductions in Central Government grant funding to the Council
- Increased service demands linked to population and visitor growth
- Increased service demands from adoption of new streets/ open spaces
- Relocation of S&OS operations from Mill Road to Cowley Road in 2017
- Availability of new technologies to support service improvements
- Need to respond to impact of climate change on the city
- Increased community expectation for service engagement
- Growth in use of digital communications and social media
- Need to conserve and enhance the city's biodiversity value

³ Target agreed at officer meeting with Leader and Executive Councillors on 8 July, 2015
Report Page No: 4

b) Internal drivers for change:

- Need for Council to be self-financing by 2021
- Need for Council to find £2.2M net revenue savings by 2022⁴
- Ongoing need to deliver value for money in Operations
- Out-dated and wasteful operating systems
- Lack of effective resource planning/ work scheduling
- Reactive and lack of prioritisation in operations responses
- Need for greater management staff development
- Need for more flexible and integrated workforce
- Need to reduce operational duplication
- Need to foster 'one council: one service: one team' ethos

3.5 The Council's 2016 Residents Survey identified continuing high satisfaction rates with S&OS core services, with "maintaining parks and open spaces, protecting trees in the city and managing trees in public places" securing a net satisfaction a rating of 81%; and 'cleaning the streets and removing graffiti' a rating of 76%. Both of these core service areas were in the top five of all Council services in both the 2016 and 2011 Residents Surveys.

3.6 In addition to identifying the key drivers for change, the review also included the benchmarking of S&OS service performance for 2015/16, across a range of financial and operational indicators, against other participating local authorities, using APSE's performance network.

3.7 In summary, these results show Cambridge's S&OS services to be generally high cost: high quality, when compared to its benchmark group of authorities⁵. However, with the exception of York, these other authorities don't experience the same level of service demands as Cambridge does, in terms of visitors (c7M per year) and students (c20K per year). When benchmarking Cambridge's S&OS services against more comparable authorities with equally high visitor and student numbers, such as Oxford and Brighton and Hove City Councils, Cambridge comes out slightly less expensive than both.

3.8 Based on the APSE benchmarking results, the key performance area which Cambridge needs to improve on is its operational productivity, as evidenced below:

⁴ Cambridge City Council Budget Setting Report 2017/18

⁵ APSE's selected benchmark authorities for Cambridge include: Aberdeen, York, Reading, Hackney, Wakefield, Greenwich
Report Page No: 5

- *Street cleansing frontline staff cost, as a % of total street cleansing staff cost* is low - 76.09% compared to average performing authority of 85.41%; and ranked 11th out of 11 benchmark authorities
- *Parks and open space maintenance cost per hectare of maintained land* is high - £7.13K compared to average performing authority of £5.45K; and ranked 12th out of 15 benchmark authorities

3.9 A summary breakdown of the stage two service review findings is included in appendix B.

3.10 Based on the findings of the service review, there is a compelling need for change within S&OS, focused primarily on the following key areas: grounds maintenance and street cleansing operations productivity; out-dated and wasteful operating systems; lack of effective resource planning and work scheduling and the need to deliver ongoing value for money, including the £600K budget saving target. S&OS will need to respond to these issues in order to make it fit for purpose and resilient for the future; and be able to respond to the ongoing financial and growth challenges, which the City Council faces.

3.11 In response to the service pressures, challenges and development needs and opportunities, as identified through the second stage review work, S&OS proposes to pursue a development strategy, which maximises the service's ability to deliver activities and projects, in support of the Council's corporate plan and, in particular, the following objectives:

- "Tackling climate change and making Cambridge cleaner and greener"
- "Making Cambridge safer and more inclusive"
- "Investing in improving transport"
- "Protecting our city's unique quality of life"

3.12 The proposed development strategy also includes a specific vision for the service, which will see it working in partnership with all sections of the community to plan, develop and maintain a high quality outdoor public realm environment, which is used and valued by all sections of the community; meets the social, economic and environmental needs of residents; and is a key contributor to Cambridge's unique identity, sense of place and status as a world class leisure and business destination.

3.13 The proposed S&OS service development strategy is included in appendix C.

4. Implications

(a) Financial Implications

4.1 The proposed S&OS development strategy has an associated net revenue budget saving target of at least £600K, to be delivered over the period, 2017-21. However, details on how this target is to be achieved, and the associated financial implications, will not be known until the strategy implementation plan has been developed and presented to a future committee(s) for approval. The implementation plan will detail a proposed programme of both capital and revenue projects. Any proposed capital project over £15K will be considered at the Council's Capital Programme Board; and, for any of these over £300K, will additionally be considered at Scrutiny Committee. All successful capital projects will be considered as part of the Mid-Term Financial Strategy (MTFS) and Budget Setting Report (BSR) for Council approval.

(b) Staffing Implications

4.2 Any staffing implications arising from the proposed strategy will not be able to be assessed until the strategy implementation plan has been developed and presented to a future Scrutiny Committee for approval.

(c) Equality and Poverty Implications

4.3 An Equality Impact Assessment for the recommended strategy is included in Appendix D. The strategy is considered to have a '**positive**' overall impact on Protected Groups, those on low income or those experiencing the impacts of poverty.

(d) Environmental Implications

4.4 The proposed development strategy includes a commitment to maximise the service's ability to deliver against the following corporate plan objective: "Tackling climate change and making Cambridge cleaner and greener"; and service priority: "m) Maximising opportunities to increase the biodiversity value and climate change resilience of streets and open spaces and associated operational services". It also includes the following service commitments, in that by 2021, "b) Public realm maintenance will be undertaken by a single,

multi-skilled operations team, who work flexibly and use hand held/ in cab devices to report, receive and close down both programmed and reactive work; and “c) Service vehicles/ plant will, subject to trial, use in-cab telemetry to maximise driving and route efficiency and, as vehicles/ plant are replaced, will transition to a low emission/ electric fleet.” As a result of these commitments, the proposed strategy is expected to have a net positive impact on climate change.

(e) Procurement

- 4.5 There is no procurement implications associated with the approval of the proposed strategy. The issue of procurement will only arise with the production of the proposed implementation plan and any associated projects, which will be the subject of future reports to Scrutiny Committee.

(f) Consultation and communication

- 4.6 The service review has been carried out with support from consultants, APSE (Association for Public Service Excellence) Solutions, and with input from a cross section of service staff and involved task and finish groups, diagnostic and commercial development workshops and structured interviews. The review has also involved benchmarking service performance against other local authorities in 2015/ 16, using the APSE Performance Networks for Street Cleansing (which covers S&OS Street Cleansing, City Rangers and Enforcement teams) and Parks, Open Spaces and Horticulture (which covers all the other S&OS services not covered in Street Cleansing Network above); and study visits to other local authorities, including Oxford and Eastleigh. The use of external consultants (PSE Solutions) has also enabled the review to benefit from external challenge and industry sector insight.

(g) Community Safety

- 4.7 There are no adverse community safety implications. Improvements to the outdoor public realm, arising from the proposed strategy, are likely to have a positive impact upon community access and safety.

5. Background papers

None

6. Appendices

Appendix A – S&OS service outline
Appendix B – S&OS service review findings
Appendix C – S&OS service development strategy
Appendix D – Equality Impact Assessment

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name: Joel Carré
Author's Number: (01223) 458201
Author's Email: joel.carre@cambridge.gov.uk

Appendix A: S&OS service outline

a) Operations team:

- **Street Cleansing** - street/ park litter & recycling bin emptying; litter picking; Market Square cleansing; highway sweeping/ highway weed control (County Council); Rapid Response 'deep clean' and graffiti/ fly tip removal
- **Grounds Maintenance** - grass cutting (c15 cuts per season); shrub pruning; ornamental bedding/ hanging baskets, leaf clearance, weed control) – Council parks and green spaces; City Homes amenity landscaping; highway verge/ roundabouts (County Council); and Green Fingers 'home help' gardening service (currently out-sourced for 2015/16 to Winter Comfort)
- **Pinder** - support the health and wellbeing of grazing animals on commons and other public green spaces within the City boundaries in liaison with holders of grazing permissions
- **Public Realm Enforcement** - litter, dog fouling, fly tipping, graffiti, camping, abandoned bikes/ locks, bins left on streets, education campaigns, moorings management
- **Dog Warden/ Control of Dogs** – dog patrols (enforcement/ education); stray dog collection and temporary kennelling (incl. managing 'out of hours' external service contract)
- **Community Engagement (City Rangers)** - service volunteer recruitment/ management (parks/ streets); Friends Group development/ support; community led tidy ups/ litter picks and public realm projects; civic pride campaign development/ support (incl. local businesses, universities/ colleges/ schools, community groups; Probation Service SLA delivery
- **External contracts** - Cambridge BID contract: additional street/ shop front cleansing - c£60k pa 2015-2018; South Cambs DC miscellaneous contracts: property/ garden void clearance - £10kpa; Cambridge Live events management agreement: Folk Festival, Midsummer Fair, Big Weekend - £54k pa; County Council agreement: highway verge maintenance/ sweeping: £95k pa, Cambridgeshire County Council Guided Busway cleaning: £28k pa

b) Development team:

- **Technical input to Planning** - policy/ master plan development; planning applications (incl. pre-app consultations) and consents (incl. condition discharge)– Landscape; Biodiversity; Cycling and Walking; Arboriculture; Sustainable Drainage; Public Art
- **Tree Preservation Orders (TPO)** - processing TPO applications/ maintaining TPO Register
- **City Council tree stock management** - health and safety inspections/ risk assessments; letting/ supervising tree works contracts; new tree planting; policy development
- **City Council adopted watercourse/ drainage management** - health and safety inspections/ flood risk
- **City Council public realm asset management** - health and safety inspections/ risk assessments; small scale infrastructure works (incl. repairs/ refurbishments); producing and leading delivery of asset management/ development plans (incl. associated funding bids and capital project delivery); technical input (Landscape Architecture; Biodiversity; Cycling and Walking; Arboriculture; Drainage Engineer; Civil Engineer; Public Art) to asset management specifications/ plans/ projects. Key asset list:
 - Parks/ nature reserves/ commons/ recreation grounds (260ha)
 - Fixed play areas/ MUGAs (x 80 sites)
 - Public toilets (x 20 facilities)
 - Allotments (x 22)
 - Miscellaneous: Bus shelters; Street names plates; Benches; Bins; Moorings; Poster boards
- **Public realm asset adoptions** - adoption of new public realm assets (and commuted sums) associated with strategic Growth Sites.
- **Public realm events/ activities** - marketing/ supporting use of public realm assets for community/ commercial events/ activities; event licensing/ health and safety management; concession licensing; sports pitch provision
- **Capital programme management/ project delivery** - EIP (£170K pa), Joint Cycleways (£100K pa); LHI (£100K pa); S106 (£700K

pa, incl. Public Art); Local Centres Improvements (£350K pa); and other capital projects on the new capital plan

- **External contracts** - County Council highway tree management across city; miscellaneous contracts for Distribution Service (ie. client posters on poster boards/ leaflets in outlets)

Appendix B: S&OS service review key findings

Detailed below are the key headline findings from the second stage review of S&OS:

- a) The current organisational structure, resulting from the first stage review work, is broadly fit for purpose, with the exception of the Operational unit's management structure and City Ranger service function, which should be reviewed to remove duplication of activity.
- b) Staff at all levels are receptive to the need for change; committed to providing a good service; and have a 'can do' attitude
- c) Service currently suffers from limited use of customer and performance data to inform service design, delivery and improvement.
- d) 2016 Residents Survey identified continuing high satisfaction rates with S&OS core services, with 'maintaining parks and open spaces, protecting trees in the city and managing trees in public places' (81%); and 'cleaning the streets and removing graffiti' (76%) in the top five services across the Council (and was the same result in 2011 survey).
- e) Service currently suffers from a predominantly reactive, non-plan led approach to service delivery, focused on addressing symptoms not causes and an inefficient use of resources and increased risk of failure demand, ie. not getting it right first time so having to go back
- f) Evidence of continued 'silo' mentality and poor understanding of respective roles and responsibilities. This is a legacy of the former

assets/ operations, client'/ 'contractor' split; and the current non-plan led approach to service delivery.

- g) Need for continued focus on demand management, including maintaining investment in enforcement, education and community engagement. The recent significant increase in public open space and street bin provision across the city has put additional pressure on cleansing service and is at odds with a demand management led approach.
- h) Operational management processes and systems are old/ out-dated, continue to have high levels of waste/ duplication and fail to maximise the use of new technologies, such as mobile working, route optimisation; and 'internet of things' (eg. bin sensors)
- i) Managerial/ leadership skills across the service need investment. Many of the staff recruited into management positions following previous first stage review work in autumn, 2015, are new/ relatively inexperienced in team/ staff management/ leadership.
- j) Service is already engaged in pursuing commercial opportunities, including void clearance, street cleansing and events, but not on a structured, plan led basis. There is scope for the service to increase its commercial activity and generate a greater 'profit', but this needs to be done on a business plan led basis, with clear awareness and understanding of the market, cost, available capacity (ie. without undermining core public service delivery ability) and risk.

Detailed below is the APSE Performance Network benchmarking results for S&OS for 2015/16, which formed part of the second stage review process:

- **Street cleansing costs per household is high (£52.31** compared to average performing authority of £29.06; and ranked 14th out of the 14 comparator authorities⁶). In real terms, based on this rate, it costs Cambridge an additional £1M per annum compared to the average performing comparator authority. In part, the city's service costs may reflect the high annual student (20K) and visitor (5.3M) numbers.

⁶ APSE 'family group' of comparator authorities for Cambridge includes: Aberdeen, York, Preston, Reading, Thurrock, Wakefield, Stevenage, Rotherham

NB. Though not in Cambridge's 'family group' of comparator authorities, both Oxford, and Brighton and Hove, are more expensive than Cambridge on street cleansing.

- **Street cleansing frontline staff costs, as a % of total street cleansing staff costs, is low** (76.09% compared to average performing authority of 85.41%, which equates to an actual financial difference of £177K. This indicates that Cambridge has a higher % of non-productive staffing costs.
- **Cleanliness performance of street cleansing is low** (with 4.77% of sites falling below Grade B for cleanliness and being ranked 5th out of the 6 comparator authorities). In part, this may be explained by reactive, unplanned service approach and old/ outdated processes and systems; and focus on maintaining very high city centre standard to the detriment of outer areas of the city.
- **% of street cleansing budget allocated to education is high** (5% compared to average performing authority of 0.76%; and ranked 1st out of the 10 comparator authorities). This is positive, as education activity helps to drive down service demand, ie. reducing litter, fly tipping, graffiti, etc
- **Staff absence levels for street cleansing are low** (2.64% compared to average of 4.34%; and ranked 2nd out of 11 comparator authorities
- **Parks and open space maintenance cost per 1,000 head of population is high £7.13K** compared to average performing authority of £5.60K; and ranked 10th out of 11 comparator authorities). In part, this high cost may reflect the high level of formally managed public open space, as a proportion of total maintained hectares of land per household, than comparator authorities.
- **Parks and open space maintenance staff costs, as a % of total parks and open staff costs, is high** (72.91% compared to average of 62.81%; and ranked 12th out of 12 comparator authorities). In part, this may reflect high over-time, agency and out of hours enhancement costs.

- **Hectares (ha) of maintained parks and open space per FTE front line employee is low** (7.47ha/ FTE compared to average of 11.35ha/ FTE; and ranked 8th out of 12 comparator authorities). This position is also reflected in the hectares (ha) of maintained public open space per 1,000 head of population (1.51ha compared to average of 3.58ha; and ranked 11th out of 13 comparator authorities). In part, this may reflect the reactive, non-plan led approach and use of inefficient operating systems/ processes.

Appendix C: S&OS development strategy

Vision

The S&OS service will pursue a development strategy, which maximises the service's ability to deliver activities and projects, in support of the Council's corporate vision – "One Cambridge: Fair for All" and plan and, in particular, the pursuit of the following corporate objectives:

- "Tackling climate change and making Cambridge cleaner and greener"
- "Making Cambridge safer and more inclusive"
- "Investing in improving transport"
- "Protecting our city's unique quality of life"

The vision for S&OS is a service which works in partnership with all sections of the community to plan, develop and maintain a high quality outdoor public realm environment, which is used and valued by all sections of the community; meets the social, economic and environmental needs of residents; and is a key contributor to Cambridge's unique identity, sense of place and status as a world class leisure and business destination.

Aims

In pursuit of the above vision, the service will focus on taking forward the following aims:

- a) Increasing grounds maintenance/ street cleansing productivity, while continuing to maintain high quality service standards

- b) Maintaining additional streets and open spaces associated with the city and surrounding area's growth without increasing frontline staffing costs
- c) Developing strategic and operational plans to inform the design, development and delivery of existing and new parks and open spaces and their associated management
- d) Protecting, conserving and enhancing the high quality and unique character of the city's streets and open spaces
- e) Reviewing and adopting clearly defined and sustainable grounds maintenance/ street cleansing polices and standards, which are consistently applied and met
- f) Prioritising and responding to all service requests/ issues reports in accordance with adopted policies/ standards
- g) Improving community awareness of routine grounds maintenance/ street cleansing schedules through web content and social media.
- h) Encouraging and supporting residents and other customers to report streets and open spaces issues, including through use of online digital systems so that they can track the status of their queries more effectively.
- i) Ensuring use of effective performance management systems and modern working practices
- j) Generating external trading income on a sound commercial basis
- k) Ensuring outdoor public realm capital projects are delivered on time/ budget
- l) Supporting active community engagement in service planning and delivery
- m) Maximising opportunities to increase the biodiversity value and climate change resilience of streets and open spaces and associated operational services
- n) Investing in the development of management and staff skills and behaviours to support delivery of the strategy
- o) Delivering the £600K savings target, while seeking to avoid redundancies and cuts to frontline services

Target outcomes

The strategy will be delivered through an implementation plan, detailing a phased programme of projects and activities over the period 2017-21. Listed below are the resulting target outcomes to be achieved by 2021, as a result of plan's implementation:

- a) All routine operational functions, including street sweeping, litter picking, grass cutting, shrub maintenance, leafing, asset management inspections, will be conducted in accordance with agreed operational plans, which detail the service specification and associated performance standards and required resource.
- b) Public realm maintenance will be undertaken by a single, multi-skilled operations team, who work flexibly and use hand held/ in cab devices to report, receive and close down both programmed and reactive work.
- c) Service vehicles/ plant will, subject to trial and cost-analysis, use in-cab telemetry to maximise driving and route efficiency and, as vehicles/ plant are replaced, will transition to a low emission/ electric fleet.
- d) All service assets will be mapped on a digital asset base, which will be used to programme and schedule works and future investment needs and other such asset management functions.
- e) The city's green spaces will form part of a wider green infrastructure network, managed for the benefit of people and wildlife, in accordance with a strategic green infrastructure plan serving Greater Cambridge. This plan will be used to support the area's sustainable strategic growth.
- f) The city's main parks and green spaces will be managed in accordance with agreed site management plans. Each plan will be developed in consultation with Friends Groups, residents groups and other key stakeholders and include actions to conserve and enhance amenity, heritage and biodiversity value and maximise climate change resilience.
- g) Key sites, including Jesus Green and Midsummer Common, will have secured the Green Flag⁷ national award standard, with others to follow.
- h) Service managers will use customer feedback and key performance indicator data to inform management decisions and establish a culture of continuous service improvement.
- i) APSE's performance network data will be used to benchmark the service annually and the results used to drive further service improvements.
- j) Opportunities to take on the management of public realm, outside of the city, will be considered to help reduce service unit cost

⁷ The Green Flag Award scheme recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and around the world.

- k) The service will be supported by an active band of public realm volunteers, including Friends Groups, who are engaged in a range of public realm management tasks.
- l) The city will be divided into designated areas, with each area being served by the City Ranger service, who will be responsible for supporting service active community engagement and volunteering in that area.
- m) The service will be in the APSE benchmarking top quartile ranking (currently bottom quartile) for operational productivity.

**Appendix D:
Equality Impact Assessment**

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:

Streets and Open Spaces (S&OS) service development strategy

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

The purpose of the S&OS service development strategy is to deliver the Council’s corporate vision – “One Cambridge: Fair for All” – with a

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

particular focus on the following specific corporate objectives:

- “Tackling climate change and making Cambridge cleaner and greener”
- “Making Cambridge safer and more inclusive”
- “Investing in improving transport”
- “Protecting our city’s unique quality of life”

The proposed strategy also includes a specific vision for the S&OS service, which will see it working in partnership with all sections of the community to plan, develop and maintain a high quality outdoor public realm environment, which is used and valued by all sections of the community; meets the social, economic and environmental needs of residents; and is a key contributor to Cambridge’s unique identity, sense of place and status as a world class leisure and business destination.

The proposed strategy will make the service fit for purpose for the future, Taking account of a changing context, including:

- City growth
- Need to increase operational productivity
- Technological solutions available for service delivery
- Need to address environmental agendas, including climate change
- Council’s financial plan and savings requirement (c£2.2M by 2022)
- Need to deliver ongoing value for money

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

Residents

Visitors

Staff

A specific client group or groups (please state): N/A

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

New

Revised

Existing

5. Responsible directorate and service

Directorate: Environment

Service: Streets and Open Spaces

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

No

Yes (please give details):

All council officers and external agencies who are involved with the city's outdoor public realm planning, design, delivery and management, including City Council (Planning, Communities and City Homes); County Council (Highways); City Deal; and Cambridge Business Improvement District (BID)

7. Potential impact

S&OS delivers a range of universal frontline public realm management services, which are available to all sections of the community. The aim of the proposed service development strategy is to improve the service by:

- Increasing productivity and cost effectiveness;
- Making it greener, including increasing the city's biodiversity value and climate change resilience; and
- Offering a better customer service,

whilst seeking to:

- Avoid redundancies and cuts to frontline services;
- Maintain high quality service standards; and
- Continue to protect, conserve and enhance the high quality and unique character of the city's parks, streets and open spaces.

Based on the above commitments, the proposed strategy will have a **positive** overall impact on Protected Groups and on low income groups, or those experiencing the impacts of poverty.

The strategy will be delivered through a proposed implementation plan, including proposed service activities and projects, which will be developed, subject to the strategy's approval by committee on 29 June, 2017. Further Equality Impact Assessments (EqIAs) will be undertaken for the proposed implementation plan activities and projects, as and when the plan is submitted for committee approval. These EqIAs will consider the impact of each proposed service development activity and project on Council staff, residents and visitors for each Protected Group characteristic and for low income groups, or those experiencing the impacts of poverty.

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

None

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

None

9. Conclusions and Next Steps

The proposed strategy, based on its vision, aims and target outcomes, will have an overall **positive** impact on all Protected Groups

The proposed implementation plan for the strategy, including proposed service activities and projects, will be developed, once the strategy has been approved. EqlAs will be conducted to assess the impact of the proposed activities and projects on Council staff, residents and visitors for each Protected Group characteristic and for low income groups or those experiencing the impacts of poverty.

All completed Equality Impact Assessments must be emailed to Suzanne Goff, Strategy Officer, who will arrange for it to be published on the City Council's website.

Email suzanne.goff@cambridge.gov.uk

10. Sign off

Name and job title of assessment lead officer: Joel Carré, Head of Environmental Services

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

- David Kidston, Strategy and Partnerships Manager
- Alistair Wilson, S&OS Development Manager
- Don Blair, S&OS Senior Operations Manager

Date of completion: 15 June 2017

Date of next review of the assessment: