

Version 3
Council

Budget-Setting Report 2018/19



February
2018

2018/19

Cambridge City Council

Version Control

	Version No.	Revised version / updates for:	Content / Items for Consideration
Current	1	Strategy & Resources Scrutiny Committee (22 January 2018)	Initial budget overview and budget proposals
		The Executive (25 January 2018)	Proposals of the Executive
	2 (N/A)	Special Strategy & Resources Scrutiny Committee (12 February 2018)	Amendments to Executive proposals
			Opposition budget amendment proposals
	3	Council (22 February 2018)	Final Proposals to Council incorporating updates relating to: <ul style="list-style-type: none"> - Head of Finance final Section 25 report - Final Local Government Finance Settlement 2018/19 - Appendix A(b) Council Tax Setting following receipt of County Council, Police, Fire and Combined Authority precepts
	4	Council (Final)	Approved Budget-Setting Report incorporating <ul style="list-style-type: none"> - Decisions of Council - Any other final amendments

Anticipated Precept Setting Dates

Cambridgeshire Police & Crime Commissioner	Cambridgeshire & Peterborough Fire Authority	Cambridgeshire County Council	Cambridgeshire & Peterborough Combined Authority
31 January 2018	8 February 2018	9 February 2018	-

Contents

Section No.	Topic	Page No.
	Foreword by the Leader of the Council and the Executive Councillor for Finance and Resources	
1	Introduction	1
2	Local and national policy	3
3	Public budget consultation	14
4	General Fund resources	16
5	General Fund revenue budgets	31
6	General Fund: Expenditure and funding 2016/17 to 2022/23	36
7	Capital	37
8	Risks and reserves	43
9	Future strategy and recommendations	47
10	<i>Section 25 report (Council version only)</i>	51

Appendices

Reference	Topic	Page No.
A (a)	Council tax base 2018/19	54
A (b)	<i>Council tax setting 2018/19 (Council version only)</i>	55
B	Local Poverty Rating Index	57
C (a)	Detailed revenue proposals - pressures	58
C (b)	Detailed revenue proposals - savings	67
C (c)	Detailed revenue proposals - external bids	73
C (d)	Detailed revenue proposals – Non-Cash Limit items	74

Reference	Topic	Page No.
D	Sensitivity analysis	77
E (a)	Capital plan - bids	81
E (b)	Capital proposals requiring funding from revenue resources	85
E (c)	Capital approvals since MTFS 2017	87
E (d)	Capital plan	88
E (e)	Capital plan – Projects under Development (PUD) list	94
F	Principal earmarked and specific funds	97
G	Equality Impact Assessment	98
	Contacts	117

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

The country has now suffered for over seven years from the imposition of the austerity policies by successive governments. Public services for many in Cambridge have been cut, while at the same time market forces have been allowed to dictate rising costs. Failing to regulate markets, including private rented housing and energy, has brought great hardship to many and often the same people who have suffered from welfare benefit cuts.

National evidence shows this has hit lower income local households far more than those on higher incomes, and the gap in wealth across Britain between rich and poor has widened significantly. A recent Centre for Cities report identified Cambridge as having the greatest inequality of any city in the UK in 2017, based on their chosen data indices on wages, pensions and other income. Parts of our city include people of great wealth while nearby there are pockets of people in poverty and severe deprivation, which continue to be a core council target for assistance. The poorest in our city need direct help and support via the community organisations we grant-fund and our extra housing investment. Everyone in Cambridge deserves the opportunity to share in the city's growing prosperity.

The Council budget for Cambridge in 2018/19 is based on our vision to lead a united city that is "One Cambridge - Fair for All", in which economic dynamism and prosperity are combined with social justice and equality. It's a vision we will share and develop, working with our residents and partner organisations.

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

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

In producing a budget to achieve these objectives, existing resources have been reviewed and reused or, where appropriate, rechannelled into providing improvements in delivery of existing services. For example, we have invested in shared council service delivery and joint digital technology projects with Huntingdonshire and South Cambridgeshire which involves

extra initial costs, but which then cuts our overall operating costs, and improves service quality.

This budget continues our strategy of identifying and allocating new resources to further develop priority services and add new ones.

Building 500 New Council Homes, Tackling Homelessness, and Wider Capital Investment

Over the last year great progress has been made in establishing the joint venture to develop housing, especially social homes, in sites across the city. The City Council's programme of *"500 New Council Homes for Cambridge"* has secured £70m in government grant and up to £30m of receipts from Right-to-Buy sales to invest in new housing, plus the reuse of council land suitable for high quality, sustainable new housing.

The separate Housing Revenue Account (HRA) budget report contains more details, and this General Fund budget adds plans to invest £5.76m in the development of the council's Mill Road depot site. This funding will enable the site to be built with an enhanced 50% level of council housing rather than the 40% affordable housing which is the usual standard and is elsewhere not always achieved. This programme and funding exemplifies our commitment to funding social housing and will be paid for using the capital receipt from the land and our share of the profits on the Mill Road depot redevelopment.

The main vehicle for building our new council homes will be the Cambridge Investment Partnership or CIP, a 50/50 partnership between the City Council and respected local house builders Hill Investment Partnership. The Council will provide capital and loans to enable CIP to construct homes on sites, with viability often assisted by the sale of the private homes once built. Interest will also be earned by the Council from this funding.

On homelessness in Cambridge, the council's extensive work to cut homelessness and poor accommodation in the private housing sector will be further supported by Government grant and 6 additional staff to implement the Homelessness Reduction Act with its emphasis on prevention. A further new post will help speed up assessment and support to enable those in need to be housed more quickly. Additional funding will be provided for the Housing Development Agency to ensure it is well established to manage the development of further new housing, especially in conjunction with the Cambridge Investment Partnership.

Digital Investment to Increase Efficiency and Further Improve Responsiveness to Residents

Underpinning the running of council services and responding to the needs of residents there needs to be strong and well managed administration and especially the use of latest

computing and digital technology and expanded IT capacity. In April 2017, this service was put fully into the hands of the joint service with Huntingdonshire and South Cambridgeshire councils and this has enabled plans for £1.7m of capital investment by the City Council, matched by contributions from the other two councils where services are shared:

- “My Cambridge City” online portal for residents to more easily access a range of services critical to their needs
- “Council Anywhere” to provide an upgraded digital platform to control and secure the work of council systems and enable staff from all Cambridge locations, not just council offices
- New software to develop further efficiencies in managing the waste collection and disposal service shared with South Cambridgeshire
- A further revenue bid to provide a permanent new team across the three councils developing innovative digital systems for a wide range of applications such as hand held devices for housing supervisors or environmental health officers to use on site to record information direct to council systems
- Upgrading all the city's 103 CCTV cameras including in our car parks, recorders, software and wireless links, in the joint CCTV service with Huntingdonshire.

Cambridge Initiatives to Cut Poverty

A further £200,000 will be allocated to the Sharing Prosperity Fund taking the total investment in tackling poverty to over £1.5m since its inception in 2014/15. Extra projects in 2018 to be paid for from this fund include:

- Work to reduce fuel and water poverty in Cambridge with staff and a winter warmer campaign
- Support for the Street Aid scheme providing help to rough sleepers to help it become self-sustaining
- Outreach work to advise and help those needing support when Universal Credit is imposed in Cambridge
- Increased digital access for those on low incomes
- Outreach work by Cambridge CAB in health centres to reach our most isolated and disadvantaged residents.

Tackling Climate Change and Cutting Pollution

The council is committed to increasing the city's future sustainability, acting locally to make a difference globally. We will continue to work to encourage businesses and other

organisations reduce their carbon footprint, partly by the council leading the way. Our Climate Change Fund will be topped up with a further £250,000 enabling extra work to reduce the council's carbon footprint, including:

- A solar PV and/or thermal system to provide hot water at Parkside Pool,
- A biomass boiler at Kings Hedges learner pool,
- Heating and lighting improvements at the Corn Exchange, and
- working towards our objective of a carbon neutral Cambridge by 2050, or earlier if that proves possible.

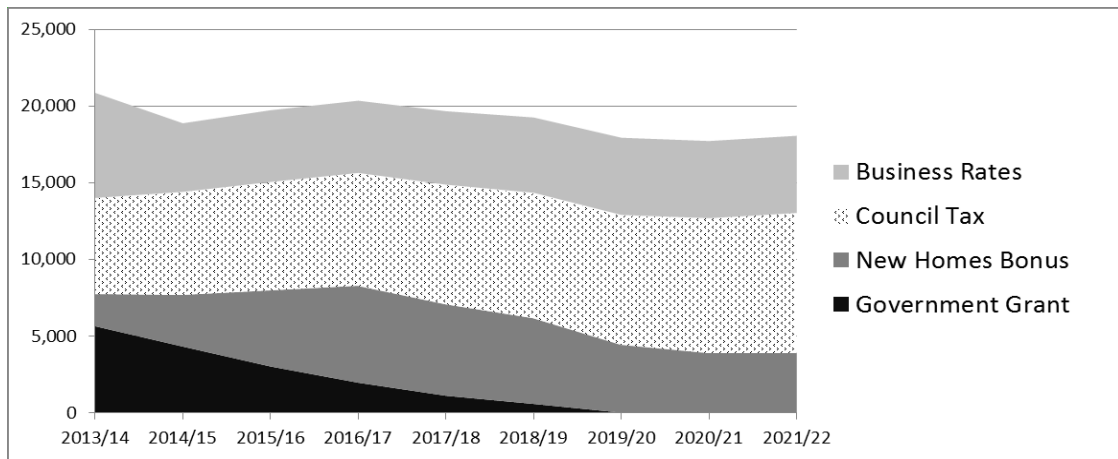
Developing a new Joint Greater Cambridge Plan to 2050, and Improving Planning

The council's planning function will be given increased support in its work of seeking to influence and control developments both large and small. It is vital that we do what we can to protect our environment whether plans affect one of the many Conservation areas in the city or whole areas of land in new locations for development. This budget includes: Funding the establishment of a stronger, unified joint Greater Cambridge Planning Service with South Cambridgeshire.

- Committing four year's funding of £600,000 to 2022 to fund the joint new Local Plan with South Cambridgeshire and new planning strategies for sustainable growth and environmental and community improvements across Cambridge
- Funding essential preparatory work to develop the last major undeveloped brownfield site in Cambridge, on the north-east fringe including seeking £193 million in national Housing Infrastructure Funding to help move the sewage and wastewater recycling plant, to enable up to 7,600 new homes to be built in that corner of the city
- Funding an extra full-time city planning enforcement officer, given the need to ensure planning rules are followed by all.

Funding the budget

The national government is continuing to fail to apply progressive taxes on the very rich, while cutting grants to local government and failing to adequately fund vital national services such as the NHS. In Cambridge our core funding has changed greatly over the last few years



Graph: Historic and projected Grant and Tax income in £000s

This chart shows the annual Government Grant to the city council dropping from over £5,000,000 in 2013 to nil in 2019. It also shows the reducing value of New Homes Bonus funding following the changes announced by the Government in 2016. The combination of these cuts puts more pressure on the council's budgets in the next few years and demonstrates the Government's intention that councils should be funded primarily locally, through the Council Tax and Business Rates. These are both regressive forms of taxation applied uniformly regardless of income, and this change highlights the importance of the council's strategies of:

- supporting those in most need
- running the council as efficiently as possible.
- establishing ways which make us less reliant on Government funding.

This budget contains many proposals for developing income from new sources such as our further investment in commercial property. Another example is our vehicle maintenance garage at Waterbeach which is now established and developing work with businesses and other councils on their commercial vehicles.

Despite the austerity cuts imposed by the government this Budget continues the vital work of this administration for the whole Cambridge community in maintaining and developing the wide range of services we provide. It also embraces the core financial objectives of this Council: sound and prudent financial management, the minimisation of the need for cuts to services, investment in more affordable housing, and a fairer and more equal city. "One Cambridge, Fair for All"

Councillor Lewis Herbert, Leader of the Council

Councillor Richard Robertson, Executive Councillor for Finance & Resources

Section 1

Introduction

Purpose

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

On 19 October 2017 the council approved the Medium Term Financial Strategy (MTFS). The MTFS set out the financial strategy for the council in light of local and national policy priorities, external economic factors and the outlook for public sector funding. The MTFS also reviewed key assumptions and risks, thereby confirming the framework for detailed budget work for 2018/19 and beyond.

The BSR reviews the impacts of developments since the MTFS and sets the financial context for the consideration of detailed recommendations and budget finalisation to be made at council on 22 February 2018. The document proposes a detailed budget for the next financial year, and indicative budget projections for the following four years.

Background

The financial planning context for the BSR is set by the MTFS. This identified a total net savings requirement of around £1m over the 4 years latter years of the 5 year period, after taking into account changes to base assumptions and pressures and savings identified at that time.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Net savings requirement	-	0.245	0.245	0.245	0.245	0.980

These savings requirements stem from reductions in government funding, unavoidable cost increases and pressures, including the additional net cost of services for every new home in

the City. Increased income from commercial property together increased parking fees due to the postponement of major works at Park Street have given us the opportunity to reduce the savings target in the medium term although this will be reviewed annually at the MTFS. However, considerable levels of risk and uncertainty remain, including the possible impacts of the review of business rates retention and associated additional responsibilities, appeals resulting from business rates revaluation as at April 2017 and the future of New Homes Bonus. Whilst the council has a record of identifying and delivering savings through service reviews and value for money improvements, many such savings have already been delivered and it is becoming more difficult to identify and deliver further savings and efficiencies.

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

Key dates

The key member decision-making dates are as follows:

Date	Task
2018	
22 January	Strategy and Resources Scrutiny Committee considers BSR
25 January	The Executive recommends BSR to Council
12 February	Special Strategy and Resources Scrutiny Committee considers any budget amendment proposals
22 February	Council approves the budget and sets the council tax for 2018/19

Section 2

Local and national policy

Local policy priorities

The local policy priorities for the council are identified through the budget consultation and the council's annual statement which in turn feed into the corporate plan. The plan sets out in more detail how the vision 'Building a fairer Cambridge together' will be delivered. The current plan, which will be reviewed during 2018-19, can be found at <https://www.cambridge.gov.uk/corporate-plan>.

MTFS 2017 included a foreword by the Leader of the Council and the Executive Councillor for Finance and Resources which supplements the annual statement and confirms the direction of travel for the council. It advocates developing a strategy to deliver a balanced budget through partnership working, either with other public sector organisations or local businesses, whilst investing significantly in our commercial property portfolio. These strategies will deliver savings to build on the vital work of the Anti-Poverty Strategy, while maintaining and developing the wide range of services we provide. It also embraces the core financial objectives of this council: sound and prudent financial management, the minimisation of the need for cuts to services, investment in more affordable housing, and a fairer and more equal city, planning ahead to make the council more productive and less reliant on external funding while maintaining and developing services. This is reflected in the detailed framework for the budget work.

Corporate plan

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

Review of demographic factors

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

Services use projections and estimates of population growth and the number of new dwellings to plan for the impacts of growth. The expected location of these changes can also be significant. Whilst Office of National Statistics (ONS) mid-year population estimates show a growth of 3,000 people or 2.5% for Cambridge as a whole over the past three years (2014 to 2016), Trumpington ward has seen the bulk of this increase, growing by 2,800 people or 30% of its ward population during the same period.

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

Growth of Cambridge

With the on-going implementation of the planned housing and economic growth of Cambridge, the city's population is set to increase by more than 25% between 2011 and 2031. The council is already focussed on meeting the needs of new communities and residents through better use of technology, joint services with other local authorities and partnership working (through the Greater Cambridge Partnership and Combined Authority) in order to lever in funding for infrastructure improvements.

Whilst new homes generate new council tax income for providing services, the increase in the student population (with council tax exemptions) and the number of commuters, plus the particular needs of new residents as they settle into new communities, can present additional service demands and financial pressure however. This is at a time on on-going financial pressures facing council budgets with the phased withdrawal of core grants from central government.

The council will continue to explore ways to make better use of resources (say, for managing and maintaining new open spaces being created as part of new

neighbourhoods and to enable new communities to become established and thrive on their own sooner).

The Greater Cambridge Partnership

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

The funding will enhance the status of Greater Cambridge as a prosperous economic area. The Partnership is working to:

- Accelerate the delivery of 33,500 planned homes
- Enable delivery of 1,000 extra affordable new homes on rural exception sites
- Deliver over 420 new apprenticeships for young people
- Provide £1bn of local and national public sector investment, enabling an estimated
- £4bn of private sector investment in the Greater Cambridge area
- Create 44,000 new jobs
- Provide a governance arrangement for joint decision making between local councils

The Partnership is currently developing proposals for transport improvements to enable people, goods and ideas to move more quickly, reliably and sustainably between centres of research, innovation and enterprise, and between places of residence, work and study.

One aspect of this is likely to be proposals to tackle congestion, and this may require ways of managing the number of vehicles on the most congested routes at the most congested times of the day. Whatever proposals are ultimately implemented may have impacts on City Council services, including potentially budgetary implications. The service and financial impact of such measures will be factored into the council's financial planning in more detail as the impacts become clearer.

The Partnership is supporting delivery of affordable housing and a skills system that equips more young, local people with the skills they need to engage in the knowledge-based industries that comprise the Cambridge Cluster.

The Partnership is also bringing together public, private and academic experts to develop and exploit "smart city" technologies to help identify and address the challenges that Greater Cambridge faces.

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

Cambridgeshire and Peterborough Combined Authority

In November 2016, eight organisations¹ in Cambridgeshire, including Cambridge City Council, agreed a devolution deal with the government to form the Cambridgeshire and Peterborough Combined Authority (CPCA). The deal gives delegated powers to the CPCA and a new elected Mayor and brings funding to the region. Following elections on 5 May 2017, James Palmer was elected as Mayor for the Combined Authority. Councillor Lewis Herbert represents the council on the CPCA.

The CPCA will receive funding and powers from central government in a number of areas including:

- £100 million to deliver new homes over a five-year period in Peterborough and Cambridgeshire which includes affordable, rented and shared ownership housing, plus £70m for Cambridge City Council to deliver at least 500 new council homes.
- £20 million a year funding over 30 years to support infrastructure and boost economic growth in the region

The key ambitions for the CA include:

- doubling the size of the local economy
- accelerating house building rates

¹ Cambridge City Council; Cambridgeshire County Council; East Cambridgeshire District Council; Fenland District Council; Huntingdonshire District Council; Peterborough City Council; South Cambridgeshire District Council; Greater Cambridge Greater Peterborough Local Enterprise Partnership

- improving transport and digital infrastructure.

It has been agreed that CPCA costs will be funded from the gain share grant and therefore there will be no charge to the City Council for this. The Mayor has the power to raise a precept (i.e. a separate additional element of council tax to fund the running costs of the Mayoral office). The earliest this could take effect is from 2018/19.

The CPCA (but not the Mayor) can levy constituent councils to make a contribution towards its functions but this would need to be unanimously agreed by those authorities through the budget making process for the CPCA. Each Council could also decide voluntarily to make a financial contribution to the CPCA.

The city's economy should benefit from the additional investment and improved infrastructure in the local area that the CPCA brings. The delivery of the £70m council building programme will bring an income stream to the Housing Revenue account as those houses are built and occupied.

Shared services

The council shares some services with neighbouring councils and is working to develop other shared services. Benefits include improvements in service delivery, efficiencies and greater resilience. The following services are delivered in two or three way partnerships:

Building Control (3 partners)	Legal (3)	ICT (3)
Home Improvement Agency (3)	Payroll (2)	CCTV (2)
Internal Audit (2)	Waste & Recycling (2)	

Staff consultation is underway for The Greater Cambridge Planning Service together with the drafting of a Memorandum of Understanding. The business transfer is due on 1 April 2018 with full systems integration by December 2018.

Cambridge Investment Partnership (CIP)

CIP is a partnership between the City Council and Hill Investment Partnership. It is a 50:50 Limited Liability Partnership (LLP). The investment partnership model provides an opportunity for the Council to benefit from the experience and additional resource that a development partner can bring. Each partner shares the outputs (financial and social) in proportion to the value of its input, and therefore the model allows the partners to share the development risk and the development uplift arising from a scheme.

The agreed objectives of CIP as set out in the Members Agreement are:-

- Investment in the development of land to create successful new places that meet both the financial objectives (primarily a revenue return) and social objectives of Cambridge City Council (particularly housing that is affordable and is needed locally), provided always that individual sites may be developed to meet either financial or social objectives;
- Improve the use of council assets and those of other public sector bodies in the Cambridge, or Cambridge-wide area;
- Maximise the financial return through enhanced asset value (with reference to the first bullet above);
- Provide a return to the investment partners commensurate to their investment and the level of risk in respect to such investment.

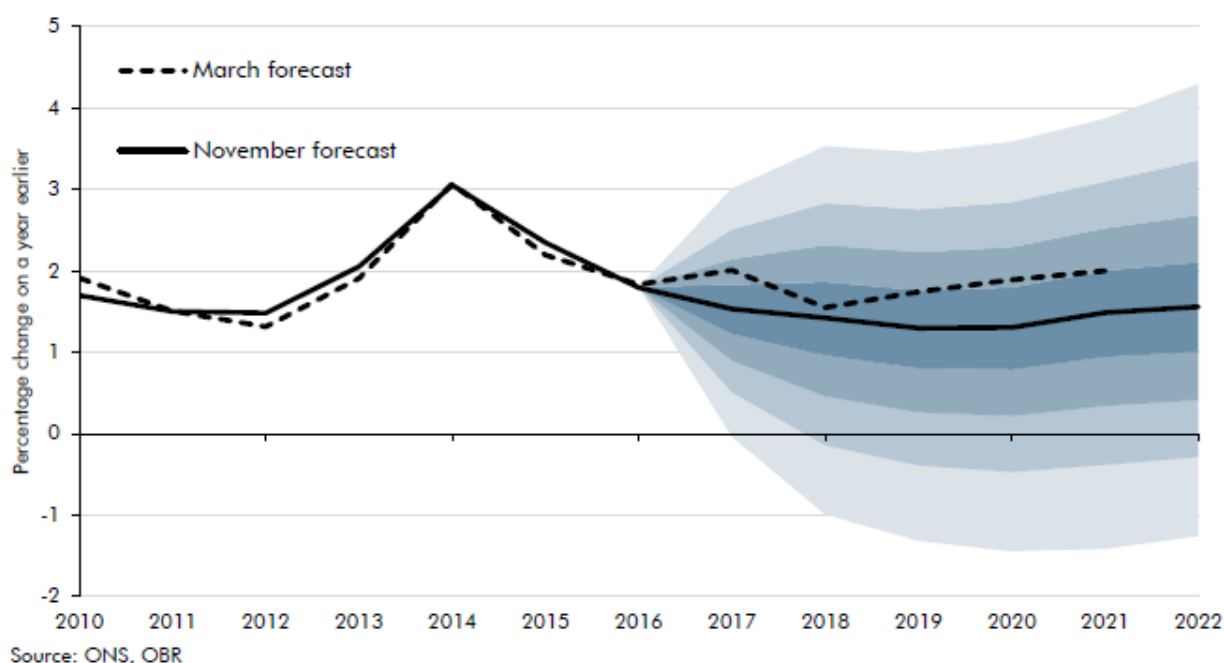
National policy framework

Economic factors

2017 has seen a number of developments in the UK, EU, US and beyond that have a major impact on economic forecasts. These include Brexit and the results of the US Presidential election, UK General Election and the risk of a change of government. These have caused volatility in currency, bond and stock markets around the world and make forecasting fraught with difficulty. In particular, the decline in the £ sterling against the US Dollar has contributed to a higher rate of inflation. Economic forecasters are considering various factors which, whilst not directly impacting on the delivery of public services in general and those of second tier authorities in particular, will give rise to uncertainty in their minds and thus in their published prognoses. Areas causing concern include:

- The pace of Brexit negotiations
- The eventual timing of the UK leaving the EU
- The pace of GDP growth
- Recovery of sterling against major currencies
- Changes to net migration figures and their impact on the economy
- Overall unemployment

The Office of Budget Responsibility (OBR) forecasts a reduction in Gross Domestic Product (GDP) growth but continuing low unemployment until the National Living Wage prices some workers out of employment. The key contributor in the downward GDP forecast is the reduction in productivity which depresses growth in GDP and in the major tax bases. The real (GDP) fan chart below illustrates the level of future uncertainty.



Forecasts confirm that the government is unlikely to achieve a balanced budget in the current parliament. Originally a budget surplus was projected for 2020/21 but the Office for Budget Responsibility (OBR) now consider that a surplus may not be achieved until 2025/26 – which is outside their normal forecasting range.

Public sector net borrowing has fallen more quickly than anticipated:

“ ... the public finances have performed better than expected. The Office for National Statistics has revised borrowing in 2016-17 sharply lower, relative to its initial estimate and our March forecast.”²

Faced with a weaker outlook for the economy and the public finances, and growing pressures on public services following years of cuts, the government has chosen to deliver a significant near-term fiscal giveaway. Consistent with the pattern of many past fiscal events, the policy easing is then scaled back in future years, with a small fiscal tightening ultimately

² OBR “Economic and fiscal outlook – November 2017”

pencilled in for 2022-23 in the form of further cuts in public services spending as a share of GDP.

Bank of England forecasts from the November 2017 inflation report are as follows:

Forecast % at December	2017	2018	2019	2020
Gross Domestic Product (GDP)	1.4	1.7	1.7	1.7
Consumer Index (CPI)	3.0	2.4	2.2	2.1
Unemployment rate	4.2	4.2	4.2	4.3
Bank base rate	0.4	0.7	0.9	1.0

These inflation forecasts show an over-provision of inflation in the MTFS of approximately 0.2% in 2018/19 (~£40k) increasing marginally over time. No adjustment to budgets is proposed, as these amounts are minor in relation to overall expenditure.

Interest rates

Interest rates are set by the Bank's Monetary Policy Committee which increased the bank base rate to 0.25% on 1 November 2017 and reported:

"Inflation is above our 2% target, because of the sharp fall in the pound triggered by the EU referendum. We have to balance how quickly we take inflation back to the target with the support we give to jobs and activity. With more people in work and growth in the economy steady, there are limits to the extent to which we can accept above-target inflation. People need to be able to rely on low and stable inflation. To make sure of that, we need to keep economic growth around it's new, lower, speed limit.

To ensure a sustainable return of inflation to the target we have raised interest rates from 0.25% to 0.5%. That means taking our foot a little off the accelerator, reducing slightly the amount of support we are providing to the economy. We expect any further rises to happen at a gradual pace and to a limited extent. Interest rates are likely to remain substantially lower than a decade ago."

Latest projections for interest rates from the council's treasury management advisors (Link Asset Services) at November 2017, set out below, show a rise from the current 0.5% to 1.25% by September 2020.

	NOW	Dec 2017	Mar 2018	Jun 2018	Sep 2018	Dec 2018	Mar 2019	Jun 2019	Sep 2019	Dec 2019	Mar 2020	Jun 2020	Sep 2020	Dec 2020	Mar 2021
Bank Rate	0.50	0.50	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.25	1.25	1.25
3 month LIBID	0.40	0.40	0.40	0.40	0.40	0.60	0.60	0.60	0.70	0.90	0.90	1.00	1.20	1.20	1.20
6 month LIBID	0.45	0.50	0.50	0.50	0.60	0.80	0.80	0.80	0.90	1.00	1.00	1.10	1.30	1.30	1.40
12 month LIBID	0.65	0.70	0.80	0.80	0.90	1.00	1.00	1.10	1.10	1.30	1.30	1.40	1.50	1.50	1.60
5 yr PWLB	1.50	1.50	1.60	1.60	1.70	1.80	1.80	1.90	1.90	2.00	2.10	2.10	2.20	2.30	2.30
10 yr PWLB	2.10	2.10	2.20	2.30	2.40	2.40	2.50	2.60	2.60	2.70	2.70	2.80	2.90	2.90	3.00
25 yr PWLB	2.70	2.80	2.90	3.00	3.00	3.10	3.10	3.20	3.20	3.30	3.40	3.50	3.50	3.60	3.60
50 yr PWLB	2.40	2.50	2.60	2.70	2.80	2.90	2.90	3.00	3.00	3.10	3.20	3.30	3.30	3.40	3.40

Interest rates projection at November 2017(Link Asset Services)

2017 Budget Statement

The government published the Budget on 22 November 2017.

In the light of the deteriorating economic context, the government has chosen to borrow to invest in infrastructure and innovation targeted at improving productivity. Government departments will continue to deliver spending plans set at Spending Review 2015. The efficiency review announced at Budget 2016, designed to deliver £3.5bn of savings, was reaffirmed. As a result government department spending control totals are unchanged and are expected to grow with inflation in 2021/22 and 2022/23.

The statement contained some items of relevance to the council, with little or no impact on the council's GF budget in the short-term, but with prospects for a longer term effect :

- 3% rise in business rates with the inflator moving from RPI to the lower CPI. The frequency of business revaluations will increase from quinquennial to triennial.
- The national Living Wage will be increased by 4.4% to £7.83/hour from April 2018 as recommended by the Low Pay Commission. The £9/hour target by 2020 is unlikely to be met
- Reforms to off payroll working rules introduced last year in the public sector will move to the private sector by 2019. Experience has shown that this merely increases staff costs because, in a scarce employment market, the contractor can demand and secure, the same effective net income.
- A reduction in liability to Stamp Duty Land Tax (SDLT) for first time house buyers up to £300,000 subject to a maximum property value of £500,000.

- The Chancellor confirmed that he would move away from the 1% public sector pay cap
- The government has agreed a pilot of 100% business rates retention in London in 2018-19.
- Universal credit wait reduced from 5 to 4 weeks; implementation in Cambridge deferred from June to October 2018
- £1.7 billion for a Transforming Cities Fund to improve local transport connections

Cambridge – Milton Keynes – Oxford corridor

- the Budget sets out an integrated programme of infrastructure, housing, business investment and development for the corridor between Oxford and Cambridge.
- The government aims to build 1 million new homes in the area by 2050 to maximise its economic potential, starting with a housing deal with Oxfordshire for 100,000 homes by 2030 and working with Central and Eastern sections on commitments in 2018.
- By 2024 the western section of East West Rail will be complete, allowing services between Oxford and Bedford, and Aylesbury and Milton Keynes. A new East West Rail Company is being established to accelerate delivery of the central section between Bedford and Cambridge, aiming for completion by the mid-2020s.
- Working in partnership with local stakeholders, the government is committing £5 million to develop proposals for Cambridge South station, and is starting a study on the enhancements needed to accommodate future rail growth across Cambridgeshire.
- Construction will begin on key elements of the Expressway between Cambridge and Oxford in the second Roads Investment Strategy. The government will accelerate work on the 'missing link' elements of the Expressway so that it is ready to open by 2030.

Planning

In an effort to re-energise the housing market the Chancellor made several announcements:

- Consultation to ensure that allocated land should be taken out of a plan if there is no prospect of a planning application being made
- Intervention where there is a failure to progress Local Plans
- First-time buyer led developments will be granted permission on land outside their plan where a high proportion are offered for discounted sale for first-time buyers, or for affordable rent

- Increasing housing density in urban areas, including conversion of retail and employment land to housing
- Expecting local authorities to bring forward 20% of their housing supply as small sites
- A consultation into the setting and indexation of Community Infrastructure Levy (CIL)

This was the government's first Autumn Budget, the next statement being an early 2018 forecast from the OBR followed by a Spring Statement.

Section 3

Public budget consultation

Context and approach

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

This year the council chose to focus its budget consultations on finding out what a representative sample of local people think about approaches to finding savings that the council is either currently following or considering. As a part of this participants were also invited to offer any other additional saving ideas that the council could investigate. This approach was followed this year because it was felt, based on previous experience, wider residents' views about services or the council were unlikely to have changed since 2016, when a broader residents' survey was carried out.

The budget consultation was undertaken by an independent market research company during September 2017, with 445 randomly selected households participating. In addition two workshops were held with people from low income households to get their perspective. Local businesses were also invited to participate in the consultation and 74 returned completed questionnaires.

Key consultation findings

Headline results

The headline findings from budget consultation 2017 were:

- Just under two thirds (59%) of residents were aware of the council's need to find savings. Awareness rose to three quarters (75%) for local businesses.
- Residents offered their highest level of support to the council working with other nearby local councils to deliver "shared services" (83%) and for the Council to put more services online and to improve IT (80%).

- Residents were less keen on the council reducing its capital spending on physical assets (11%) and maintaining services but doing some things less frequently or offering less (32%).
- Local businesses on the other hand offered their highest level of support to the council putting more services online and to improve IT (87%) and for the council to look at alternative ways of delivering services, such as local trusts or other not for profit partnerships.
- Local business were also less keen on the council reducing its capital spending on physical assets (17%) and maintaining services but doing some things less frequently or offering less (22%).

Residents participating in the low income workshop said that they highly valued the council's community, housing and leisure services. They felt strongly that the council should continue to put more services online and encourage local people to "self-serve" but said that certain groups of people, such as the elderly, should be offered support or other provision to allow them to fully engage with the council. They were also happy for the council to continue to "share services" with other local authorities but didn't want this to be at the expense of more limited accountability to residents and access decision-makers.

You can find the full budget consultation 2017 here:

<https://www.cambridge.gov.uk/budget-consultation>

By comparison, the headline findings from the Residents' Survey 2016 were:

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

Next steps

The council will continue to work hard to deliver good quality services, against a background of financial challenges. The council will take time to consider all of the detail from the budget consultation 2017 and will look closely at what people have said so that we can continue to improve the way we work.

Section 4

General Fund resources

Local government finance settlement 2018/19

In December 2015, as part of the provisional local government settlement, a four year funding guarantee was offered to councils that submit an efficiency plan. The City Council's plan has been accepted by government, confirming revenue support grant (RSG) and baseline levels of business rates for 2016/17 to 2020/21.

The provisional finance settlement was published on 19 December 2017 and the final settlement on 6 February 2018. The settlement provides funding figures for 2018/19 and indicative figures for the following year. However, certain elements are subject to the funding guarantee described above.

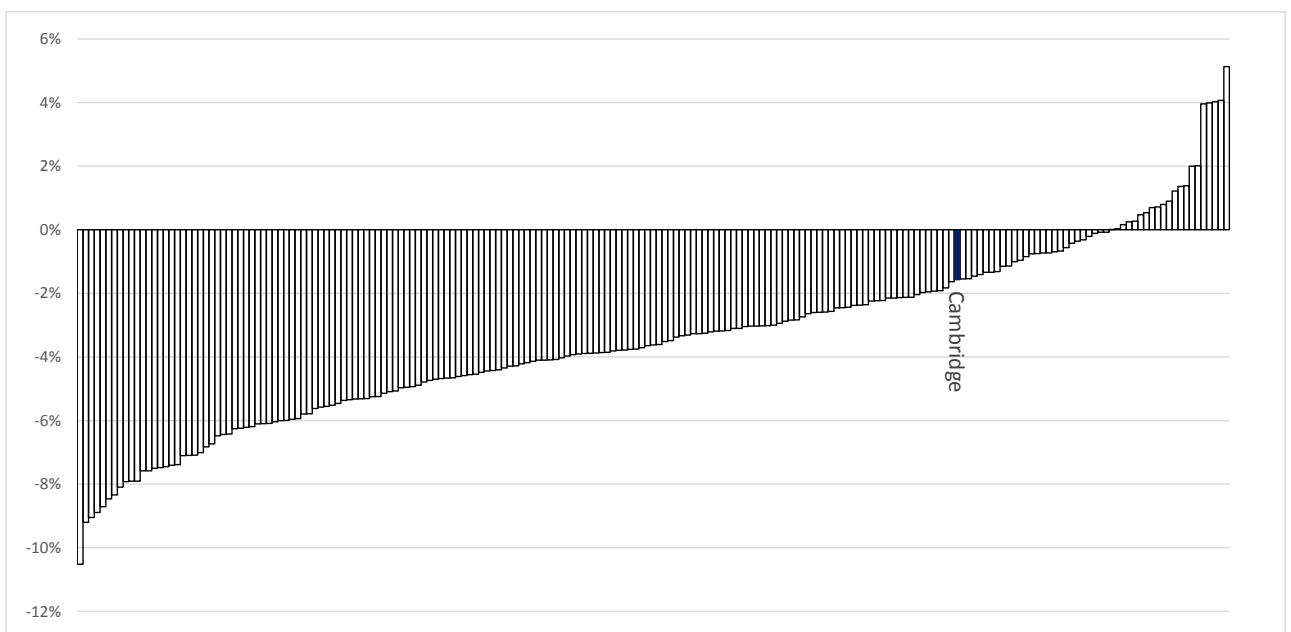
Uncertainty remains for 2020/21 and beyond as government continues to develop the 100% business rates retention scheme, although there are now indications that retention may not progress beyond 75%. This work includes identifying further responsibilities to devolve to councils to match higher levels of business rates retention and a review of needs and distribution, now known as the Fair Funding Review. The government has confirmed expectations that the Fair Funding Review will be finished in time for implementation in April 2020.

Core spending power

Element of core spending power (£000)	2017/18	2018/19 Provisional	2018/19 Final	Change 2017/18 to 2018/19 Final	2019/20
Settlement Funding Assessment (SFA):					
- Revenue Support Grant (RSG)	1,104	571	571	(48.3%)	0
- Business rates baseline	3,989	4,109	4,109	3.0%	4,200
- Business rate tariff adjustment	-	-	-	-	(24)
	5,093	4,680	4,680	(8.1%)	4,176
Compensation for underindexation of business rate multiplier	60	86	94	56.7%	128
New Homes Bonus (NHB) grant ¹ including returned funding	5,973	5,596	5,596	(6.3%)	5,177
Council tax income ¹	7,839	8,298	8,298	5.9%	8,784
Core spending power	18,965	18,660	18,668	(1.6%)	18,265

¹ – Figures based on government projections

Lower Tier Authorities: Change in core spending power 2018/19



The core spending power measure, based on illustrative amounts for NHB, shows a decline of 3.7% over the four years of the spending review period.

There are no material changes in the SFA from that included in MTF5 2017, as this funding has been guaranteed following the government's acceptance of the council's efficiency plan.

Future prospects

Projections assume that the level of Settlement Funding Assessment (SFA) for 2019/20 will be as indicated in the 2018/19 settlement. There is considerable uncertainty relating to the SFA for 2020/21, 2021/22 and 2022/23, as this is beyond the current parliamentary term and after the possible implementation of 100% business rates retention. Indeed, it is now thought that the local share of business rates will only increase to 75% rather than 100% and that the tier split may also be changed. The outcome of the Fair Funding Review and a probable baseline reset create further uncertainty. All these changes represent a total rebasing of the business rate funding system for local government, therefore in the absence of better information, the overall SFA has been assumed to remain at 2019/20 levels.

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Revenue Support Grant (RSG)	1,104	571	-	-	-
Business rates baseline	3,989	4,109	4,264	4,392	4,523
Business rate tariff adjustment / negative RSG	-	-	(24)	(152)	(283)
Total SFA - per 2018/19 finance settlement	5,093	4,680	4,240	4,240	4,240

The final settlement has provided confirmed amounts for the SFA for 2018/19 and 2019/20. It should be noted that the business rates baseline is now indexed by CPI rather than RPI, with compensation for the change being contained within the 'Compensation for underindexation of the business rate multiplier' line within core spending power. As a result, no changes have been made in the above projections.

Local retention of business rates

The SFA approach enables local authorities to benefit directly from supporting local business growth. The assessment includes a baseline level of business rates receivable (indexed linked from an initial assessment in 2013/14) with the level of rates receivable

above that being taken by government as a 'tariff' – which will be used to 'top up' local authorities who would receive less than their funding level. Government intends that this will be fixed until 2020.

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

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

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

Forecasting the effects and timing of new development and redevelopment on the city's tax base remains difficult. Significant development is continuing, for example on the Cambridge Biomedical campus and in the station area. The council expects some growth in 2018/19 as Astra Zeneca start to occupy their new research and head office buildings, Royal Papworth Hospital opens and Cambridge Assessment occupy their new office at The Triangle. However, the timing and speed of these major projects remains subject to change.

There are also significant uncertainties around the operation of the business rates retention scheme in the next few years.

The DCLG began working with local authorities and other interested parties in 2016 on changes to the local government finance system to pave the way for the implementation of 100% business rate retention. Progress on the design of any future scheme was halted by the General Election and it became clear that there was unlikely to be the capacity for government to consider the primary legislation required for 100% retention. However, as part of the settlement announcement in December the DCLG gave some indication about the future shape of Business Rates Retention.

The Secretary of State has announced that the local share in the Business Rates Retention Scheme (BRRS) will increase from 50% to 75% in 2020/21.

The review is likely to rebalance the distribution of business rates away from district councils towards those authorities with social care responsibilities, for example by changing the tariff and top up payments, or the relative shares of income between the tiers of local government. The government has also indicated that the increase in the retention percentage will mean the transfer of additional responsibilities to local government.

It remains difficult to forecast the appeals position accurately. There was a business rates revaluation at 1 April 2017. Alongside this there was a move to a process of 'Check, Challenge, Appeal' in respect of valuations. Nationally there has been very little activity in respect of businesses appealing their rateable values and this makes the appeals position for the 2017 list particularly challenging.

There are also uncertainties in respect of residual 2010 list appeals, with appeals settled elsewhere in the country having knock-on effects nationally. NHS Foundation Trusts, including those in the city, are also pursuing a claim for award of mandatory charitable relief, backdated a number of years.

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

New Homes Bonus

The allocation of NHB for 2018/19 was announced by the DCLG in December 2017 and forms the basis for BSR 2018/19. An illustrative amount for 2019/20 was provided within the provisional and final finance settlements, see above.

The settlement confirms that the length of time that the bonus is paid for will reduce from five to four years as expected. The threshold over which the bonus is paid will remain at 0.4% for 2018/19, allaying some concerns that the government would use this mechanism to reduce payments further.

The government has also decided not to go ahead with changes consulted on which would have meant the bonus being withheld for homes that have been approved on appeal.

The table below includes estimates of future NHB payments based on expected housing completions, four years of payment for bonus awarded in 2018/19 and thereafter and 0.4% deadweight threshold. Any changes in these factors could materially impact these estimates.

NHB is currently used to fund both revenue and capital spending related principally to growth and place. Currently 40% of NHB is set aside as a contribution to the Greater Cambridge Partnership (GCP) Investment and Delivery Fund, with remaining amounts reserved for schemes to mitigate the impacts of the A14 upgrade. However, the council's revenue expenditure and A14 mitigation take priority over the contribution to the GCP Investment and Delivery Fund. It can be seen that from 2020/21 onwards, it is no longer possible to set aside 40% to the GCP Fund without creating an unacceptable deficit in this funding stream. The allocation of this funding stream for 2020/21 and beyond will be addressed in MTFS 2018.

Description	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Confirmed NHB funding at February 2017 BSR	(5,962)	(4,108)	(2,522)	(1,161)	-	
Add						
Confirmed NHB receipts for 2018/19		(1,487)	(1,487)	(1,487)	(1,487)	-
Estimated NHB receipts for 2019/20			(440)	(440)	(440)	(440)
Estimated NHB receipts for 2020/21				(816)	(816)	(816)
Estimated NHB receipts for 2021/22					(1,150)	(1,150)
Estimated NHB receipts for 2022/23						(1,197)
Potential New Homes Bonus Total	(5,962)	(5,595)	(4,449)	(3,905)	(3,894)	(3,604)
Commitments against NHB						
Funding for officers supporting growth e.g. within planning	785	785	785	785	785	785
Replacement of Homelessness Prevention Funding subsumed into the SFA	564	564	564	564	564	564
Public Realm Officer - Growth X3782	35	35	-	-	-	-
Direct revenue funding of capital	1,075	1,075	1,075	1,075	1,075	1,075
Contribution to Greater Cambridge Partnership (formerly City Deal) Investment and Delivery Fund	2,385	2,238	1,780	1,562	1,558	1,442
Further approvals						
A14 mitigation contribution funded from reserved amounts			(1,500)			
Spend from A14 mitigation Fund			1,500			
Contribution to GCP Investment and Delivery Fund	400					
Total commitments against NHB	5,244	4,697	4,204	3,986	3,982	3,866
NHB reserved for A14 mitigation	718	782	-	-	-	
Cumulative amounts reserved for A14 mitigation	(718)	(1,500)	-	-	-	
NHB (uncommitted) / overcommitted	-	(116)	(245)	81	88	262

The above summary shows significant levels of reduction in expected NHB receipts in future years, demonstrating the importance of keeping this funding distinct from the core funding required to support ongoing services.

Earmarked and specific funds

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

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

Existing funds

Sharing prosperity fund

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

1. Helping people on low incomes to maximise their income and minimise their costs
2. Increasing community pride, raising skills and aspirations, and improving access to higher value employment opportunities for people on low incomes
3. Improving health outcomes for people on low incomes
4. Helping people with high housing costs, increasing numbers of affordable homes, and improving the condition of people's homes
5. Supporting groups of people that are more likely to experience poverty and social isolation, including children and young people, older people, women, people with disabilities, and BAME residents

To date a total of £1,334,760 has been allocated to the SPF. A total of £1,329,930 has been allocated to date to 25 projects for delivery between 2014/15 and 2018/19. Some of the projects supported by the fund to date have included:

- Living Wage campaign officer and associated promotional budget

- Work to promote financial inclusion, including appointing a Financial Inclusion officer, promoting affordable finance options including credit unions, and money management projects in schools
- A programme of apprenticeships in council services
- Outreach advice work for people with mental health issues associated with low income and debt
- Work to address fuel and water poverty, including promotion of water meters, energy efficiency measures and Cambridgeshire County Council's collective energy switching scheme
- Free swimming lessons for children from low income families
- Promotion of healthy eating through cookery skills workshops for low income families
- An exercise referral scheme to support residents in low incomes areas with medical conditions to take physical exercise
- A programme of free holiday lunches at community centres and other venues
- Promoting 'Time Credits' to support volunteering in local communities
- A programme of arts and cultural activity to develop self-awareness, resilience and leadership skills amongst young people from low income families
- Provision of training and other support to promote digital skills and access

An additional £100,000 was allocated to the SPF through MTFS 2017. It is proposed that a further £200,000 be allocated to the fund for 2018/19 through the BSR in February 2018.

This additional funding will support a number of new and ongoing anti-poverty projects, which are likely to include:

1. Providing a skilled outreach advisor based at JobCentre Plus to support households impacted by the roll-out of Universal Credit in Cambridge
2. Continuing to fund an outreach advisor in health centres to provide financial and debt advice for residents experiencing mental health issues
3. Continuing to provide staff resources and a promotional budget to encourage Cambridge employers to pay their staff the Real Living Wage and engage in wider projects to address poverty
4. Continued funding of the Fuel and Water Poverty Officer post
5. Continuing work to promote digital access for low income residents, including work with older people, a social housing project and a 'Microhub' offering digital access at a range of venues across the city

Climate change fund

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

To ensure a strategic approach to this objective, the council has produced two Carbon Management Plans for 2011/12 - 2015/2016 and 2016/17 - 2020/21. We delivered 47 carbon reduction projects during the period of the first plan, and 5 projects were delivered during the first year of the current plan (2016/17), with 11 more scheduled for completion during 2017/18.

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

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

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

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

Between 2008/09 and 2016/17, £984k has been allocated to the Climate Change Fund and 36 projects have been supported by the fund, including some of those set out in the Carbon Management Plans. In addition to this, a range of other sources of funding have been used to support carbon reduction projects. Projects funded to date through the CCF have included:

- A solar thermal system to provide hot water at Abbey Pool, pool covers at Parkside and Abbey Pools, and energy efficiency measures at Parkside Pool changing rooms

- LED lighting at Mandela House, the Corn Exchange, the Crematorium, and Grafton West, Grafton East and Grand Arcade car parks
- Voltage optimisation technology at the Guildhall, Mandela House and Grafton East car park
- Upgrading boilers and installing heating controls at a number of community centres, leisure centres and administrative buildings.

It is proposed that an additional £250,000 be allocated to the CCF in the Budget Setting Report to support projects identified in the Carbon Management Plan for 2018/19 and beyond. Subject to the outcome of feasibility studies to be carried out during the remainder of 2017/18, potential projects could include:

- a solar PV or solar thermal installation at Parkside Pools;
- a biomass boiler at Kings Hedges Learner Pool; and
- heating and lighting improvements at the Corn Exchange.

The feasibility studies for these projects will identify more accurate estimates of financial savings, but we would expect any projects that are taken forward to have a payback period of between 5 and 10 years, which would mean that potential financial savings from these projects are likely to be between £25k and £50k per annum.

Greater Cambridge Partnership (GCP) (formerly City Deal) investment and delivery fund

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

Invest for income fund

This fund was set up at BSR 2015 with contributions of £8m over three years. The purpose of the fund is to invest to create income streams to support service delivery in future years. Since inception, work has been undertaken to identify, investigate and evaluate a number of investment proposals. The Invest for income fund could be used to fund schemes where there is a high likelihood of achieving returns of 5% or more and is in addition to the £28m released for investment in commercial property.

Asset replacement funds

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

Office accommodation strategy fund

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

A14 mitigation fund

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

Proposed new fund

General Fund (GF) development fund

The council will provide loans to Cambridge Investment Partnership (CIP), of which it is a member, to support the development of the former council depot on Mill Road. The proposals and resulting interest income are covered in more detail in Section 5. It is proposed to retain income from this and other CIP developments in an earmarked reserve reflecting uncertainty in both timings and quantum, and to provide a contingency fund reflecting the potential risks in this scheme and future schemes under development. The remit of the GF development fund is as follows:-

GF development fund – remit

The primary purpose of the GF development fund is to provide contingency funding to support the GF development programme. It is recognised that the council is and will be undertaking a number of key schemes that present additional risks. Whilst seeking to

mitigate these risks in a number of ways, including working with partners experienced in this regard, this fund will provide some additional funding to meet unexpected costs during development.

The balance on the fund will be kept under review through the programme, to ensure that it remains proportionate to risk. Where balances can be released they will be used for GF investment in commercial or residential property or for enabling works. Allocations from this fund will be made in accordance with the council's budget framework.

Tax base and council tax

Tax base

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

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

The tax base for 2018/19 has been calculated as 42,988.6 (2017/18 was 41,977.2) and details of its calculation are given in Appendix A(a) and will form the basis of the final approved level for tax setting and precepting purposes. This reflects a 2.4% increase in the tax base compared with 2017/18.

Collection fund

Operation of the fund

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

Forecast position at 31 March 2018

The collection fund for council tax is projected to have a deficit at the end of the current year of £138,237. The City council's share of this projected year end deficit is £15,830 and this will need to be taken into account in setting the council's budget for 2018/19. The position for business rates was described earlier in this section.

Council tax thresholds

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

In recent years this threshold has been set at 2% for a Band D property, with some shire districts, including the City council, permitted to increase their element of council tax by up to £5, where this is higher than 2%. The government has confirmed a limit of 3% or £5, if higher, for all shire district councils for 2018/19. The budget proposal in these papers is to raise council tax by £5 for a Band D property, consistent with the increase applied in 2017/18. The 3% or £5 increase may be available in future years, but this has not been confirmed. Therefore, for future years, increases of 2% have been retained in projections of council tax income.

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

Council tax level

Financial projections of the council tax level made for the October 2017 MTFS included the assumption of an increase of 2% for 2018/19 and 2% per annum thereafter.

In light of the position with regard to the council tax threshold, as described above, the BSR incorporates a council tax increase in 2018/19 of £5 to £191.75 for band D and proportionately for other bands.

Section 52Z of the Local Government Finance Act 1992 requires the authority to consider whether the relevant basic amount of council tax for the financial year in question is excessive, based on the principles determined by the Secretary of State. As noted above, the threshold set for 2018/19 is that an increase is excessive where it is more than 3% or £5 on the band D charge whichever is higher. Therefore the City council's proposed increase would not be deemed excessive.

The table below shows the City council element of council tax for 2017/18 for each property band together with the proposed levels for 2018/19:

	City Council tax		
Band	2017/18 £	2018/19 £	Difference £
A	124.50	127.83	3.33
B	145.25	149.14	3.89
C	166.00	170.44	4.44
D	186.75	191.75	5.00
E	228.25	234.36	6.11
F	269.75	276.97	7.22
G	311.25	319.58	8.33
H	373.50	383.50	10.00

Section 5

General Fund revenue budgets

Revised budget 2017/18

GF revenue budgets for the current year (2017/18) were reviewed as part of the MTFs. It should be noted that the revised budget includes carry forward approvals from 2016/17. No adjustment of 2017/18 revenue budgets is proposed, as budgets are monitored monthly through the review of variances and forecast outturns, and management actions taken to ensure that spending is controlled and income optimised.

Budget proposals

The GF revenue projections for 2018/19 to 2022/23 as presented in the MTFs have been reviewed and changes proposed. Proposals have arisen from policy initiatives, additional income opportunities balanced by additional staffing costs where appropriate, ongoing service transformations, unavoidable increases in costs and savings opportunities. The impact of these proposals is shown below, with the detailed proposals set out in Appendices C (a) and C (b).

Performance against savings target

Savings Targets	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
MTFS 2017 Current Savings Target (new savings each year)	-	245	245	245	245
Previous year savings not achieved / (over achieved)	-	-	-	-	-
Revised savings target	-	245	245	245	245
Unavoidable revenue pressures	437	321	328	341	341
Reduced income	50	50	50	50	50
Bids	1,605	805	456	399	399
Savings	(617)	(753)	(753)	(753)	(753)
Increased income	(1,082)	(1,022)	(652)	(622)	(622)

Savings Targets	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Programme	250	100	-	-	-
Revised savings target / savings still to be found	643	(897)	173	231	245
Adjustment to savings to attain target level of reserves at the end of 5 years and smooth savings over the final 4 year period	(643)	982	(88)	(146)	(160)
Savings still to be found	0	85	85	85	85

This shows that the savings target for 2018/19 should be achieved in year. For the purposes of this table, it has been assumed that where there are savings still to be found they will be achieved in the year, and will not therefore roll forward to later years. It should be noted that the council has embarked on a long term programme of savings and income generation, which will require an ongoing focus on delivery. Work is already in progress to identify more projects to contribute to savings requirements going forward.

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

- Resulted in a total level of net savings of £340k across the period from 2018/19 to 2022/23.
- Resulted in a net savings requirement of £85k per annum for the next 4 years

Review of significant proposals

Pressures:

Modernisation of ICT applications and infrastructure ³

It is proposed that bids proposals are incorporated for:

- Digital team staffing (revenue up to £143k pa)
- CCTV cameras and wireless links (capital £601k)
- The rollout of "Council Anywhere" to facilitate flexible working (capital £496k)
- "My Cambridge City" online portal (capital £236k)
- Shared Waste Services ICT management system (capital £453k)

³ See Section 7 – Capital for further details

Contribution to the Climate Change Fund

An additional allocation of £250k is proposed to support carbon reduction projects to be delivered in 2018/19, see Section 4 for more details.

Contribution to the Sharing Prosperity Fund

An additional allocation of £200k is proposed to support the delivery of projects which will support residents on low incomes and meet needs identified in the Anti-Poverty Strategy, see Section 4 for more details.

Business Transformation funding

Additional funding of £350k over two years is requested for the business transformation programme. The council has previously allocated significant funding for a complex council wide programme of transformational change, including shared services. This additional funding will enable further projects to be delivered over the next two years, providing additional change resources and other staffing costs associated with the programme.

Cambridge Northern Fringe East (CNFE) funding

Revenue funding of £799k over two years is requested to support development in Cambridge Northern Fringe East (CNFE). CNFE is the last major undeveloped brownfield site in Cambridge with potential for a new innovation quarter with a live, work and learn philosophy within an area of high connectivity. It forms the Combined Authority's priority bid for the Housing Infrastructure Fund for Capital Funding to relocate the Anglian Water Waste Treatment works as part of a major infrastructure project for housing delivery. There is a need for revenue funding to develop the bid business case and to initiate development of an Area Action Plan in 2018/19 in advance of the bid outcome in order to meet funding delivery timescales. The upfront revenue project costs in 2018/19 are estimated at £475k with £324k in 2019/20.

Business Transformation Programme

The council is currently 3 years into delivering a programme of transformational change, further contributions totalling £350k (£250k 2018/19; £100k 2019/20) are sought to facilitate delivery.

Unavoidable revenue pressures

A pressure of £150k pa for five years has arisen from the statutory provision of a joint Local Plan with South Cambridgeshire District Council who will contribute a similar sum. National planning policy places Local Plans at the heart of the planning system, so it is essential that they are in place and kept up to date. A Written Ministerial Statement published 16 November 2017 says that DCLG are intervening where 15 Local Planning Authorities have not made progress on their Local Plan and that more interventions will follow. The Cambridge Local Plan 2015 has yet to be agreed.

Savings and additional income:

Interest income on loans to Cambridge Investment Partnership (CIP)

The council will provide an equity loan to CIP to support the development of affordable and market housing on the former council depot site on Mill Road. This loan will be matched by the council's partner and both organisations will earn 5% p.a. on these loans. The value of the loan will vary depending on the cash flows of the scheme, but is expected to peak at £5.7m. Interest income of £260k over four years in excess of expected cash investment returns are estimated, but will be dependent on the actual timing and duration of the development.

The scheme will require additional development funding expected to rise to £10.7m at peak requirement. The council may choose to provide this secured loan in the place of a financial institution. Additional interest income, based on an interest rate of 7% p.a., has been estimated to provide £569k over three years from 2019/20. The actual rate of interest will be determined at the point of time that funding is required by the scheme and with reference to market rates. Therefore timing and duration will determine actual interest receivable.

It is proposed to retain this income in an earmarked reserve (see Section 4 of this report), reflecting the uncertainty in both timings and quantum, and to provide a contingency fund reflecting the potential risks in this scheme and future schemes under development.

Additional commercial property income and associated capacity to deliver

Increased rental income from commercial property, £270k in 2018/19 rising to £350k p.a. in 2019/20 and future years has been identified. This will mainly arise from the recent acquisition of commercial property in addition to ongoing rent reviews, lease renewals and lettings on existing properties

Car park income

Park Street car park is not being developed in the short term and thus previous years' adjustments for reduced income are being reversed until such time as a formal development bid is in place (£560k 2018/19, £400k 2019/20, £30k 2020/21). It is likely that holding repairs will be needed until the car park is redeveloped. A capital bid will be made next year when more information is known.

Pension contributions

The council has consolidated lump sum deficit recovery payments due in the three year period into one payment in 2017/18. This has reduced the total amount payable and provides a better return on cash than is currently available through the approved investment strategy. The GF element of the saving is £87k in 2018/19 and £170k thereafter.

Non cash limit items:

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

Funding variances

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

Section 6

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

Description	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Expenditure						
Net service budgets	21,894	19,316	18,891	20,866	21,549	21,290
Revenue Budget Proposals - BSR	0	643	(499)	(571)	(585)	(585)
Capital accounting adjustments	(6,155)	(6,155)	(6,155)	(6,155)	(6,155)	(6,155)
Capital expenditure financed from revenue	4,279	1,458	1,786	1,786	1,786	1,786
Contributions to earmarked funds	5,868	4,470	3,425	2,747	2,617	2,408
Revised net savings requirement	0	0	(85)	(85)	(85)	(85)
Net spending requirement	25,886	19,732	17,363	18,588	19,127	18,659
Funded by:						
Settlement Funding Assessment (SFA)	(5,093)	(4,680)	(4,240)	(4,240)	(4,240)	(4,240)
Locally Retained Business Rates – Growth Element	(800)	(800)	(800)	(800)	(800)	(800)
Other grants from central government	0	0	0	0	0	0
New Homes Bonus (NHB)	(5,962)	(5,595)	(4,449)	(3,905)	(3,894)	(3,604)
Appropriations from earmarked funds	0	0	0	0	0	0
Council Tax	(7,807)	(8,227)	(8,483)	(8,767)	(9,094)	(9,132)
Contributions to / (from) reserves	(6,224)	(430)	609	(876)	(1,099)	(883)
Total funding	(25,886)	(19,732)	(17,363)	(18,588)	(19,127)	(18,659)

Section 7

Capital

Introduction

The council's asset portfolio as at 1 April 2017 is shown below.

Category	Value £000	%
Operational assets:		
Council dwellings	579,588	62.7%
Other land and buildings	138,365	15.0%
Vehicles, plant and equipment	8,223	0.9%
Infrastructure assets	3,848	0.4%
Community assets	1,195	0.1%
Total operational assets	731,219	79.1%
Non-operational assets		
Investment properties	153,706	16.6%
Surplus properties	9,261	1.0%
Assets under construction	30,554	3.3%
Total non-operational assets	193,521	20.9%
Overall total	924,740	100.0%

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

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

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

Capital strategy

In line with emerging guidance, the council has prepared a capital strategy, which is presented to the Strategy and Resources Scrutiny Committee and Council alongside its treasury management and investment strategies.

Capital plan

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

Capital proposals

The majority of capital bids address the ongoing renewal, updating and major repairs of the council's buildings and operational assets. As such they support income generation (car parks, commercial property), and the delivery of services (vehicles, building repairs, etc). All capital proposals are shown in detail in Appendix E (a) and the funding requirements in Appendix E (b). Approvals since the MTFS Oct 2017 are shown in Appendix E (c).

Significant Capital Bids

Vehicle replacements (waste and estates)

The number of vehicles required has been reviewed and replacements delayed where vehicles remain in good condition, The estates fleet will be reduced by seven vehicles. Most vehicles are diesel; for larger vehicles such as waste trucks, the electric alternatives are very new to the market and as such relatively unproven and very much more expensive than the diesel versions. This bid is for £1.1m and is funded from the Asset Replacement Reserve.

ICT bids (total £1,786k)

Council Anywhere – desktop transformation

This bid (£496k) is for investment in a Desktop Transformation programme to provide a platform fitting the ICT Strategy, to support the work of the council and provision of its

services, improving efficiency and support. This solution will standardise desktop hardware, MS Office software and the network environment needed to control and secure the desktop infrastructure. The bid includes costs for hardware, software, licences and the professional costs to reconfigure the underlying network.

Closed Circuit Television (CCTV) equipment

The replacement of 103 obsolete CCTV cameras with new Digital IP High Definition cameras together with the obsolete digital CCTV recording platform (£601k). The bid includes funding to upgrade the CCTV radio network so that it is resilient and uses an OFCOM licenced frequency to prevent interference and ensure stable usage in line with operational requirements.

Street and Open Spaces (S&OS) and Shared Waste Service - ICT management system

This bid (£453k) represents investment in a single, integrated ICT operational management system, including mobile working technologies. Currently S&OS has no digital operational management system in place, whilst the Shared Waste Service is working with different legacy systems originating in the two partner councils. One system will enable increased efficiency of the Shared Waste Service.

'My Cambridge City' Account - Online Customer Portal

This bid (£236k) will support the implementation of a 'single Customer Account' portal, enabling Cambridge's citizens to access a range of services from a single online portal. The resultant channel shift and related savings are expected to make the portal self-financing in the longer term.

Redevelopment of Silver Street toilets

These toilets were originally constructed in 1985 and have received no modernisation. The condition of the toilets is aesthetically poor with the underground facilities reported wet under foot during heavy rainfall. Tourism to the city has seen a large rise in numbers which has also placed considerable demand on the current provision situated at an important historical destination on the Backs. The current proposal (2018/19 £283k 2019/20 £283k) is an opportunity to bring the toilets up to current standards befitting the city, with an emphasis on preserving the integrity and character of its location.

Mill Road redevelopment – capital contribution and loans

A capital contribution of £5,760k is proposed to support the redevelopment of the council's Mill Road depot, principally for affordable and market housing. This development will be delivered by CIP providing the council with a capital receipt for the land and a projected surplus on the scheme.

Capital proposals are also presented for the provision of equity and secured development loans to the CIP to fund the development phase of the scheme.

The council will provide an equity loan to CIP, matched by the council's partner, and both organisations will earn 5% p.a. on these loans. The value of the loan will vary depending on the cash flows of the scheme, but is expected to peak at £5.7m.

The scheme will require additional development funding expected to rise to £10.7m at peak requirement. The council may choose to provide this loan in the place of a financial institution. The rate of interest will be determined at the point in time that funding is required by the scheme and with reference to market rates.

Financing

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

Internal:

- Earmarked and specific funds (e.g. Asset Replacement Reserve)
- Capital receipts
- NHB
- Revenue resources
- Internal borrowing

External:

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

The following table shows the latest funding position, updated since MTFS Oct 2017:

Capital funding Available	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Funding available and unapplied (MTFS Oct 2017)	-	(1,042)	(1,761)	(1,761)	(1,786)	(1,786)
Additional funding (Warkworth Lodge capital receipt)	(251)	(1,273)	(76)	-	-	-
Urgent approval since MTFS Oct 2017 (Park Street equipment)	145	-	-	-	-	-
Schemes removed from capital plan (see above) and rephased into 2018/19	-	-	-	-	-	-
Capital bids requiring funding (Appendix E(b))	106	2,315	455	-	-	-
Net Funding Available	-	-	(1,382)	(1,761)	(1,786)	(1,786)

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

The current capital plan, updated for schemes approved since the MTFS 2017 and proposals for new schemes, is shown in detail in Appendix E (d). The tables below summarise the changes since the MTFS Oct 2017, the latest capital plan and shows how it is funded.

Capital plan spending	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Spend MTFS Oct 2017	38,334	1,845	272	866	61	-
Approvals since MTFS Oct 2017 see Appendix E (c):						
Pre-planning development costs for Silver Street toilets capitalised	48	-	-	-	-	-
Under urgency	145	-	-	-	-	-
Section 106 (with funding)	315	50	-	-	-	-
Capital Plan total before new proposals	38,842	1,895	272	866	61	-
New proposals see Appendix E (d)	1,056	11,966	10,655	2,500	-	-
Total Spend	39,898	13,861	10,927	3,366	61	-

Capital plan spending	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Programmes	23,834	1,864	-	-	-	-
Projects	10,364	11,735	10,831	2,550	-	-
Sub total	34,198	13,599	10,831	2,550	-	-
Provisions	5,700	262	96	816	61	-
Total Spend	39,898	13,861	10,927	3,366	61	-

Capital plan funding	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
External support						
Developer Contributions	(4,792)	(185)	0	0	0	0
Other Sources	(1,969)	(25)	(25)	(25)	0	0
Prudential Borrowing	0	0	0	0	0	0
Specified Capital Grants (SCG)	(180)	(120)	(126)	0	0	0
Total External support	(6,941)	(330)	(151)	(25)	0	0
City Council						
Direct Revenue Financing (DRF) - GF Services	(336)	0	0	0	0	0
Direct Revenue Financing (DRF) - Use of Reserves	(4,279)	(1,458)	(1,786)	(1,786)	(1,786)	(1,786)
Earmarked Reserve - Capital Contributions	(3,214)	(922)	0	0	0	0
Earmarked Reserve - Climate Change Fund	(333)	0	0	0	0	0
Earmarked Reserve – Asset Replacement Reserve	(2,991)	(1,106)	0	0	0	0
HRA Capital Balances	0	0	0	0	0	0
Internal Borrowing - Temporary Use of Balances	(21,421)	(8,772)	(10,296)	(3,316)	0	0
Other Sources	0	0	0	0	0	0
Prudential Borrowing	0	0	0	0	0	0
Usable Capital Receipts	(383)	(1,273)	(76)	0	(61)	0
Total City Council	(32,957)	(13,531)	(12,158)	(5,102)	(1,847)	(1,786)
Total funding	(39,898)	(13,861)	(12,309)	(5,127)	(1,847)	(1,786)
Net Funding Available	-	-	(1,382)	(1,761)	(1,786)	(1,786)

Projects under development (PUD)

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

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

Section 8

Risks and reserves

Risks and their mitigation

Risks and sensitivities

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

- Savings plans may not deliver projected savings to expected timescales;
- Assumptions and estimates, such as inflation and interest rates, may prove incorrect;
- Funding from central government (NHB and other grants) may fall below projections;
- The actual impact and timing of local growth on the demand for some services may not reflect projections used;
- The economic impact of the United Kingdom leaving the European Union may impact some of the council's income streams, such as car parking income, commercial rents and planning fee income;
- Increases in council tax and business rates receipts due to local growth may not meet expectations;
- Business rates appeals, which may be backdated to 2010, may significantly exceed the provision set aside for this purpose;
- The business rates revaluation, which came into effect in April 2017, may reduce business rates receipts and increase the level of appeals;
- The impact of 100%/75% business rates retention, coupled with any additional responsibilities handed down to the council at that time and the outcome of the Fair Funding Review, may create a net pressure on resources;
- New legislation or changes to existing legislation may have budgetary impacts;
- Unforeseen capital expenditure, such as major repairs to offices and commercial properties, may be required;
- The implementation of proposals to tackle congestion in Cambridge may adversely impact car parking income and the delivery of services that rely on officers travelling

around the city. The council may also become subject to a work place parking levy; and

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

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

Equality impact assessment

As a key element of considering the changes proposed in this BSR, an Equality impact assessment has been undertaken covering all of the Budget 2018/19 proposals. This is included in this report at Appendix G. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show that they have treated everyone fairly and without discrimination.

Section 25 Report

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

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

This includes reporting and taking into account:

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

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

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

- MTFS 2017
- The corporate plan and the budget reports to the January cycle of meetings.

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

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

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

General reserves

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

GF reserves	£m
October 2017 MTFS / February 2018 BSR – Recommended levels	
- Target level	6.42
- Minimum level	5.35

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

Description	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Balance as at 1 April (b/fwd)	(15,412)	(9,188)	(8,758)	(9,367)	(8,491)	(7,392)
Contribution (to) / from reserves	6,224	479	(576)	867	1,061	883
Non-Cash Limit items (Appendix C(d))	-	(49)	(33)	9	38	-
Balance as at 31 March (c/fwd)	(9,188)	(8,758)	(9,367)	(8,491)	(7,392)	(6,509)

Section 9

Future strategy and recommendations

Future issues and prospects

The impact of a number of uncertainties and challenges outlined below are likely to become clearer in the early part of 2018/19. The new or developing issues and projects which are not clear at the time of agreeing this BSR include:

- **New Homes Bonus (NHB)** – certain elements of the 2016 consultation on the future of this funding stream have yet to be finalised, with the outcome of further consultations still outstanding. Additionally the implementation of a deadweight factor which can be adjusted by the government year by year increases the level of uncertainty surrounding any projections of NHB income.
- **100% (or 75%) business rates retention** – it is still unclear how this policy will be implemented, and therefore its impact on the council finances cannot be assessed at this point. In particular, the ongoing Fair Funding Review may result in changes to the council's funding baseline and therefore to the amount of tariff that it pays.
- **Delivery of planned savings** – the council has delivered significant savings in previous years. As a result, current and future savings are more difficult to deliver and the council is undertaking a complex, cross cutting programme of change, both on its own and with partners to achieve them. This represents a considerable challenge for the organisation.
- **Financial pressures on other partners** - as other agencies come under spending pressure there may be direct impacts on services which are currently funded by them or in partnership with them. The County council is facing significant cuts over coming years and the Cambridgeshire and Peterborough health economy continues to be under stress. Even where there are not direct cuts to city council funding there are likely to be indirect impacts on our community based services.

- **Welfare Reform** – the government's plans to reform the country's system of welfare payments continue to have implications for the Council not least the introduction of Universal Credit. The timing of the migration of services is expected to start from October 2018, with completion by 2022. The government has made clear its expectation that staff will not TUPE across to the Department for Work and Pensions (DWP) and so the council will need to transform the service as migration of caseload to DWP takes effect.
- **Changes to housing policy** - the significant impact recent changes to government policy is having on the HRA will require significant in housing related savings funded by the HRA. They will also have a knock on impact on support services funded through the HRA and other housing related services funded by the GF.

Future savings strategy

Our efficiency plan

The council submitted its efficiency plan to government in October 2016 and the Minister for Local Government, Marcus Jones, wrote to the council in November 2016 confirming that this efficiency plan will be rewarded by a multi-year financial settlement. This means the council can now expect at least the minimum stated allocation of business rates and revenue support grant up to 2019-20. In return the council will continue its ambitious programme of service transformation.

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

- Transforming the way the council delivers services by focusing on what's important to service users and delivering that well, sharing services with neighbouring councils where possible to reduce costs and to create stronger and more resilient teams.
- Reducing the number of council offices and reusing other assets.
- Developing new council businesses and ensuring all services think commercially and explore income generating opportunities.

- Investing money wisely so it does not sit in bank accounts earning very little but works to generate a better return for council tax payers.
- Challenging the council's capital programme to reduce capital commitments and ensuring those schemes that do go ahead are well planned and delivered in a timely way.

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

Delivery of our transformation programme in 2018

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

We will continue to pursue plans to share services with other councils focusing particularly on the opportunities for sharing planning with South Cambridgeshire Council during 2018/19. We will look at the opportunities to develop our digital agenda in partnership with other councils and the opportunities for reforming public services as a result of devolution. We will also continue to look at the services we already share to identify whether further efficiencies can be generated. Our programme of systematic service reviews will continue the next phase focusing on our digital strategy

Reducing the number of council offices and re using other assets

We will continue with the implementation of our office and accommodation strategy which will see staff at Mill Road depot relocated to Cowley Road and the redevelopment of the Mill Road site for housing and supporting community facilities.

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

We will continue to identify further opportunities for more commercial approaches to our services.

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

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

Challenging the council's capital programme to reduce capital commitments

The Capital Programme Board continues to scrutinise potential capital projects to make sure they are underpinned by credible business cases. There are a number of capital bids in the 2018/18 budget focused on ICT investment to enable future efficiencies.

Conclusions

This report presents a balanced budget for 2018/19 and a continuing strategy to maintain the council on a firm financial footing in the medium term. However, significant financial challenges and uncertainties remain.

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

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

Section 10

Section 25 Report

Section 25 of the Local Government Act 2003 requires the Council's S151 officer to report to the council when it is considering its budget requirement and consequent council tax. The report must deal with the robustness of the estimates made for the purposes of the calculations and the adequacy of the reserves allowed for in the budget proposals.

The rationale is to ensure that the estimates are sufficient to cover regular recurring costs plus any reasonable risks and uncertainties and, in the event of unexpected expenditure, there are adequate reserves to draw on. The calculations relate to the budget for the forthcoming year and the legal requirement may, therefore, be interpreted as reporting only on the 2018/19 estimates and reserves up to 31 March 2019.

Robustness of estimates

The council has well established and robust budget processes. These have been followed when compiling the 2018/19 budget and medium-term projections.

Estimates and assumptions were reviewed during the preparation of the MFR in October 2017, and confirmed during the development of this BSR. Appendix D reviews these estimates and assumptions and indicates the sensitivity of each in financial terms.

The key driving factor through the process has been the requirement to identify savings to address projected decreases in core funding. The savings requirement has been addressed in two principal ways:-

- By continuing the transformation programme, sharing services with other local councils and working to reduce the number of council buildings ; and
- Using cash balances and earmarked reserves released to generate additional income.

These actions require substantial change to be delivered within the organisation to demanding timescales and in a controlled way. The transformation programme includes savings resulting from sharing services with other local authorities, and the modernisation and upgrade of administrative buildings and ICT. There are, therefore, significant levels of

risk around the estimation of potential income and savings and the timing of their delivery. These risks are mitigated, to a certain extent, by management review and challenge of the proposals, regular budget monitoring and management, and the implementation of governance processes for the transformation programme.

The council has also embarked on an ambitious development programme with a private sector partner. Whilst designed to use council land assets to provide housing and generate income and capital surpluses, it represents a significant change in approach, to the scale of developments undertaken, and therefore increased financial risk to the council. However, at this stage neither projected income nor projected surpluses from the programme have been used to support the delivery of council services or assumed as funding for future developments.

Adequacy of reserves

The requirement for financial reserves is acknowledged in statute. Section 32 of the Local Government Finance Act 1992 requires billing authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

It is the responsibility of the S151 officer to advise local authorities on the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose.

The council holds two types of general fund reserves:

- The general fund is a working balance to cushion the impact of uneven cash flows. The reserve also acts as a contingency that can be used in year if there are unexpected emergencies, unforeseen spending or uncertain developments and pressures where the exact timing and value is not yet known and/or within the council's control. The reserve also provides cover for grant and income risk.
- Earmarked reserves are set aside for specific and designated purposes or to meet known or predicted liabilities, e.g. insurance claims.

Earmarked reserves remain legally part of the general fund, although they are accounted for separately.

A key mitigation for financial risk is the S151 officer's estimate of a prudent level of reserves.

A risk assessment was undertaken in MFR 2017 to determine the level of non-earmarked general reserves required by the council. Section 8 of this report recommends no changes to the assessment at this time. In making the recommendation for the level of reserves, the S151 officer has followed guidance in the CIPFA LAAP Bulletin 77 – Guidance notes on Local Authorities Reserves and Balances. The risk analysis shows that a prudent minimum level of reserves for 2018/19 will be of the order of £5.35m.

The final table in Section 8 shows that the anticipated level of the general fund reserves will remain above the prudent minimum level for the duration of the medium term planning period.

I therefore consider that the estimates for the financial year 2018/19 to be sufficiently robust and the financial reserves up to 31 March 2019 to be adequate.

Caroline Ryba

Head of Finance and S151 Officer

Appendix A(a)

Calculation of Council Tax Base 2018/19

	Council Tax Bands									
	A entitled to disabled relief reduction	A	B	C	D	E	F	G	H	Total
Dwellings on the valuation list		4,142	10,195	19,410	9,849	5,650	3,619	3,121	482	56,468
Dwellings treated as exempt		(768)	(546)	(921)	(662)	(460)	(288)	(391)	(168)	(4,204)
Adjustments for disabled relief (i.e. reduced by one band)		(1)	(12)	(40)	(31)	(17)	(6)	(11)	(3)	(121)
	1	12	40	31	17	6	11	3	0	121
Total chargeable dwellings	1	3,385	9,677	18,480	9,173	5,179	3,336	2,722	311	52,264
Number of dwellings included in the totals above:										
Where there is a liability to pay 100% council tax	0	1,584	4,542	12,742	6,705	3,935	2,672	2,293	267	34,740
That are assumed to be subject to a discount or premium	1	1,801	5,135	5,738	2,468	1,244	664	429	44	17,524
Dwelling Equivalents:										
Number of dwelling equivalents after applying discounts and premiums to calculate taxbase	0.8	2,920.3	8,357.5	16,992.8	8,521.0	4,852.5	3,162.3	2,611.5	296.8	47,715.3
Ratio to Band D	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	
Band D equivalents	0.4	1,946.8	6,500.3	15,104.7	8,521.0	5,930.8	4,567.7	4,352.5	593.5	47,517.7
Band D equivalent contributions for Government properties										0.0
Allowance for Council Tax Support										(3,904.9)
Tax base after allowance for Council Tax Support										43,612.8
	Add		Estimated net growth in tax base							618.6
	Less		Adjustment for student exemptions							(676.6)
	Less		Assumed loss on collection at 1.3%							(566.2)
Total Band D Equivalents – Tax base for Council Tax and Precept Setting Purposes										42,988.6

Appendix A (b)

Council Tax Setting 2018/19

1. The Council calculated its Council Tax Base 2018/19 for the whole Council area as **42,988.6** [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")]
2. The Council calculates that the Council Tax requirement for the Council's own purposes for 2018/19 is **£8,243,060**
3. That the following amounts be calculated for the year 2018/19 in accordance with Sections 31 to 36 of the Act:

(a)	£178,220,260	being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act
(b)	£169,977,200	being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act
(c)	£8,243,060	being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. [Item R in the formula in Section 31B of the Act]
(d)	£191.75	being the amount at 3(c) above (Item R), all divided by the amount at 1 above (Item T), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year.

4. To note that Cambridgeshire County Council, the Cambridgeshire Police & Crime Commissioner, Cambridgeshire & Peterborough Fire Authority and the Cambridgeshire & Peterborough Combined Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings in the Council's area as indicated in the table below.

5. That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the table below as the amounts of Council Tax for 2018/19 for each of the categories of dwellings in the Council's area.

Dwelling Band	City Council £	County Council £	Police & Crime Commissioner £	Fire Authority £	Cambridgeshire & Peterborough Combined Authority £	Aggregate Council Tax £
A	127.83	833.22	132.48	45.84	0.00	1,139.37
B	149.14	972.09	154.56	53.48	0.00	1,329.27
C	170.44	1,110.96	176.64	61.12	0.00	1,519.16
D	191.75	1,249.83	198.72	68.76	0.00	1,709.06
E	234.36	1,527.57	242.88	84.04	0.00	2,088.85
F	276.97	1,805.31	287.04	99.32	0.00	2,468.64
G	319.58	2,083.05	331.20	114.60	0.00	2,848.43
H	383.50	2,499.66	397.44	137.52	0.00	3,418.12

6. The Council determines that, in accordance with Section 52ZB of the Local Government Finance Act 1992, the basic amount of its council tax for 2018/19 is not excessive.

A Local Poverty Rating Index to assist in assessing Budget Proposals 2018/19

To assist members in assessing the impacts of budget proposals on low income groups of people in the City a local poverty rating composite index ("the Index") has been developed and has been applied for this year's budget proposals for 2018/9 (as used in last year's process as a revised version of the methodology first used in the previous year). The impact classifications are shown in the table below:

Impact classification of impact	Assessment
High	The bid is a good fit with the areas of focus in the council's Anti-Poverty Strategy and targets people on low incomes that are experiencing pressing and urgent problems that will affect their ability to meet their basic needs, such as housing, food, warmth and security in the short-term.
Medium	The bid touches on or is outside the areas of focus in the council's Anti-Poverty Strategy but will deliver improvements to people and families living on low incomes in the short to medium-term.
Low	The bid is outside the areas of focus in the council's Anti-Poverty Strategy but will deliver improvements to people and families, including those living on a low income.
None	The level of service to low income people and families will not change.
Negative	The bid is likely to reduce or restrict access to services by people or families living on a low income.

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

2018/19 Budget - Pressures

Page 1 of 9

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Bids

Environmental Services & City Centre

B4043	Visit Cambridge & Beyond (VCB) unbudgeted provision for pension increase	0	17,000	0	0	0	Joel Carre	Nil
--------------	---	---	--------	---	---	---	------------	-----

Visit Cambridge & Beyond (VCB) is seeking interim financial support to cover an unavoidable increase in its annual employer pension contributions from 18.5% to 23.7% in 2018/19. This significant increase was not budgeted for in the Council's approved business case to establish VCB as a long term sustainable tourism service delivery model. VCB is seeking one year's interim financial support to cover this unavoidable and unforeseen budget pressure, as, by 2019/20, it will have been able to adapt its business model to accommodate it. None

B4045	Market Square Project	0	100,000	0	0	0	Joel Carre	Nil
--------------	------------------------------	---	---------	---	---	---	------------	-----

A strategic development project to enhance the economic, social and environmental value of the Market Square public realm as a key community asset to support the city's growth. The project will be undertaken in two stages: stage 1 (feasibility assessment and preliminary costings) in 2018/19, to determine whether or not the project is financially viable, before proceeding to stage 2 (detailed design and associated capital investment plan) in 2019/20. The results from stages 1 and 2 will be used to support a planning application for the proposed project and to secure any additional capital and revenue resources required to support its ongoing development and delivery. None

B4093	Additional staff requirements for Shared Waste Service to support household growth	0	40,000	40,000	40,000	40,000	Suzanne Hemingway	Nil
--------------	---	---	--------	--------	--------	--------	-------------------	-----

The service is currently experiencing an annual property growth in the region of 2,700 properties per year. This growth puts additional pressure on the service to ensure that collections are not missed. Currently this has been absorbed by the service by utilising Team Managers as relief collection staff, however this cannot continue as it is having a negative impact on the duties they should be undertaking including training and safety inspections. The collection service has been modelled and it has been determined that an additional three collection staff will be needed to support collection across the three collection streams. £40k represents half of the cost, the other half is in South Cambridgeshire District Council (SCDC) budgets for 2018/19. None

B4095	Waterbeach Facilities additional depot costs	0	4,800	4,800	4,800	4,800	Suzanne Hemingway	Nil
--------------	---	---	-------	-------	-------	-------	-------------------	-----

The Waterbeach depot landlord has implemented charges for maintenance and service as per the lease agreement for the site which they had previously chosen not to pass on. The charges relate to use of fuelling station and vehicle wash off area both of which are required to fulfil the service operation. The £4,800 represents half of the cost to be paid by the City Council with the remaining £4,800 to be paid by South Cambridgeshire (SCDC). None

B4115	Additional Administrative and Skilled Vehicle Fitter at the Waterbeach garage	0	59,000	59,000	59,000	59,000	David Cox	Nil
--------------	--	---	--------	--------	--------	--------	-----------	-----

2018/19 Budget - Pressures

Page 2 of 9

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Bids

With the growth of business and the reduction in hours of the administration support staff an additional None member of staff is needed to keep pace with the workload. Also due to new contracts being signed an additional Fitter post is needed. [Linked to I14114]

Total Bids in Environmental Services & City Centre

0	220,800	103,800	103,800	103,800
---	---------	---------	---------	---------

Finance & Resources

B3998	Council Tax Officer - Invest to maintain essential income	0	30,000	30,000	30,000	30,000	Kevin Jay	Nil
-------	---	---	--------	--------	--------	--------	-----------	-----

Despite use of on-line systems and more efficient working, the on-going increase in households has led to extended processing times and a deterioration in customer service with unnecessary repeat contacts. The current backlog is not sustainable; an additional officer will increase capacity to cope with expected growth, maintain collection rates and significantly improve customer satisfaction, providing capacity for coping with expected workload increases over the next two years, by which time the introduction of full service Universal Credit and a revised council tax reduction scheme will have necessitated a full service review. Low

B4004	Staffing – Fraud Prevention Officer	0	16,400	16,400	16,400	16,400	Naomi Armstrong	Nil
-------	-------------------------------------	---	--------	--------	--------	--------	-----------------	-----

In order to maintain current staffing levels a bid is being made for funding of a fraud prevention officer in light of the end of DCLG funding for this post. The bid represents the General Fund proportion (40%) of the costs for the post. (Linked to proposal B4101). Low

B4068	Digital Team Staffing - Joint 3C (three council) approach with Hunts DC and South Cambs DC	0	88,600	143,200	143,200	112,400	Jonathan James	Nil
-------	--	---	--------	---------	---------	---------	----------------	-----

To create a collaborative Digital Structure working within 3C ICT that will give respective digital initiatives greater impetus and focus. The resources include the vital future hosting and development costs associated with the council's website, and will also facilitate C4065 as well as a transformational digital programme of work within the council. Strong public support for digital transformation and channel shift was evidenced in the City Council's recent budget consultation exercise. GF element [Linked to B4132] None

Total Bids in Finance & Resources

0	135,000	189,600	189,600	158,800
---	---------	---------	---------	---------

Housing - General Fund

B4013	Funding for an additional Assessment and Support Officer	0	26,500	26,500	26,500	26,500	David Greening	Nil
-------	--	---	--------	--------	--------	--------	----------------	-----

To facilitate an improvement to the housing register verification process, a bid for an additional full time Assessment and Support Officer (City Pay Band 3) is proposed. This post will allow for verification of applications at the point of application as opposed to delaying until the point of offer, which should positively impact void performance for the Council and housing association partners. None

2018/19 Budget - Pressures

Page 3 of 9

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Bids

B4014	Funding to support the Housing Development Agency (HDA)	0	116,800	0	0	0	Cath Conlan	Nil
--------------	--	---	---------	---	---	---	-------------	-----

The HDA, in conjunction with the newly created Cambridge Investment Partnership (CIP), are driving forward delivery of the 500 new Council homes over the next four years. This bid is for additional resourcing of the staff team which needs to be at full capacity in 2018/19 to ensure delivery from 2019/20 onwards. None

Total Bids in Housing - General Fund

0	143,300	26,500	26,500	26,500
---	---------	--------	--------	--------

Planning Policy & Transport

B4088	3C's Out Of Hours Computer (ICT) Support Services	0	27,500	27,500	27,500	27,500	Sean Cleary	Nil
--------------	--	---	--------	--------	--------	--------	-------------	-----

The original corporate ICT support contract for the City Council was set up to cover mainly office hours, Mon to Fri. The Council's multi-storey car parks peak operational periods is inclusive of weekends. The service has previously experienced loss of service which could have been mitigated if IT services were available at weekends. Having the Out of hours (OOH) support will allow continuity of services, protection of revenue streams and protection of the council's overall reputation. Negat ive

B4133	Additional planning enforcement officer	0	40,000	40,000	40,000	40,000	Sarah Dyer	Nil
--------------	--	---	--------	--------	--------	--------	------------	-----

Additional post to increase planning enforcement capability during the current period of major growth pressure in the city, and the need both to ensure effective enforcement action on occasions of development occurring without proper applications, and also where conditions are breached. This resource will be allocated to additional enforcement in Cambridge, and paid for by the City Council as part of the new Planning Shared Service. None

Total Bids in Planning Policy & Transport

0	67,500	67,500	67,500	67,500
---	--------	--------	--------	--------

Strategy & Transformation

B4005	Additional funding for the Council's Climate Change Fund	0	250,000	0	0	0	David Kidston	+H
--------------	---	---	---------	---	---	---	---------------	----

An additional allocation to the Council's Climate Change Fund to support carbon reduction projects to be delivered in 2018/19, subject to the outcome of feasibility studies to be carried out. Potential projects could include: a solar PV or solar thermal installation at Parkside Pools; a biomass boiler at Kings Hedges Learner Pool; and heating and lighting improvements at the Corn Exchange. None

B4006	Increased capacity to produce public information films	0	9,000	9,000	9,000	9,000	Andrew Limb	Nil
--------------	---	---	-------	-------	-------	-------	-------------	-----

2018/19 Budget - Pressures

Page 4 of 9

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Bids

The purpose of this bid is to increase the council's capacity to produce videos that help to explain its services to residents and other audiences. These videos would be published via the council's social media channels and website, serving to increase awareness of, and access to, the council's services. Bid funds would be used to buy external professional expertise and equipment and/or increase the Council's in-house capabilities. None

B4007	Future contribution to the Sharing Prosperity Fund	0	200,000	0	0	0	David Kidston	Nil
--------------	---	---	---------	---	---	---	---------------	-----

This makes a further contribution to the Sharing Prosperity Fund. The funding will support the delivery of new or extended projects which will contribute to the delivery of the objectives of the Anti-Poverty Strategy. Potential projects include: extension of the existing Fuel and Water Poverty Officer post; continuing existing work to promote digital access for residents on low incomes and in poverty; continuation of the Living Wage campaign; and a pilot of the Cambridgeshire Culture Card with children and young people who are receiving free school meals and/or pupil premium, which will be addressed in a detailed report for decision after scrutiny by the Community Services Committee. High

B4008	Review of electoral arrangements for Cambridge City Council.	0	20,000	0	0	0	Vicky Breeding	Nil
--------------	---	---	--------	---	---	---	----------------	-----

The Local Government Boundary Commission for England are conducting a review of the number of None councillors, wards and ward boundaries within Cambridge. Extra funding is required to backfill electoral services staff time that will be taken up by the review project, and potentially to buy in additional external analytical capacity. Additional scope also required for necessary research tools and assistance.

B4015	Funding to support the Cambridge Northern Fringe East (CNFE) Bid	0	475,000	324,000	0	0	Fiona Bryant	Nil
--------------	---	---	---------	---------	---	---	--------------	-----

The Cambridge Northern Fringe East offers the last major available undeveloped brownfield site in Cambridge as a potential site for a new innovation quarter with a live, work and learn philosophy within an area of high connectivity. It forms the Combined Authority's priority bid for the Housing Infrastructure Fund for Capital Funding to relocate the Anglian Water Waste Treatment works as part of a major infrastructure project for housing delivery (7,600 homes proposed). Revenue funding is needed firstly to establish and maintain programme governance and key management support through the bid process and beyond (18/19 £122k and if the bid is successful, a further £137k in 19/20). Secondly funding is required to develop an Area Action Plan (AAP). To meet delivery timescales the AAP process needs to be initiated in 18/19 in advance of the bid outcome. As the AAP covers a wider area than the core CNFE area, the development of an appropriate AAP will be required whatever the bid outcome. None

B4037	Anti Social Behaviour work and Street Life Coordinator post	0	26,200	26,200	26,200	0	Lynda Kil Kelly	Nil
--------------	--	---	--------	--------	--------	---	-----------------	-----

2018/19 Budget - Pressures

Page 5 of 9

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Bids

A one-year only bid of £59.8 was approved in 2017/18 initially to allow a full review of the ASB service, to identify future work levels and priorities for the Council. The review has been carried out and a number of workload areas have been identified that are non-HRA and that must be funded by the General Fund if they are to continue. They include two days per week required to do case work on street life community issues previously funded by the PCC, and essential to the overall strategy of the Street Life Working Group. The net bid for non-HRA work is £26.2k for 2017/18 and will be reviewed in 2020. High

B4040	Proposal for a Cambridge Weighting to be paid to employees and agency workers earning less than £10 per hour	0	28,000	28,000	28,000	28,000	Deborah Simpson	Nil
--------------	---	---	--------	--------	--------	--------	-----------------	-----

The proposal is to introduce a Cambridge Weighting to be paid to employees and agency workers earning less than £10 per hour. For employees the weighting will be paid in addition to salary and the Living Wage supplement, to bring the hourly rate to an equivalent of £10 per hour. For agency workers the weighting will apply in addition to current hourly rates and the Living Wage arrangements. The weighting will be variable, depending upon the current hourly rate and the Living Wage supplement payable at that time. High

B4110	Support for asylum seekers and refugees	0	25,000	25,000	0	0	Lynda Kilkelly	Nil
--------------	--	---	--------	--------	---	---	----------------	-----

A survey was commissioned with Cambridge Ethnic Community Forum to get a better understanding of asylum seekers and refugees in Cambridge not included in the Government schemes under which the Council is resettling refugees. The survey also sought to learn what issues and support is required. This 2 year funding bid will be used to commission services to help meet the needs identified, for example; High

- Providing effective information and translation services
- Tackling economic and social marginalisation
- Providing assistance with immigration status
- Finding accommodation. The funding is needed in 2018/19 as 2017/18 funding via grant, and via Home Office funding to provide advice for VNPR programme refugees no longer applies. The new service will be reviewed mid- way through year 2 to establish whether further support is required in future years.

Total Bids in Strategy & Transformation	0	1,033,200	412,200	63,200	37,000		
--	----------	------------------	----------------	---------------	---------------	--	--

Streets & Open Spaces

B4111	Trees for Babies project	0	5,000	5,000	5,000	5,000	Matthew Magrath	+L
--------------	---------------------------------	---	-------	-------	-------	-------	-----------------	----

The Trees for Babies scheme offers the opportunity for parents to receive a free tree to commemorate the birth of their baby and so help to increase the tree cover of Cambridge City. The tree can be planted at home or, with the agreement of a third party, such as a school, on other non-City Council land within the City. If the target of increasing tree cover in the City is to be achieved, supporting planting on non-City Council land has an important part to play. The number of households receiving a free tree under the scheme has risen from 25, in 2013-14; to 221, in 2016-17. This budget proposal will enable the scheme to respond to this significant increase in demand and to continue to grow, including through modest marketing activity and an extension of the target-age range to those starting schooling, in order to ensure maximum opportunity for take-up. None

2018/19 Budget - Pressures

Page 6 of 9

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Bids

Total Bids in Streets & Open Spaces	0	5,000	5,000	5,000	5,000
Total Bids	0	1,604,800	804,600	455,600	398,600

2018/19 Budget - Pressures

Page 7 of 9

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Reduced Income

Finance & Resources

RI4002	Local Taxation shortfall in court costs income	0	38,000	38,000	38,000	38,000	Kevin Jay	Nil
---------------	---	---	--------	--------	--------	--------	-----------	-----

The shortfall in Local Taxation court costs income is primarily due to the team's efficiency in terms of the clearing of historic arrears in prior years, which has resulted in current court cost recovery being mainly in respect of current year liability. The income budget needs to be adjusted to reflect this position and a reduced income bid is being submitted in light of this. None

RI4035	Loss of Credit Card Charge Income	0	12,000	12,000	12,000	12,000	Charity Main	Nil
---------------	--	---	--------	--------	--------	--------	--------------	-----

Legislation will prevent organisations from recovering credit card processing costs by levying an additional fee. None

Total Reduced Income in Finance & Resources

0	50,000	50,000	50,000	50,000
---	--------	--------	--------	--------

Total Reduced Income

0	50,000	50,000	50,000	50,000
---	--------	--------	--------	--------

2018/19 Budget - Pressures

Page 8 of 9

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Unavoidable Revenue Pressure

Environmental Services & City Centre

URP4056	Environmental Health Officer (EHO) post to undertake technical input to Planning	0	52,000	52,000	52,000	52,000	Yvonne O'Donnell	Nil
---------	--	---	--------	--------	--------	--------	------------------	-----

Cambridge University has funded an EHO post to provide technical input on all the University growth sites development plans, as part of a wider development service support agreement secured through Planning. The University has recently conducted a review of this agreement and decided to terminate it. This bid is proposed in order to sustain the post, as there remains a significant ongoing need for EHO technical input to planning, given the scale of development being experienced in the city, including the University's own plans. The aim would be to offset the cost of the post through recharging developers' for planning application and post-condition discharge EHO technical input. None

URP4057	Revenue support to offset the reduction in income associated with the waiving of license fees for low emission taxis	0	10,000	20,000	27,000	40,000	Yvonne O'Donnell	Nil
---------	--	---	--------	--------	--------	--------	------------------	-----

The Council is committed to improve air quality in the City. One proposal through the Air Quality Annual Status report to DEFRA is that the Council would tackle air quality by increasing low emission taxis coming into the City. In June 2016 a report went to Licensing Committee agreeing in principle a number of taxi policy changes in relation to environmental considerations to be implemented in April 2018. One of which was to waive the license fees for low emission taxis. As licensing has to be self-funding this waiver would have to be offset. In June 2016 a report went to Environment Scrutiny Committee which agreed in principle for revenue support to offset the reduction in income. It is likely the new policy changes will start in April 2018 with a five year lead in period. None

Total Unavoidable Revenue Pressure in Environmental Services & City Centre

0	62,000	72,000	79,000	92,000
---	--------	--------	--------	--------

Finance & Resources

URP4066	Insurance Premiums	0	30,000	30,000	30,000	30,000	Karl Tattam	Nil
---------	--------------------	---	--------	--------	--------	--------	-------------	-----

Changes in legislation have seen the discount rate for Personal Injury claims change from +2.5% to -0.75%, this will have an impact on insurance premiums which cover personal injury claims (Public Liability (PL), Employers' Liability (EL) and Motor). We will also increase the indemnity limits to £30 million for EL and PL covers. The impact on EL and PL premiums is unknown, this is an estimate based on the increase to Motor Premiums. None

Total Unavoidable Revenue Pressure in Finance & Resources

0	30,000	30,000	30,000	30,000
---	--------	--------	--------	--------

Planning Policy & Transport

URP4072	Set up costs (revenue) Greater Cambridge Planning Partnership	0	138,000	0	0	0	Stephen Kelly	Nil
---------	---	---	---------	---	---	---	---------------	-----

2018/19 Budget - Pressures

Page 9 of 9

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Unavoidable Revenue Pressure

Project management and associated costs for new Greater Cambridge Planning Partnership None

URP4073	Contribution to cost of discrete city planning strategies and the joint Local Plan	0	150,000	150,000	150,000	150,000	Stephen Kelly	Nil
---------	--	---	---------	---------	---------	---------	---------------	-----

Cambridge City Council's proportionate share of joint Local Plan costs as part of our joint venture with South Cambridgeshire District Council in the Greater Cambridge Planning Partnership. The Local Plan is a statutory responsibility and sets out local planning policies and identifies how land is used, determining what will be built where. Adopted local plans provide the framework for development across England. This bid will also fund strategies for stand alone City policies such as the implementation of Community Infrastructure Levy (CIL) and Neighbourhood Plans. None

Total Unavoidable Revenue Pressure in Planning Policy & Transport

0	288,000	150,000	150,000	150,000
---	---------	---------	---------	---------

Strategy & Transformation

URP4009	Members Allowances	0	12,000	24,000	24,000	24,000	Gary Cliff	Nil
---------	--------------------	---	--------	--------	--------	--------	------------	-----

There is further work from the Independent Remuneration Panel on special responsibility allowances and any approved increase would need funding. Also, the basic allowance for all Members will rise in line with the National Living Wage up to and including 2019/2020 and is the majority of the total bid. None

URP4020	Increase in recharge of Asset Management Team to the General Fund	0	45,100	45,100	45,100	45,100	Trevor Burdon	Nil
---------	---	---	--------	--------	--------	--------	---------------	-----

A review of the work undertaken by the HRA Asset Management Team results in an increase in recharge to the General Fund in respect of work to administrative buildings, compliance and commercial property, etc None

Total Unavoidable Revenue Pressure in Strategy & Transformation

0	57,100	69,100	69,100	69,100
---	--------	--------	--------	--------

Total Unavoidable Revenue Pressure

0	437,100	321,100	328,100	341,100
---	---------	---------	---------	---------

Report Total

0	2,091,900	1,175,700	833,700	789,700
---	-----------	-----------	---------	---------

2018/19 Budget - Savings

Page 1 of 6

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Increased Income

Environmental Services & City Centre

II4099	Commercial Waste Service Growth	0	(17,500)	(17,500)	(17,500)	(17,500)	Suzanne Hemingway	Nil
--------	---------------------------------	---	----------	----------	----------	----------	-------------------	-----

The shared commercial waste service is expected to achieve a £150,000 growth in income in addition to growth already achieved in the business area. This should provide an additional surplus for the service in the region of £35,000 after the cost of delivery such as collection, disposal, cost of sales including an active marketing programme. This will be a result of sales expansion including widening existing business portfolio with a focus on increasing recycling across the district as well as introducing further service efficiencies. The additional £17.5k income is shown within SCDC budgets. All additional income will be subject to the MoU agreement.

II4114	Garage at Waterbeach - additional income from new contracts	0	(59,000)	(59,000)	(59,000)	(59,000)	David Cox	Nil
--------	---	---	----------	----------	----------	----------	-----------	-----

The Commercial Services manager at the garage has secured additional contracts resulting in £79k of income. [Linked to B4115]

Total Increased Income in Environmental Services & City Centre

0	(76,500)	(76,500)	(76,500)	(76,500)
---	----------	----------	----------	----------

Finance & Resources

II4038	Commercial Property Acquisitions Additional Income	0	(180,000)	(260,000)	(260,000)	(260,000)	Dave Prinsep	Nil
--------	--	---	-----------	-----------	-----------	-----------	--------------	-----

Income generated from commercial property acquisition funding of £20 million in last year's Medium Term Financial Strategy assumed c5.5% return on price after acquisition costs. Based on existing and planned acquisitions, the overall return on price is likely to be in the region of 6.5% leading to additional income generated in 2018/19. There will no be adjustment for MRP to this income as that is calculated from the expenditure which will be unchanged.

II4039	Commercial Property Additional Income	0	(90,000)	(90,000)	(90,000)	(90,000)	Dave Prinsep	Nil
--------	---------------------------------------	---	----------	----------	----------	----------	--------------	-----

Forecast additional net income in 2018/19 and ongoing reflecting expected rent reviews, lease renewals and lettings on the existing property portfolio.

Total Increased Income in Finance & Resources

0	(270,000)	(350,000)	(350,000)	(350,000)
---	-----------	-----------	-----------	-----------

Planning Policy & Transport

II4122	Introduction of hire charge for Shopmobility equipment	0	(45,000)	(45,000)	(45,000)	(45,000)	Sean Cleary	Nil
--------	--	---	----------	----------	----------	----------	-------------	-----

2018/19 Budget - Savings

Page 2 of 6

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Increased Income

The County Council no longer provide a grant which was £50,770 per year to support this service. It is proposed to introduce charges based around a membership scheme with discounts for Cambridge residents. Most shopmobility schemes around the country already are subject to charges. The system of allowing up to 3 hours free parking to users of the service would remain unchanged.

II4129	Park Street Original Assumptions for redevelopment of site added back to the budget	0	(560,000)	(400,000)	(30,000)	0	Sean Cleary	Nil
--------	---	---	-----------	-----------	----------	---	-------------	-----

Given there is now clarity on the short term future of Park St car park, this bid is for the increased income year None on year for the next three years or until any development begins

Total Increased Income in Planning Policy & Transport

0	(605,000)	(445,000)	(75,000)	(45,000)
---	-----------	-----------	----------	----------

Streets & Open Spaces

II4044	S&OS service review - Lammas Land Car Park	0	(80,000)	(80,000)	(80,000)	(80,000)	Joel Carre	Nil
--------	--	---	----------	----------	----------	----------	------------	-----

Introduce an appropriate car park charging scheme at Lammas Land car park to deter inappropriate long stay use parking by commuters and shoppers. [Linked to C4116]

II4048	S&OS service review - Events income	0	(40,000)	(40,000)	(40,000)	(40,000)	Joel Carre	Nil
--------	-------------------------------------	---	----------	----------	----------	----------	------------	-----

Secure additional income from Council's current commercial events programme through adopting a more appropriate charging structure for commercial organisations. This will be achieved without increasing size or number of commercial event on Council open spaces, or alter the level of space available to the public

II4049	S&OS service review - Waste management	0	(10,000)	(30,000)	(30,000)	(30,000)	Joel Carre	Nil
--------	--	---	----------	----------	----------	----------	------------	-----

Bring the Council's depot waste handling service 'in house', following the approval of a 2017/18 capital plan allocation to purchase a 32 tonne grab lorry. This will deliver savings on current waste handling contract (see separate 'linked' budget proposal) and provide capacity to secure additional income from other Council services and external clients.

Total Increased Income in Streets & Open Spaces

0	(130,000)	(150,000)	(150,000)	(150,000)
---	-----------	-----------	-----------	-----------

Total Increased Income

0	(1,081,500)	(1,021,500)	(651,500)	(621,500)
---	-------------	-------------	-----------	-----------

2018/19 Budget - Savings

Page 3 of 6

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Programme

Strategy & Transformation

PROG4067	Additional funding for Business Transformation Programme	0	250,000	100,000	0	0	Paul Boucher	Nil
-----------------	---	---	---------	---------	---	---	--------------	-----

The Council is currently 3 years into delivering a programme of transformational change. We are focussing the next tranche of projects around delivering the implementation of our digital transformation strategy. The programme has already helped to support the delivery of savings within other programmes through project management and procurement support. Up to 25% of project costs can be incurred without effective management. We aim to deliver more services digitally online whilst still providing support for vulnerable customers or those with complex needs. The bid supports the retention of the Programme Office to support the programme to the end of 2019/20 and provides for additional business analysis and project management resources required to deliver these projects and other staffing costs associated with the programme.

Total Programme in Strategy & Transformation

0	250,000	100,000	0	0
---	---------	---------	---	---

Total Programme

0	250,000	100,000	0	0
---	---------	---------	---	---

2018/19 Budget - Savings

Page 4 of 6

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Savings

Environmental Services & City Centre

S4052	Deletion of Team Manager post within Environmental Health	0	(55,000)	(55,000)	(55,000)	(55,000)	Yvonne O'Donnell	Nil
--------------	--	---	----------	----------	----------	----------	------------------	-----

2 Team Manager vacancies arose over the last year which gave an opportunity to streamline some of the services within Environmental Health. This has led to the amalgamation of 2 teams into 1 and hence the appointment into 1 Team Manager post. This has led to a further review of Environmental Health to allow resilience within the teams to ensure service delivery continues. None

Total Savings in Environmental Services & City Centre

0	(55,000)	(55,000)	(55,000)	(55,000)
---	----------	----------	----------	----------

Finance & Resources

S4036	Document Scanning savings for Customer Services	0	(5,000)	(7,500)	(7,500)	(7,500)	Clarissa Norman	Nil
--------------	--	---	---------	---------	---------	---------	-----------------	-----

Currently Cambridge City Council has a scanning contract to process documents for Revenues and Benefits. This contract is scheduled to expire on 30.06.18. The plan is to bring the workload associated with this task back into Customer Services due to reduced volumes in scanning. The work effort associated with the revised volumes equates to 1.5 FTE staff members, leaving a net saving of £5,000 in 2018/19 and £7,500 thereafter. None

S4070	ICT Shared Service Contribution - Increase in Savings Target	0	(50,000)	(50,000)	(50,000)	(50,000)	Jonathan James	Nil
--------------	---	---	----------	----------	----------	----------	----------------	-----

Forecast increase in ICT Shared Service savings target to reflect contract efficiencies and reduced use of hired contractors. None

Total Savings in Finance & Resources

0	(55,000)	(57,500)	(57,500)	(57,500)
---	----------	----------	----------	----------

Housing - General Fund

S4016	Saving in inflationary element of grants to Housing Agencies	0	(10,900)	(10,900)	(10,900)	(10,900)	David Greening	Nil
--------------	---	---	----------	----------	----------	----------	----------------	-----

The 2018/19 grants to housing agencies were approved in principle at Housing Scrutiny Committee in September 2017. The total programme did not fully commit the inflationary element of the budget for the coming year, and as a result a saving is proposed. None

S4019	Savings in operational costs across the General Fund	0	(5,300)	(5,300)	(5,300)	(5,300)	Julia Hovells	Nil
--------------	---	---	---------	---------	---------	---------	---------------	-----

2018/19 Budget - Savings

Page 5 of 6

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Savings

This saving is anticipated due to reduced operational expenditure such as publicity, IT and travel costs across Housing Advice, Town Hall Lettings, Choice Based Lettings and Housing Strategy. None

S4021	Savings in salary costs due to staff turnover and retention	0	(16,800)	(16,800)	(16,800)	(16,800)	Julia Hovells	Nil
--------------	--	---	----------	----------	----------	----------	---------------	-----

This saving is delivered due to new staff being appointed at lower points on the scale, and retained staff at top of scale not being in receipt of incremental progression. None

S4054	Deletion of Property Accreditation Scheme and associated post within Environmental Health (EH)	0	(41,500)	(41,500)	(41,500)	(41,500)	Yvonne O'Donnell	Nil
--------------	---	---	----------	----------	----------	----------	------------------	-----

The Property Accreditation Post oversees the Property Accreditation Scheme and has been in existence for 11 years where it has supported the good landlords by inspecting and advising them on how to improve their properties. It also provides forums and newsletters to ensure that the landlords are kept up to date with new legislations and guidance. However it has been recognised that resources need to be put into tackling the poor standards of private rented sector therefore members through Housing Scrutiny Committee agreed that the Property Accreditation Scheme and associated post should be deleted, and the Residential Team should focus more on private rented sector enforcement. None

Total Savings in Housing - General Fund	0	(74,500)	(74,500)	(74,500)	(74,500)			
--	----------	-----------------	-----------------	-----------------	-----------------	--	--	--

Planning Policy & Transport

S4124	Greater Cambridge Planning Partnership - reduction in shared service cost	0	(166,000)	(166,000)	(166,000)	(166,000)	Stephen Kelly	Nil
--------------	--	---	-----------	-----------	-----------	-----------	---------------	-----

Draft regulations have been published to allow fees to be increased on the basis that the additional income must be spent on the Planning Service. The anticipated 20% increase in Planning Application Fees will result in a reduction in shared service cost estimated to be in the range from £150k - £200k None

Total Savings in Planning Policy & Transport	0	(166,000)	(166,000)	(166,000)	(166,000)			
---	----------	------------------	------------------	------------------	------------------	--	--	--

Strategy & Transformation

S4102	Reduced pension deficit contributions from the GF	0	(86,500)	(170,200)	(170,200)	(170,200)	John Harvey	Nil
--------------	--	---	----------	-----------	-----------	-----------	-------------	-----

Following the latest triennial review and negotiations for a 3 year up-front settlement, the anticipated contributions from the GF to meet the pension deficit are lower than previously budgeted. None

Total Savings in Strategy & Transformation	0	(86,500)	(170,200)	(170,200)	(170,200)	(170,200)		
---	----------	-----------------	------------------	------------------	------------------	------------------	--	--

2018/19 Budget - Savings

Page 6 of 6

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Savings

Streets & Open Spaces

S4050	S&OS service review - Service restructure	0	(180,000)	(230,000)	(230,000)	(230,000)	Joel Carre	Nil
--------------	--	---	-----------	-----------	-----------	-----------	------------	-----

Undertake review of S&OS operational service with aim of improving operational efficiency and lines of reporting; addressing areas of operational overlap and aligning resources to service need. The achievement of the proposed saving target is subject to the outcome of the operational service review process in March 2018. This is anticipated to deliver £130k annual saving. None

Expand the area of pictorial meadow and other such attractive and environmentally friendly perennial planting on Council managed sites across the city, including introducing such planting in existing ornamental bedding schemes. This is anticipated to deliver £50k annual saving starting in 2019/20.

Manage toilet cleaning frequencies better so that the number of cleaning visits per day corresponds more closely with its level of use. This will result in a reduction in cleaning visits per day from 4 to 2-3 visits at 12 toilet facilities. This is anticipated to deliver £50k annual saving.

Total Savings in Streets & Open Spaces	0	(180,000)	(230,000)	(230,000)	(230,000)
Total Savings	0	(617,000)	(753,200)	(753,200)	(753,200)
Report Total	0	(1,448,500)	(1,674,700)	(1,404,700)	(1,374,700)

2018/19 Budget - External Bids

Page 1 of 1

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

External Bids

Housing - General Fund

X4081	Increase staffing capacity in response to Homelessness Reduction Act	0	214,900	214,900	0	0	David Greening	Nil
-------	--	---	---------	---------	---	---	----------------	-----

As a result of the Homelessness Reduction Act, there is an increased statutory responsibility in respect of homeless applications which will result in an increased administrative burden for the authority. This bid is for 6 FTE additional staff, with the expectation that the first two years of costs will be met from the Flexible Homeless Support Grant. The plan is for an increase in staffing which will be externally funded for at least the first two years. Staffing will be reviewed once the new legislation has been in place for 12 months, as part of a service review, and to consider future external funding availability. High

Total External Bids in Housing - General Fund

0	214,900	214,900	0	0
---	---------	---------	---	---

Total External Bids

0	214,900	214,900	0	0
---	---------	---------	---	---

Report Total

0	214,900	214,900	0	0
---	---------	---------	---	---

2018/19 Budget - Non-Cash Limit Items

Page 1 of 3

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Non-Cash Limit Items

Non-Committee Items

NCL4135	Council Tax Collection Fund Deficit	0	15,830	0	0	0	Charity Main	Nil
----------------	--	---	--------	---	---	---	--------------	-----

The Collection Fund for Council Tax is projected to have a deficit at the end of the current year of £138,237. None
The City Council's share of this projected year-end deficit is £15,830 and this will need to be taken into account in setting the Council's budget for 2018/19.

NCL4136	Council Tax Base adjustment	0	(10,000)	23,000	67,000	98,000	Charity Main	Nil
----------------	------------------------------------	---	----------	--------	--------	--------	--------------	-----

The projected Council Tax Base has been recalculated using the recent housing statistics which shows a None
slower rise than previously anticipated, resulting in a reduction in the income from Council Tax.

NCL4137	Council Tax increase by £5 instead of 2% in 2018/19	0	(55,000)	(56,000)	(58,000)	(60,000)	Charity Main	Nil
----------------	--	---	----------	----------	----------	----------	--------------	-----

The projected Council Tax yield increase due to raising Council Tax by £5 instead of 2% in 2018/19 None

NCL4150	New Homes Bonus (NHB) change to income projections	0	(185,000)	649,000	443,000	245,000	Caroline Ryba	Nil
----------------	---	---	-----------	---------	---------	---------	---------------	-----

New Homes Bonus (NHB) income projections have been revised following the notification from the None
Department for Communities and Local Government (DCLG) December 2017 and recalculated based on Annual Monitoring Report (AMR) housing projections. [Linked to NCL4151, NCL4152 and NCL4153].

NCL4151	Contribution to Greater Cambridge Partnership (formerly City Deal) from New Homes Bonus (NHB)	0	74,000	(259,000)	(177,000)	(98,000)	Caroline Ryba	Nil
----------------	--	---	--------	-----------	-----------	----------	---------------	-----

New Homes Bonus (NHB) to support the Greater Cambridge Partnership (formerly City Deal) programme, None
which is based on a contribution of 50% in 2016/17 only and 40% for all other years, has been revised following notification from the Department for Communities and Local Government (DCLG) December 2017 and recalculated based on Annual Monitoring Report (AMR) housing projections. [Linked to NCL4150, NCL4152 and NCL4153].

NCL4152	New Homes Bonus (NHB) – unallocated	0	116,000	(395,000)	(266,000)	(147,000)	Caroline Ryba	Nil
----------------	--	---	---------	-----------	-----------	-----------	---------------	-----

Net unallocated New Homes Bonus (NHB) has been revised following the notification from the Department for None
Communities and Local Government (DCLG), revised allocations for Greater Cambridge Partnership (formerly City Deal) infrastructure investment and any further funding allocations. [Linked to NCL4150, NCL4151 and NCL4153].

2018/19 Budget - Non-Cash Limit Items

Page 2 of 3

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Non-Cash Limit Items

NCL4153	New Homes Bonus (NHB) contribution to Earmarked Reserve	0	(5,000)	5,000	0	0	Caroline Ryba	Nil
----------------	--	---	---------	-------	---	---	---------------	-----

New Homes Bonus (NHB) has been revised following the notification from the Department for Communities and Local Government (DCLG), revised allocations for Greater Cambridge Partnership (formerly City Deal) infrastructure investment and any further funding allocations. This adjustment reduces the previous contribution to the A14 mitigation fund to match the £1.5m spend provided for. [Linked to NCL4150, NCL4151 and NCL4152].

Total Non-Cash Limit Items in Non-Committee Items

0	(49,170)	(33,000)	9,000	38,000
---	----------	----------	-------	--------

Strategy & Transformation

NCL4146	Mill Road depot redevelopment - Equity Loan to CIP - interest receivable	0	(14,000)	(30,000)	(48,000)	(168,000)	Fiona Bryant	Nil
----------------	---	---	----------	----------	----------	-----------	--------------	-----

Interest receivable in relation to CIP equity loan, in excess of budgeted investment returns

None

NCL4147	Mill Road depot redevelopment - Equity Loan to CIP - Contribution to GF development earmarked reserve	0	14,000	30,000	48,000	168,000	Fiona Bryant	Nil
----------------	--	---	--------	--------	--------	---------	--------------	-----

Interest receivable in relation to CIP equity loan in excess of budgeted investment returns moved to None earmarked reserve to provide contingency and risk mitigation for the project

NCL4148	Mill Road depot redevelopment - Development Loan to CIP - interest receivable	0	(19,000)	(350,000)	(200,000)	0	Fiona Bryant	Nil
----------------	--	---	----------	-----------	-----------	---	--------------	-----

Interest receivable in relation to CIP development loan, in excess of budgeted investment returns

None

NCL4149	Mill Road depot redevelopment - Development Loan to CIP - Contribution to GF development earmarked reserve	0	19,000	350,000	200,000	0	Fiona Bryant	Nil
----------------	---	---	--------	---------	---------	---	--------------	-----

Interest receivable in relation to CIP development loan in excess of budgeted investment returns moved to None earmarked reserve to provide contingency and risk mitigation for the project

2018/19 Budget - Non-Cash Limit Items

Page 3 of 3

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Non-Cash Limit Items

Total Non-Cash Limit Items in Strategy & Transformation

0	0	0	0	0
---	---	---	---	---

Total Non-Cash Limit Items

0	(49,170)	(33,000)	9,000	38,000
---	----------	----------	-------	--------

Report Total

0	(49,170)	(33,000)	9,000	38,000
---	----------	----------	-------	--------

Appendix D

Sensitivity Analysis

Topic	Quantum	BSR Assumption	Commentary / Risk
Bereavement services income	c.£1.9m	Current mortality rates built into BSR assumptions	<p>Falling mortality rate [yet ageing population in Cambridge]</p> <p>Competition from sites at Great Chesterford (building commenced) and Huntingdon</p> <p>Success of commemoration scheme and development of other commercial activities(positive)</p> <p>Disruption due to works along A14</p>
Building control fee income	c. £1.0m	Based on break-even full cost recovery position for the Building Control Shared Service	<p>Housing development levels in the sub region are not as great as anticipated or are delayed due to developers unwillingness to build</p> <p>Increased competition from approved inspectors leading to smaller market share</p>
Car parking income	c. £10.2m	Based on officer and external consultants' projections of usage	<p>Income stream is contingent on decisions made by the City Deal board to manage congestion in the city.</p> <p>An ever improving economic situation regionally has led to increase in disposable income in those using Cambridge as a shopping destination (positive)</p>
Commercial property income	c. £9m	Officer assessment of current market conditions and future trends, including growth of the current property portfolio	<p>Economic conditions lead to increase in voids, increased level of unrecoverable debts and less significant rent increases</p> <p>High yields are negotiated on new investments (positive)</p>
Council tax base	c. 43,000 Band D equivalent properties @£191.75 (2018/19)	Projections are based on the housing trajectory indicated in the Annual Monitoring Report (AMR)	Any significant growth or deceleration in building will affect the number of houses on which council tax can be charged with the associated impact on the council tax income stream which in turn informs our savings requirement

Topic	Quantum	BSR Assumption	Commentary / Risk
Council tax income	£8.2m p.a.	£5 increase for 2018/19 and 2% per annum thereafter	<p>Criteria for triggering referendums for proposed excessive increases are published each year.</p> <p>Settlement allows for 3% but currently proposing previous maximum of £5 (2.68%)</p> <p>The requirement for rebilling and associated costs, together with the loss of council tax income, effectively provides a strong disincentive for high increase proposals.</p> <p>Economic climate may require an increase in enforcement activity and consequent reduction of funds available in the collection fund</p>
Developer contributions	c. £4.0m	<p>All contributions are used in compliance with terms of agreements.</p> <p>Capital bids for area-based and city-wide projects funded from developer contributions have been identified.</p>	<p>Failure to meet conditions of individual schemes leads to the requirement to repay contributions and accrued interest to developers. This is mitigated by strong funding management.</p> <p>Reduction in total unused receipts following the introduction of the Community Infrastructure Levy (CIL)</p>
Employer's pension contribution	£5.3m	BSR includes provision for employer's percentage and capital payments, and for one-off contributions as necessary	Subject to the outcome of the next triennial review with effect from 1 April 2020.
Energy costs (all)	£0.3m	Officer assessment of current conditions and trends, based on latest contracts	Volatility of world market prices. The council has contracts for electricity and gas which run from October each year and takes specialist consultant advice in determining the most advantageous terms to contract for.
Future capital receipts	Income	Occasional disposal of assets as outlined in the disposal programme. Income not taken into account until received.	The council's stock land available for sale is reducing with two large sites unsold. It is likely that one of these sites will be developed with a high percentage of affordable housing thus reducing our capital receipt.
Garage Income	£1.0m	Budget will be met	<p>Failure to maintain customers base at remote base at Waterbeach</p> <p>Failure to attract new customers</p>
Housing benefits	£37.0m	Officer assessment of current conditions and trends	<ul style="list-style-type: none"> - Council funded element of provision of the service - Potential increase in housing benefit fraud - Impact of universal credit implementation (October 2018) is not fully known - Council breached the thresholds (upper and/or lower) set by the DWP for local authority error overpayment subsidy, then this could materially affect the level of subsidy receivable on such amounts down from 100% to either 40% or 0%.

Topic	Quantum	BSR Assumption	Commentary / Risk
Interest receipts from the housing company	< £150k	An estimate of additional income for the initial three year pilot has been included to reflect the higher rate applicable to this loan above the interest rate expected on our treasury management investments	The housing company is being run as a pilot for 3 years. As this is a new venture, there will be uncertainties in the timing and amount of loan advances from the council, and therefore in the quantum of interest receipts.
Investment income	+/- 1% is c. £600k for 2017/18 variable investments	These are based on a mid-range level provided by market analysts	Rates fall further than anticipated or for a longer period. A faster increase in bank base rates would result in increase in investment income. (positive)
Land charges income	c. £0.27m	Reductions based on latest experience have been incorporated in the budget	Increased proportion of personal searches and reduced number of overall searches due to market conditions.
Local retention of business rates	c. £0.75m	BSR includes projections based on latest figures and guidance	Business rates are subject to the level of appeals against valuations lodged with the Valuation Office Agency (VOA) and the effects of redevelopment and growth in the city.
Market income	c. £0.90m	Officer assessment of current market conditions and future trends	Level of voids as a result of a changing economic climate. Any reductions will be mitigated by new traders coming to the market as we seek to widen the range of services on the market. An improving climate will see full occupancy
Non-pay inflation	+/- 1% for GF is ~ £200k for either income or expenditure for 2017/18	General inflation is included as: 2018/19 - 2.6% 2019/20 - 2.2% 2020/21 - 2.3% thereafter 2.0%	General Inflation rises more quickly than anticipated placing greater pressure on cash limited budgets or on general reserves to fund those pressures.
Pay settlement	£28.0m	Current assumption is of 2% inflation plus pay progression and budget proposal for Cambridge weighting up to £10 an hour. Pay offer for 2 years from 1 April 2018 approximately 2% with higher % uplifts on lower scale points.	An annual percentage allowance for incremental progression was previously included pending any detailed budget adjustments to reflect performance results. Changed to projected progression cost.
Planning fee income	c. £1.7m	Income projections for 2018/19 have been amended to reflect current market conditions. (now forms part of Greater Cambridge Planning Partnership)	Developers retain land stock rather than building out

Topic	Quantum	BSR Assumption	Commentary / Risk
Shared services	n/a	Shared services will deliver savings outlined individual service business cases.	<p>Delivery of savings and other non-cashable benefits is dependent on effective partnership working in a complex political and cultural environment.</p> <p>Significant element of savings will not crystallize until support service costs have been reduced to reflect smaller client base</p> <p>Savings may be delayed, may not be deliverable in full, or there may be unforeseen costs of implementation.</p>
Spending review	c. £4.2m	The budget assumption, based on the 2015 autumn statement, is that Revenue support grant will cease from 2020/21, but will be offset by increased retention of Business rates.	<p>The budget is based on the 2015 Spending review and the level of Revenue support grant and locally retained business rates are budgeted accordingly.</p> <p>Certainty of income until then has been received from the DCLG following our submission of an Efficiency Plan</p>
Support costs charged to the HRA	c. £1.25m	Support costs ("Recharges") are charged based on various fixed and variable criteria which change from year to year.	<p>Recent budget and policy announcements from central government have given rise to the need to make significant savings in the HRA. It is likely that the size of the HRA will reduce in future years, and therefore the proportion of support service costs that are chargeable to the HRA will also reduce.</p> <p>Fixed costs such as administrative buildings, management structure, costs of democracy and long term contracts cannot be reduced immediately, if at all. There may be a perceived imbalance in the short term in the proportion of costs charged to the HRA until such time as a strategic decision is taken to allocate a lower level of costs recharged to the HRA with a corresponding increase in costs to the GF and thus the council tax payer. The onus is therefore on the council to make appropriate savings in rechargeable costs as the council reduces in size overall.</p>
VAT partial exemption	c. £300k if breached	No breach of partial exemption limit is anticipated for 2017/18	Potential liability if limit is breached over a seven-year moving average

2018/19 Budget - Capital Bids

Page 1 of 4

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Capital Bids

Environmental Services & City Centre

C4083	Vehicle and equipment fleet replacements 2018/19	0	1,091,000	0	0	0	David Cox	+L
--------------	---	---	-----------	---	---	---	-----------	----

This is for vehicles due for replacement in April 2018. We have reviewed the number of vehicles required and are delaying replacements where vehicles remain in good condition, as well as reducing the size of the estates fleet by 7 vehicles. Most vehicle purchases for larger vehicles such as waste trucks are diesel as no suitable electric alternatives are currently available on the market. We will continue to investigate and price check suitable electric alternatives. [Funded from R&R] None

C4143	The purchase of brake rollers for the garage at Waterbeach	26,000	0	0	0	0	David Cox	Nil
--------------	---	--------	---	---	---	---	-----------	-----

The testing of brakes on HGV vehicles is a legal requirement at every PMI (preventative maintenance inspection). This is usually and ideally carried out using a roller brake tester. The garage have an old one but due to its age it cannot be connected to a printer. A print out is required to attach to the paperwork following the PMI and is part of the legal requirement. We need to replace it in the current year to meet these requirements and to retain and increase our customer base thereby increasing income to the garage. None

Total Capital Bids in Environmental Services & City Centre

26,000	1,091,000	0	0	0
--------	-----------	---	---	---

Finance & Resources

C4010	Barnwell Business Park remedial works to the roofs	0	90,000	0	0	0	Andrew Mugeridge	Nil
--------------	---	---	--------	---	---	---	------------------	-----

The project is to carry out large scale repairs to failed roof fixings. None

C4011	Refurbishment of the Leaded Windows in the Large Hall - Guildhall	0	101,000	0	0	0	Andrew Mugeridge	Nil
--------------	--	---	---------	---	---	---	------------------	-----

Refurbishment of the leaded windows to one elevation in the Large Hall. The leaded windows in the Large Hall incorporate the coat of arms of several of the City's Colleges and date back over a hundred years, these windows not only form an important part of the history of Cambridge, but also Cambridge City Council. None

C4012	Resealing the roof at Robert Davies Court	0	177,000	0	0	0	Andrew Mugeridge	Nil
--------------	--	---	---------	---	---	---	------------------	-----

The project is to recover the existing perished roof covering. None

C4065	My Cambridge City' Account - Online Customer Portal	0	160,000	76,000	0	0	Jonathan James	Nil
--------------	--	---	---------	--------	---	---	----------------	-----

2018/19 Budget - Capital Bids

Page 2 of 4

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Capital Bids

Implementation of the 'Single Customer Account' portal will mean Cambridge's citizens will soon be able to access a range of critical services from a single, integrated online portal. Customers will be able to Book It, Track It, Report It and Pay It. Year one costs include implementation. With regard to year three it is expected that customer channel shift will have resulted in a significant reduction in customer contacts to enable the service to be self-financing from existing budgets through the reduction of staffing costs. Further years' savings are possible, but it is difficult to predict these as this will be based on further customer uptake of the online portal. Low

C4069	Council Anywhere - Desktop Transformation	0	400,000	96,000	0	0	Jonathan James	Nil
--------------	--	---	---------	--------	---	---	----------------	-----

This bid is for investment in a Desktop Transformation programme to provide a platform fitting the ICT Strategy, to support the work of the council and provision of its services, improving efficiency and support. This solution would standardise the desktop hardware, Office software and the network environment needed to control and secure the desktop infrastructure. The bid includes costs for hardware, software, licences and the professional costs in order to reconfigure the underlying network. None

C4117	Adaptations to Riverside Railings	0	100,000	0	0	0	Alistair Wilson	Nil
--------------	--	---	---------	---	---	---	-----------------	-----

A feasibility study was completed in March 2017 and concludes that at this point in time it would appear feasible to make adaptations to the riverside wall and parapet rail to enable safe access for up to seven licensed vessels (moored generally in pairs from three floating pontoons accessed by ladders from street level with lockable gates, plus one from the Stourbridge Common river bank adjacent to the end of the retaining wall). This was subject to further detailed site investigation, design work, construction estimates and liaison with principal stakeholder organisations, which has now been completed. Low

Total Capital Bids in Finance & Resources	0	1,028,000	172,000	0	0			
--	----------	------------------	----------------	----------	----------	--	--	--

Strategy & Transformation

C4041	Cambridge City CCTV infrastructure procurement	80,000	521,000	0	0	0	Joel Carre	+L
--------------	---	--------	---------	---	---	---	------------	----

Invest in City Council CCTV infrastructure as follows: a) Replacement of beyond economic repair/ obsolete CCTV cameras (60 x public space and 43 x public car park) with new Digital IP High Definition cameras; b) Replacement of obsolete digital CCTV recording and software platform with new Network Video Recording and suitable software platform and client PC operator machines; and c) Upgrade CCTV radio network so that it is resilient and uses an OFCOM licenced frequency to prevent interference and ensure stable usage in line with operational requirements. Of the total associated investment, £66K is directly attributable to Parking Service CCTV infrastructure. None

C4142	Mill Road depot development - capital contribution	0	5,760,000	0	0	0	Fiona Bryant	Nil
--------------	---	---	-----------	---	---	---	--------------	-----

2018/19 Budget - Capital Bids

Page 3 of 4

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Capital Bids

A capital contribution of £5,760k is proposed to support the redevelopment of the council's Mill Road depot, None principally for affordable and market housing. This development will be delivered by CIP providing the council with a capital receipt for the land and a projected surplus on the scheme. [Funded by temporary borrowing]

C4144	Mill Road depot redevelopment -Equity Loan to CIP	950,000	1,250,000	1,000,000	2,500,000	0	Fiona Bryant	Nil
--------------	--	---------	-----------	-----------	-----------	---	--------------	-----

As a partner in CIP, the Council will provide a loan, matched by its partner in the CIP, Hill Investment None Partnership, to enable the development of the Mill Road depot site to provide affordable and market housing. The interest rate will be 5% per annum. [Funded by temporary borrowing]

C4145	Mill Road depot redevelopment - Development Loan to CIP	0	1,550,000	9,200,000	0	0	Fiona Bryant	Nil
--------------	--	---	-----------	-----------	---	---	--------------	-----

As a partner in CIP, the Council will provide a loan, matched by its partner in the CIP, Hill Investment None Partnership, to enable the development of the Mill Road depot site to provide affordable and market housing. The interest rate will be 5% per annum. [Funded by temporary borrowing]

Total Capital Bids in Strategy & Transformation

1,030,000	9,081,000	10,200,000	2,500,000	0
-----------	-----------	------------	-----------	---

Streets & Open Spaces

C4046	S&OS and shared waste service review - ICT management system	0	453,000	0	0	0	Joel Carre	+L
--------------	---	---	---------	---	---	---	------------	----

Invest in single, new integrated ICT operational management system for S&OS, the shared waste service and None Hunts DC, including mobile working technologies. Currently, S&OS has no such digital operational management system in place. The City Council has Contender for their waste system and SCDC have the Whitespace system. To increase efficiency of the shared waste service one system needs to be in place.

C4112	Redevelopment of Silver Street Toilets	0	283,000	283,000	0	0	John Richards	+M
--------------	---	---	---------	---------	---	---	---------------	----

The toilets were originally constructed in 1985 and have received no modernisation. The condition of the None toilets is aesthetically poor with the underground facilities reported wet under foot during heavy rainfall. Tourism to the city has seen a large rise in numbers which has also placed considerable demand on the current provision situated at an important historical destination. The current proposal is an opportunity to bring the toilets up to current standards befitting the city with an emphasis on preserving the integrity and character of its location.

C4116	Lammas Land car parking infrastructure	0	30,000	0	0	0	Anthony French	Nil
--------------	---	---	--------	---	---	---	----------------	-----

2018/19 Budget - Capital Bids

Page 4 of 4

Reference	Item Description	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £	Contact	Climate Effect & Poverty Ratings
-----------	------------------	------------------------	------------------------	------------------------	------------------------	------------------------	---------	---

Capital Bids

To purchase, deliver and install a pay machine to collect car parking charges at Lammas Land car park to encourage short term stay parking for the park users and discourage long-term stay parking for visitors attending city centre activities. Works also to include relining of car park and bays, improving the surface, displaying signage, purchasing and installing CCTV, fitting suitable lighting. [Linked to the Increased Income proposal 114044.] None

Total Capital Bids in Streets & Open Spaces

0	766,000	283,000	0	0
---	---------	---------	---	---

Total Capital Bids

1,056,000	11,966,000	10,655,000	2,500,000	0
-----------	------------	------------	-----------	---

Report Total

1,056,000	11,966,000	10,655,000	2,500,000	0
-----------	------------	------------	-----------	---

Ref	Project	Climate Change Indicator	Priority score	2017/18	2018/19	2019/20	2020/21	2021/22	Poverty rating	Linked to / Funding / Comments	2017/18	2018/19	2019/20	2020/21	2021/22
General Fund															
C4010	Barnwell Business Park remedial works to the roofs	Nil	N 0.6		90,000				None			90,000			
C4011	Refurbishment of the Leaded Windows in the Large Hall - Guildhall	Nil	Y 1.1		101,000				None			101,000			
C4012	Resealing the roof at Robert Davies Court	Nil	N 0.6		177,000				None			177,000			
C4041	Cambridge City CCTV infrastructure procurement	+L	N 3.9	80,000	521,000				None		80,000	521,000			
C4046	S&OS and shared waste service review - ICT management system	+L	N 2.1		453,000				None	Approved by CPB 5 Dec 2017		453,000			
C4065	My Cambridge City' Account - Online Customer Portal	Nil	N 2.1		160,000	76,000			Low			160,000	76,000		
C4069	Council Anywhere - Desktop Transformation	Nil	Y 1.3		400,000	96,000			None			400,000	96,000		
C4083	Vehicle and equipment fleet replacements 2018/19	+L	Y 1.7						None	Funding: R & R		1,091,000			
C4112	Redevelopment of Silver Street Toilets	+M	Y 2.6		283,000	283,000			None			283,000	283,000		
C4116	Lammas Land car parking infrastructure	Nil	N 2.6		30,000				None			30,000			
C4117	Adaptations to Riverside Railings	Nil	N 1.3		100,000				Low	Approved by CPB 5 Dec 2017		100,000			

2018/19 Budget

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

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

Ref	Project	Climate Change Indicator	Priority score	2017/18	2018/19	2019/20	2020/21	2021/22	Poverty rating	Linked to / Funding / Comments	2017/18	2018/19	2019/20	2020/21	2021/22
C4142	Mill Road depot development - capital contribution	Nil							None	Funding: temporary borrowing		5,760,000			
C4143	The purchase of brake rollers for the garage at Waterbeach	Nil		26,000					None		26,000				
C4144	Mill Road depot redevelopment -Equity Loan to CIP	Nil							None	Funding: temporary borrowing	950,000	1,250,000	1,000,000	2,500,000	
C4145	Mill Road depot redevelopment - Development Loan to CIP	Nil							None	Funding: temporary borrowing		1,550,000	9,200,000		
Total Funding Required from Reserves : General Fund				106,000	2,315,000	455,000					1,056,000	11,966,000	10,655,000	2,500,000	

Capital approvals since MTFS Oct 2017

Ref.	Description	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
SC654	Pre-planning development costs for Silver Street toilets capitalised	48					
	Urgent approval:						
SC612	Park St car park control equipment	145	-	-	-	-	-
	Section 106 miscellaneous:						
PR031g	Milton Road Library Community meeting space (\$106)	50	50	-	-	-	-
PR033s	Histon Road rec play area: paths, surfacing and landscaping (\$106)	40	-	-	-	-	-
PR031s	Nun's Way rec ground: mini climbing dome (\$106)	27	-	-	-	-	-
PR032q	Upgrade Nightingale Avenue play area (\$106)	60	-	-	-	-	-
PR040t	Public art grant for Cambridge Live - Colours in our community (\$106)	18	-	-	-	-	-
PR040q	To the river: artist in residence (\$106)	120	-	-	-	-	-
	Total S106	315	50	-	-	-	-

Appendix E (d)

Capital Plan 2017/18 to 2022/23

Ref.	Description	Lead Officer	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)
Capital-GF Projects								
PR030e	Cavendish Rd (Mill Rd end) improvements: seating & paving (\$106)	J Richards	16	0	0	0	0	0
PR030f	Bath House Play Area Improvements (\$106)	D O'Halloran	0	0	0	0	0	0
PR030j	The Mill Road Railway Legacy (\$106)	A Wilson	60	0	0	0	0	0
PR030l	Ditton Fields play area improvements (\$106)	A Wilson	26	0	0	0	0	0
PR030r	Brothers' Place landscaping and natural play improvements (\$106)	A Wilson	8	0	0	0	0	0
PR031g	Milton Rd Library Community Meeting Space (\$106)	J Hanson	50	50	0	0	0	0
PR031n	Grant for 4 tennis courts at North Cambridge Academy (\$106)	I Ross	125	0	0	0	0	0
PR031q	Bramblefields nature reserve: improve biodiverstiy and access (\$106)	A Wilson	12	0	0	0	0	0
PR031s	Nun's Way Rec Ground: mini climbing dome (\$106)	A Wilson	27	0	0	0	0	0
PR032g	Cherry Hinton Rec Ground pavilion refurb. (\$106)	I Ross	5	0	0	0	0	0
PR032l	Grant to improve community facilities at Lutheran Church on Shaftesbury Road (\$106)	J Hanson	10	0	0	0	0	0
PR032p	Reilly Way play area improvements (\$106)	A Wilson	5	0	0	0	0	0
PR032q	Upgrade Nightingale Avenue play area (\$106)	A Wilson	60	0	0	0	0	0
PR032r	Install junior fit kit at Accordia development (\$106)	A Wilson	14	0	0	0	0	0
PR032t	Fulbourn Road open space improvements (\$106)	A Wilson	10	0	0	0	0	0
PR032w	Accordia open space improvements (\$106)	A Wilson	10	0	0	0	0	0
PR033j	Lammas Land tennis court upgrade (\$106)	I Ross	45	0	0	0	0	0
PR033m	Benches on Carisbrooke Road green and next to Coton footpath near Wilberforce Road (\$106)	A Wilson	3	0	0	0	0	0
PR033q	Additional play equipment, benches and landscaping at Christ Piece's play area (\$106)	A Wilson	13	0	0	0	0	0
PR033q	Improvements to Histon Road Rec Ground football area (\$106)	I Ross	31	0	0	0	0	0
PR033s	Histon Road Rec play area: paths, surfacing and landscaping (\$106)	A Wilson	40	0	0	0	0	0

Appendix E (d)

Capital Plan 2017/18 to 2022/23

Ref.	Description	Lead Officer	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)
PR033t	St Clement's churchyard open space on Bridge Street (\$106)	A Wilson	10	0	0	0	0	0
PR034d	Public Art - 150th and 400th Anniversary (Cambridge Rules) (\$106)	N Black	36	0	0	0	0	0
PR034n	Cambridge Gymnastics Academy: grant for warehouse conversion into gym facility (\$106)	I Ross	65	0	0	0	0	0
PR034p	Cambridge 99 Rowing Club: grant for kitchen facilities (\$106)	I Ross	5	0	0	0	0	0
PR034r	Cambridge Rugby Club: grant for new changing rooms (\$106)	I Ross	200	0	0	0	0	0
PR040g	Public art grant - Chesterton mural (\$106)	N Black	1	0	0	0	0	0
PR040i	Public art grant - History Trails (\$106)	N Black	5	0	0	0	0	0
PR040k	Public art grant - Mitcham's models and Mitcham's models at Christmas (\$106)	A Wilson	0	0	0	0	0	0
PR040l	Public art grant - Newnham Croft stained glass window (\$106)	N Black	5	0	0	0	0	0
PR040n	Public art grant - public art at Humberstone Road (\$106)	N Black	1	0	0	0	0	0
PR040o	Public art grant - 'The place where we stand' (\$106)	N Black	3	0	0	0	0	0
PR040q	To the River - artist in residence	C Littlechild	120	0	0	0	0	0
PR040r	Public art grant for Cambridge Junction Radio Local (\$106)	N Black	15	0	0	0	0	0
PR040s	Public art grant for Kettle's Yard - Antony Gormley Performance Programme (\$106)	N Black	15	0	0	0	0	0
PR040t	Public art grant for Cambridge Live - Colours in our Community (\$106)	N Black	18	0	0	0	0	0
PR040u	Public art grant for University of Cambridge Primary School - Eddington Flag Parade (\$106)	N Black	16	10	0	0	0	0
PR040v	Public art grant for Pink Festival Group - showcase of queer arts (\$106)	N Black	5	0	0	0	0	0
PR040w	Public art grant for Menagerie Theatre Company - Trumpington Voices (\$106)	N Black	17	4	0	0	0	0
PR040x	Public art grant for Oblique Arts - Mitchams Moving (\$106)	N Black	13	0	0	0	0	0
PR040y	Public art grant for Historyworks - Rhyme, Rhythm and Railways (\$106)	N Black	15	0	0	0	0	0
PR040z	Public art grant for Historyworks - Michael Rosen Walking Trails 2 (\$106)	N Black	15	0	0	0	0	0

Appendix E (d)

Capital Plan 2017/18 to 2022/23

Ref.	Description	Lead Officer	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)
PR041a	Grant for refurbishment of community facilities in Memorial Hall and Church Hall, Cherry Hinton Rd (\$106)	J Hanson	150	0	0	0	0	0
PR041b	Grant to Cambridge Gymnastics Academy for trampoline and foam pit in gym (\$106)	I Ross	75	0	0	0	0	0
PR041c	Sheep's Green watercourse improvements and habitat creation (\$106)	G Belcher	45	0	0	0	0	0
PR041d	Grant to Camrowers and CRA Boathouse (\$106)	I Ross	9	0	0	0	0	0
PR050a	Relocation of services to 130 Cowley Road (OAS)	W Barfield	479	0	0	0	0	0
PR050b	Mandela House refurbishment (OAS)	W Barfield	1,757	0	0	0	0	0
PR050c	Refurnishing Guildhall 4th floor (OAS)	L Barlow	42	0	0	0	0	0
PR050d	Mobile working (OAS Phase II)	W Barfield	99	0	0	0	0	0
PR050e	Cowley Road Compound ex-Park and Ride site (OAS)	W Barfield	566	0	0	0	0	0
PR050f	Guildhall welfare improvements (OAS)	W Barfield	40	174	0	0	0	0
PR050g	Office optimisation (OAS)	W Barfield	0	275	0	0	0	0
SC433	Snowy Farr Memorial Artwork (\$106)	A Wilson	0	0	0	0	0	0
SC548	Southern Connections Public Art Commission (\$106)	A Wilson	13	21	0	0	0	0
SC570	Essential Structural/Holding Repairs - Park Street Multi Storey car park	S Cleary	12	0	0	0	0	0
SC571	Procurement of IT System to Manage Community Infrastructure Levy	S Saunders	20	0	0	0	0	0
SC588	NW Cambridge Development Underground Collection Vehicle	T Nicoll	0	0	0	0	0	0
SC590	Structural Holding Repairs & Lift Refurbishment - Queen Anne Terrace Car Park	S Cleary	268	15	0	0	0	0
SC597	Empty Homes Loan Fund	Y O'Donnell	200	0	0	0	0	0
SC601	Replacement Telecommunications & Local Area Network	T Allen	187	0	0	0	0	0
SC604	Replacement Financial Management System	C Ryba	160	0	0	0	0	0
SC605	Replacement Building Access Control System	W Barfield	48	0	0	0	0	0

Appendix E (d)

Capital Plan 2017/18 to 2022/23

Ref.	Description	Lead Officer	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)
SC608	Improvements to Gwydir Street Enterprise Centre	D Prinsep	196	0	0	0	0	0
SC611	Grafton East car park essential roof repair	S Cleary	200	0	0	0	0	0
SC612	Car parking control equipment at multi storey car parks	S Cleary	715	0	0	0	0	0
SC614	Redeployable CCTV camera stock	L Kilkelly	60	0	0	0	0	0
SC615	Cherry Hinton Grounds Improvements Phase 2 (\$106)	A Wilson	239	0	0	0	0	0
SC621	20 Newmarket Road - commercial property	D Prinsep	73	0	0	0	0	0
SC622	Grafton East car park LED lights	S Cleary	0	0	0	0	0	0
SC623	Environment and cycling improvements in Water Street and Fen Road	A Wilson	35	0	0	0	0	0
SC627	Guildhall Large Hall Windows refurbishment	A Muggeridge	0	101	0	0	0	0
SC630	Abbey Pools solar thermal upgrade	I Ross	33	0	0	0	0	0
SC631	Grand Arcade car park LED lights	S Cleary	0	0	0	0	0	0
SC634	Grand Arcade and Queen Anne Terrace car parks sprinkler systems	S Cleary	399	0	0	0	0	0
SC635	Grand Arcade car park deck coating and drainage repairs and replacements	S Cleary	1,000	0	0	0	0	0
SC636	Management of waste compound - vehicle	D Blair	165	0	0	0	0	0
SC639	Re-roofing the Guildhall	W Barfield	164	0	0	0	0	0
SC644	Acquisition of land adjacent to Huntingdon Road Crematorium	G Theobald	315	0	0	0	0	0
SC645	Electric vehicle charging points	J Dicks	230	170	176	50	0	0
SC648	Local Centres Improvement Programme - Arbury Court	J Richards	59	141	0	0	0	0
SC651	Shared ICT waste management software	J Carre	0	453	0	0	0	0
SC652	Modification to in-ground lift in Waterbeach	D Cox	18	0	0	0	0	0
SC653	Replacement heating system at the Waterbeach garage	D Cox	39	0	0	0	0	0

Appendix E (d)

Capital Plan 2017/18 to 2022/23

Ref.	Description	Lead Officer	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)
SC654	Redevelopment of Silver Street toilets	D O'Halloran	48	283	283	0	0	0
SC655	Resealing the roof at Robert Davies court	A Muggeridge	0	177	0	0	0	0
SC656	Barnwell Business Park remedial work to the roofs	A Muggeridge	0	90	0	0	0	0
SC658	Cambridge City CCTV infrastructure	J Carre	80	521	0	0	0	0
SC659	My Cambridge City online customer portal	J James	0	160	76	0	0	0
SC660	Council Anywhere - desktop transformation	J James	0	400	96	0	0	0
SC661	Adaptations to riverside railings	A Wilson	0	100	0	0	0	0
SC670	Lammas Land car parking infrastructure	A French	0	30	0	0	0	0
SC671	Mill Road depot development - capital contribution	F Bryant	0	5,760	0	0	0	0
SC672	Mill Road depot redevelopment - development loan to CIP	F Bryant	0	1,550	9,200	0	0	0
SC673	Brake rollers for Waterbeach garage	D Cox	26	0	0	0	0	0
SC674	Mill Road depot redevelopment - equity loan to CIP	F Bryant	950	1,250	1,000	2,500	0	0
Capital-GF Projects			10,364	11,735	10,831	2,550	0	0
Capital-Programmes								
PR010a	Environmental Improvements Programme - North Area	J Richards	127	50	0	0	0	0
PR010b	Environmental Improvements Programme - South Area	J Richards	126	36	0	0	0	0
PR010c	Environmental Improvements Programme - West/Central Area	J Richards	123	36	0	0	0	0
PR010d	Environmental Improvements Programme - East Area	J Richards	148	48	0	0	0	0
PR017	Vehicle Replacement Programme	D Cox	2,546	1,091	0	0	0	0
PR035	Waste & Recycling Bins - New Developments (\$106)	T Nicoll	231	100	0	0	0	0
PR037	Local Centres Improvement Programme	J Richards	8	0	0	0	0	0
PR038	Investment in commercial property portfolio	D Prinsep	20,000	0	0	0	0	0

Appendix E (d)

Capital Plan 2017/18 to 2022/23

Ref.	Description	Lead Officer	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)
PR039	Minor Highway Improvement Programme	J Richards	75	30	0	0	0	0
PR050	Office Accommodation Strategy Phase 2 (OAS)	L Barlow	0	473	0	0	0	0
PR051	Building works at the Guildhall to reduce carbon emissions and improve energy efficiency	W Barfield	450	0	0	0	0	0
Capital-Programmes			23,834	1,864	0	0	0	0
Capital-GF Provisions								
PV007	Cycleways	J Richards	362	50	0	0	0	0
PV016	Public Conveniences	A French	0	0	0	0	0	0
PV018	Bus Shelters	J Richards	5	0	0	0	0	0
PV033B	Street Lighting	J Richards	5	0	0	0	0	0
PV192	Development Land on the North Side of Kings Hedges Road	P Doggett	2	0	0	0	61	0
PV526	Clay Farm Community Centre - Phase 1 (\$106)	C Conlon	0	0	0	0	0	0
PV532	Cambridge City 20mph Zones Project	J Richards	0	0	0	0	0	0
PV549	City Centre Cycle Parking	J Richards	25	0	0	0	0	0
PV554	Development Of land at Clay Farm	D Prinsep	471	212	96	816	0	0
PV564	Clay Farm Community Centre -Phase 2 (Construction)	C Conlon	2,895	0	0	0	0	0
PV583	Clay Farm Commercial Property Construction Costs	D Prinsep	130	0	0	0	0	0
PV594	Green Deal	J Dicks	547	0	0	0	0	0
PV595	Green Deal - Private Rental Sector	J Dicks	1,258	0	0	0	0	0
Capital-GF Provisions			5,700	262	96	816	61	0
Total GF Capital Plan			39,898	13,861	10,927	3,366	61	0

Appendix E (e)

Capital Plan [Under Development] 2017/18 to 2022/23

Ref.	Description	Lead Officer	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)
Capital-GF Under Development								
UD030g	[Part A] East Barnwell Comm. Centre impr. phase 1 (\$106)	J Hanson	0	255	0	0	0	0
UD030h	[Part A] Romsey 'town square' public realm improvements (\$106)	J Richards	0	56	0	0	0	0
UD030o	[Part A] Coldham's Lane play area improvements for older children (\$106)	A Wilson	0	80	0	0	0	0
UD030o	[Part A] Improve Coleridge Rec Ground pavilion (\$106)	A Wilson	0	70	0	0	0	0
UD030p	[Part A] Lichfield Road play area improvements (\$106)	A Wilson	0	45	0	0	0	0
UD030p	[Part A] Outdoor fitness equipment near astroturf pitch by Abbey Pool (\$106)	I Ross	0	42	0	0	0	0
UD030q	[Part A] St Matthew's Piece play area improvements (\$106)	A Wilson	0	35	0	0	0	0
UD031p	[Part A] Alexandra Gardens play area: more equipment and landscaping (\$106)	A Wilson	0	35	0	0	0	0
UD031r	[Part A] Chesterton Rec Ground: new skate and scooter park (\$106)	A Wilson	0	50	0	0	0	0
UD032s	[Part A] Footbridge across Hobson's Brook at Accordia development (\$106)	A Wilson	0	35	0	0	0	0
UD032u	[Part A] Tenby Close play area improvements (\$106)	A Wilson	0	50	0	0	0	0
UD032v	[Part A] Gunhild Close play area improvements (\$106)	A Wilson	0	50	0	0	0	0
UD032x	[Part A] Trumpington Rec Ground trim trail (\$106)	A Wilson	0	20	0	0	0	0
UD032y	[Part A] Trumpington Rec skate park (\$106)	A Wilson	0	80	0	0	0	0
UD032z	[Part A] Trumpington Rec Ground climbing frame (\$106)	A Wilson	0	50	0	0	0	0
UD034j	[Part A] Pavilion facilities at Jesus Green (\$106)	I Ross	0	250	0	0	0	0
UD034o	[Part A] Netherhall School: supplementary grant for gym and fitness suite facilities (\$106)	I Ross	0	199	0	0	0	0
UD037	[No documentation] Local Centres Improvement Programme	J Richards	0	195	0	0	0	0
UD041e	[Part A] Equipping new community centre at Darwin Green (\$106)	S Roden	0	25	0	0	0	0
UD042b	[Part A] Mill Road cemetery access and main footpath improvements (\$106)	A Wilson	175	0	0	0	0	0
UD042e	[Part A] Public realm improvements on Cherry Hinton Road (towards Hills Road end) (\$106)	A Wilson	0	75	0	0	0	0

Appendix E (e)

Capital Plan [Under Development] 2017/18 to 2022/23

Ref.	Description	Lead Officer	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)
UD042f	[Part A] Public realm improvements on Sidney Street (\$106)	A Wilson	0	43	0	0	0	0
UD050f	Guildhall furniture (OAS)	W Barfield	0	0	0	0	0	0
UD475	[Part A] Nightingale Recreation Ground Pavilion Refurbishment (\$106)	I Ross	0	403	0	0	0	0
UD593	[No documentation] A14 mitigation schemes (previously Keep Cambridge Moving Fund contribution)	S Hemingway	0	0	1,500	0	0	0
UD617	[Part A] Re-roofing of Folk Museum	A Muggeridge	0	77	0	0	0	0
UD618	[Part A] Resurfacing of commercial properties - Gwydir Street and Ronald Rolph Court	A Muggeridge	0	120	0	0	0	0
UD622	[Part A] BMX track on Coldham's Common (\$106)	A Wilson	0	85	0	0	0	0
UD626	[Part A] River Cam public art programme (\$106)	A Wilson	0	280	0	0	0	0
UD626	[Part A] Improvements to Netherhall School sports hall (\$106)	I Ross	0	169	0	0	0	0
UD628	[Part A] Mill Lane Boathouse (Granta Place)	P Doggett	0	0	0	550	0	0
UD631	[Part A] Improvements to community facilities at The Junction (\$106)	J Wilson	0	98	0	0	0	0
UD633	[Part A] Reinforcing grass edges along paths across Parker's Piece (\$106)	D Peebles	75	0	0	0	0	0
UD637	[Part A] Chesterton Pavilion and Grounds improvements (\$106)	I Ross	0	173	0	0	0	0
UD646	[Part A] Redevelopment of Cambridge Junction	J Wilson	0	17,000	0	0	0	0
UD647	[Part A] Lion Yard investment	D Prinsep	0	1,000	1,000	1,000	0	0
UD649	[Part A] Corn Exchange external work	A Muggeridge	0	382	0	0	0	0
UD650	[Part A] Cherry Hinton Library (\$106)	J Hanson	0	250	0	0	0	0
UD662	[Part A] Shared Planning software and implementation	M Holmes	0	100	0	0	0	0
Capital-GF Under Development			250	21,877	2,500	1,550	0	0

Appendix E (e)

Capital Plan [Under Development] 2017/18 to 2022/23

Ref.	Description	Lead Officer	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)	2021/22 (£000's)	2022/23 (£000's)
------	-------------	--------------	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------

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

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

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

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

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

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

Appendix F

Principal earmarked and specific funds

Fund	Balance at 1 April 2017 £000	Anticipated contributions £000	Forecast expenditure £000	Forecast balance 31 March 2023 £000
Greater Cambridge Partnership (formerly City Deal) Investment and Delivery Fund	(5,151)	(10,965)	16,116	-
Sharing Prosperity Fund	(594)	(500)	1,084	(10)
Climate Change Fund	(116)	(500)	366	(250)
Asset Replacement Fund ¹	(2,753)	(6,000)	8,097	(656)
Bereavement Services Trading Account	(863)	(1,000)	1,863	-
Development Plan Fund ²	(145)	(1,002)	1,147	-
Office accommodation strategy fund	(2,582)	(1,534)	4,116	-
Invest for Income	(7,500)	(500)	8,000	-
A14 Mitigation Fund	-	(1,500)	1,500	-
General Fund (GF) development fund (new)	-	(829)	-	(829)
Total	(19,704)	(24,330)	42,289	(1,745)

The majority of these funds are subject to future contributions and expenditure which cannot be exactly stated. This table reflects our best estimates.

¹ The asset replacement funds will be shared in part with South Cambridgeshire District Council (SCDC) in respect of waste vehicles transferred to the shared service.

² The Development Plan Fund will be a joint fund with SCDC from 1 February 2018 and the basis of cost allocation is unknown at this time because the Memorandum of Understanding is not yet complete.

Cambridge City Council Equality Impact Assessment (EqIA)

This tool helps the Council ensure that we fulfil legal obligations of the [Public Sector Equality Duty](#) to have due regard to the need to –



(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on CityNet. For specific questions on the tool, email Helen Crowther, Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk or phone 01223 457046. Once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking. For advice on consulting on equality impacts please contact Graham Saint, Strategy Officer, at (graham.saint@cambridge.gov.uk or 01223 457044).

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

General Fund Budget 2018/19

2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)

The BSR will be published with the papers for Strategy and Resources Committee on 3rd January 2018 here:
<https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=159&MId=3292&Ver=4>

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

To enable the City Council to set a balanced budget for 2018/19 that reflects the Council's vision and takes into account councillors' priorities in proposals for achieving the savings required.

This EqIA assesses the equality impacts of the General Fund element of the City Council's budget.

An EqIA has been completed for budget proposals that are likely to result in significant service changes. This EqIA sets out the material information from EqIAs attached to individual budget bids. Some EqIAs identify very small or neutral impacts and therefore have not been

included and some projects are continuations of existing work.

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

The 2018/19 budget bids considered as part of this impact assessment are listed below:

B4006 - Increased capacity to produce video by Corporate Strategy service:

The purpose of this bid is to increase the council's capacity to produce videos that help to explain its services to residents and other audiences. These videos would be published via the council's social media channels and website, serving to increase awareness of, and access to, the council's services. Bid funds would be used to buy external professional expertise and equipment and/or increase the Council's in-house capabilities.

URP4037 - Anti Social Behaviour (ASB) work and Street Life Coordinator post:

A one-year only bid of £59.8k was approved in 2017/18 initially to allow a full review of the ASB service, to identify future work levels and priorities for the Council. The review has been carried out and a number of workload areas have been identified that are non-HRA and that must be funded by the General Fund if they are to continue. They include two days per week required to do case work on street life community issues previously funded by the PCC, and essential to the overall strategy of the Street Life Working Group. The net bid for non-HRA work is £26.2k for 2017/18 and will be reviewed in 2020.

B4007 - Future Contribution to the Sharing Prosperity Fund:

This makes a further contribution to the Sharing Prosperity Fund. The funding will support the delivery of new or extended projects which will contribute to the delivery of the objectives of the Anti-Poverty Strategy. Potential projects are likely to include: extension of the existing Fuel and Water Poverty Officer post; continuing existing work to promote digital access for residents on low incomes and in poverty; continuation of the Living Wage campaign; providing a skilled outreach advisor based at JobCentre Plus to support households impacted by the roll-out of Universal Credit in Cambridge; and continuing to fund an outreach advisor in health centres to provide financial and debt advice for residents experiencing mental health issues.

B4044 - S&OS service review – Lammas Land Car Park:

To purchase, deliver and install a pay machine to collect car parking charges at Lammas Land car park to encourage short term stay parking for the park users and discourage long-term stay parking for visitors attending city centre activities (currently there is no charging scheme in place). Works also to include relining of car park and bays, improving the surface, displaying signage, purchasing and installing CCTV, fitting suitable lighting.

C4041 - Cambridge City CCTV infrastructure procurement:

Invest in City Council CCTV infrastructure as follows: a) Replacement of beyond economic repair/ obsolete CCTV cameras (60 x public space and 43 x public car park) with new Digital IP High Definition cameras; b) Replacement of obsolete digital CCTV recording and software platform with new Network Video Recording and suitable software platform and client PC operator machines; and c) Upgrade CCTV radio network so that it is resilient and uses an OFCOM licenced frequency to prevent interference and ensure stable usage in line with operational requirements. Of the total associated investment, £66K is directly attributable to Parking Service CCTV infrastructure.

X4081 - Increase staffing capacity in response to Homelessness Reduction Act:

As a result of the Homelessness Reduction Act, there is an increased statutory responsibility in respect of homeless applications which will result in an increased administrative burden for the authority. This bid is for 6 FTE additional staff, with the expectation that the first two years of costs will be met from the Flexible Homeless Support Grant. The plan is for an increase in staffing which will be externally funded for at least the first two years. Staffing will be reviewed once the new legislation has been in place for 12 months, as part of a service review, and to consider future external funding availability.

B4040 - Proposal for a Cambridge Weighting to be paid to employees and agency workers earning less than £10 per hour:

The proposal is to introduce a Cambridge Weighting to be paid to employees and agency workers earning less than £10 per hour. For employees the weighting will be paid in addition to salary and the Living Wage supplement, to bring the hourly rate to an equivalent of £10 per hour. For agency workers the weighting will apply in addition to current hourly rates and the Living Wage arrangements. The weighting will be variable, depending upon the current hourly rate and the Living Wage supplement payable at that time.

C4065 - My Cambridge City' Account - Online Customer Portal:

Implementation of the 'Single Customer Account' portal will mean Cambridge's citizens will soon be able to access a range of critical services from a single, integrated online portal. Customers will be able to Book It, Track It, Report It and Pay It. Year one costs include implementation. With regard to year three it is expected that customer channel shift will have resulted in a significant reduction in customer contacts to enable the service to be self-financing from existing budgets through the reduction of staffing costs. Further years' savings are possible, but it is difficult to predict these as this will be based on further customer uptake of the online portal.

C4112 – Redevelopment of Silver Street Toilets:

The toilets were originally constructed in 1985 and have received no modernisation. The condition of the toilets is aesthetically poor with the underground facilities reported wet under foot during heavy rainfall. Tourism to the city has seen a large rise in numbers which has also placed considerable demand on the current provision situated at an important historical destination. The current proposal is an opportunity to bring the toilets up to current standards befitting the city with an emphasis on preserving the integrity and character of its location.

B4110 – Support for asylum seekers and refugees:

A survey was commissioned with Cambridge Ethnic Community Forum to get a better understanding of asylum seekers and refugees in Cambridge not included in the Government schemes under which the Council is resettling refugees. The survey also sought to learn what issues and support is required. This 2 year funding bid will be used to commission services to help meet the needs identified, for example;

- Providing effective information and translation services
- Tackling economic and social marginalisation
- Providing assistance with immigration status
- Finding accommodation.

The funding is needed in 2018/19 as 2017/18 funding via grant, and via Home Office funding to provide advice for VNPR programme refugees no longer applies. The new service will be

reviewed mid- way through year 2 to establish whether further support is required in future years.

II4122 – Introduction of hire charge for Shopmobility equipment:

The County Council no longer provide a grant which was £50,770 per year to support this service. It is proposed to introduce charges based around a membership scheme with discounts for Cambridge residents. Most shopmobility schemes around the country already are subject to charges. The system of allowing up to 3 hours free parking to users of the service would remain unchanged.

B4014 - Funding to support the Housing Development Agency:

The HDA, in conjunction with the newly created Cambridge Investment Partnership (CIP), are driving forward delivery of the 500 new Council homes over the next four years. This bid is for additional resourcing of the staff team which needs to be at full capacity in 2018/19 to ensure delivery from 2019/20 onwards.

C4117 – Adaptations to Riverside Railings:

A feasibility study was completed in March 2017 and concludes that at this point in time it would appear feasible to make adaptations to the riverside wall and parapet rail to enable safe access for up to seven licensed vessels (moored generally in pairs from three floating pontoons accessed by ladders from street level with lockable gates, plus one from the Stourbridge Common river bank adjacent to the end of the retaining wall). This was subject to further detailed site investigation, design work, construction estimates and liaison with principal stakeholder organisations, which has now been completed. This project relates to the River Moorings Review for which an EqlA was produced.

II4129 – Park Street Original Assumptions for redevelopment of site added back to the budget:

Given there is now clarity on the short term future of Park St car park, this bid is for the increased income year on year for the next three years or until any development begins.

C4142 – Mill Road depot development – capital contribution:

A capital contribution of £5,760k is proposed to support the redevelopment of the council's Mill Road depot, principally for affordable and market housing. This development will be delivered by CIP providing the council with a capital receipt for the land and a projected surplus on the scheme. [Funded by temporary borrowing]

C4144 – Mill Road depot redevelopment –Equity Loan to CIP:

As a partner in CIP, the Council will provide a loan, matched by its partner in the CIP, Hill Investment Partnership, to enable the development of the Mill Road depot site to provide affordable and market housing. The interest rate will be 5% per annum. [Funded by temporary borrowing]

C4145 – Mill Road depot redevelopment - Development Loan to CIP:

As a partner in CIP, the Council will provide a loan, matched by its partner in the CIP, Hill Investment Partnership, to enable the development of the Mill Road depot site to provide affordable and market housing. The interest rate will be 5% per annum. [Funded by temporary borrowing]

4. Responsible Service

The Finance service managed the budget process, but a range of Council Services are responsible for the individual bids included in this EqlA.

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

- ☒ Residents of Cambridge City
- ☒ Visitors to Cambridge City
- ☒ Staff

Please state any specific client group or groups (e.g. City Council tenants, tourists, people who work in the city but do not live here): N/a

6. What type of strategy, policy, plan, project, contract or major change to your service is this?

New, major change, minor change

7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)

- ☐ No
- ☒ Yes (Please provide details): This is an assessment of the Council's budget and therefore covers all of our services. The budget also affects some of the Council's partnership working, notably with Cambridgeshire Constabulary, Cambridgeshire County Council and South Cambridgeshire District Council.

8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?

The General Fund Budget Proposals for 2018/19 will form part of the Budget Setting Report, which will be presented to Strategy and Resources Scrutiny Committee on 22 January 2018 and Council on 22 February 2018.

9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?

This information is based on feedback from Council Officers that lead on the individual Budget Bids, and EqlAs they have produced.

10. Potential impacts

For each category below, please explain if the strategy, policy, plan, project, contract or major change to your service could have a positive/ negative impact or no impact. Where an impact has been identified, please explain what it is. Consider impacts on service users, visitors and staff members separately.

(a) Age - Any group of people of a particular age (e.g. 32 year-olds) , or within a particular age range (e.g. 16-24 year-olds) – in particular, please consider any safeguarding issues for children and vulnerable adults

B4007 - Future Contribution to the Sharing Prosperity Fund (SPF): The Digital Access project, which is likely to be funded through the SPF, will have a positive impact for older people who are most likely to be digitally excluded. Also, one element of the Digital Access work focuses explicitly on increasing digital access for residents on low incomes aged over 65.

B4044 - S&OS service review - Lammas Land Car Park: It is anticipated that the changes will benefit families with children, and older people who use the nearby Lammas Land park that is close to the car park. The car park charging scheme will be designed to minimise impact on Lammas Land visitors and deter long stay parking associated with City Centre parking. For those staying longer than three hours the car parking price is inflated. The car park is particularly busy during the summer school holidays and weekends between April and September when the splash pad is open that is used by families. During these months the bowls club facility located on the park is accessed by many adults aged 60 and above. Deterring longer stay parking should make the facility more accessible for these groups as there will space available more regularly than at present whereby spaces are blocked for hours on end by long stay.

URP4017 and X4081 - Increase staffing capacity in response to Homelessness Reduction Act: The Homelessness Reduction Act places new responsibilities on local authorities to provide advice and assistance to prevent and endeavour to relieve homelessness, regardless of priority need, at an earlier stage. In increasing our capacity to respond to these new responsibilities, these two budget bids are likely to have a positive impact on younger people who are less likely to fall into a priority need¹ group unless they are aged 16 or 17, or are care leavers aged 18 to 21.

¹ For information on priority need categories see:
http://england.shelter.org.uk/housing_advice/homelessness/rules/priority_need

C4065 - My Cambridge City' Account - Online Customer Portal: Older people are less likely to use internet, but the introduction of the online portal will be unlikely to have an impact on their current access to our services. Recent research² shows that virtually all adults aged 16 to 34 years were recent internet users (99%), in contrast with 41% of adults aged 75 years and over. However, use of the internet amongst older people is increasing, as for instance, recent internet use among women aged 75 and over had almost trebled from 2011.

If this change is implemented, a number of measures will mitigate any negative impact on older people:

- It will be rolled out alongside our digital inclusion strategy that already has a number of initiatives to promote and help a number of key target groups use the internet, including older people.
- Face-to-face and phone advisers will be available to guide customers through some web use. This means that whilst doing a transaction, if a customer needs help then a "live" conversation with a phone adviser is possible to assist them at that point. Web chat will also be available to assist customers in the future.
- Customers will continue to be able to communicate with customer service advisors by telephone, email or face-to-face.

B4040 - Proposal for a Cambridge Weighting to be paid to employees and agency workers earning less than £10 per hour: This proposal will increase the wages of lower paid council workers, who fall within all age groups, with the exception of under 18 year olds. However, there will be a particularly positive impact for older and younger workers, especially the over 65 age group and 19-24 age group, as the numbers of employees in these age groups that will benefit are higher than numbers in the overall workforce profile. The breakdown related to age is as follows:

Age	% of all employees	% paid Under £10
18 or Under	0	0
19-24	1.97	9.68
25-34	13.44	16.13
35-44	26.39	12.9
45-54	33.91	22.58
55-64	21.33	12.9
65 and over	2.96	25.81

C4112 – Redevelopment of Silver Street Toilets: Aboveground provision on the existing site is the preferred solution for the redevelopment with existing belowground facilities retained in order to maximise provision. Older people, who are more likely to have mobility issues will benefit from having toilets situated above ground rather than the current arrangement.

B4110 – Support for asylum seekers and refugees: This service will have a positive impact on the welfare of asylum seekers and refugees of all ages, particularly children and vulnerable adults, including those with limited English Language.

² Office for National Statistics (ONS) publication Internet Access:
<https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmediausage/bulletins/internetaccesshouseholdsandindividuals/2017>

IL4122 – Introduction of hire charge for Shopmobility equipment: Elderly and vulnerable adults will still be able to use the full range of Shopmobility services, despite the cessation of subsidy from the county council. Nevertheless, elderly and vulnerable adults with limited financial income may not be able to use the service as frequently due to the introduction of charges.

Older people can claim Attendance Allowance to help with personal care if they have a physical or mental disability and are aged 65 or over. However, this is not intended to cover mobility needs so the charges are more likely to have a negative impact on them than other age groups. Additionally, the prevalence of disability rises with age: in 2012/13, 7% of children were disabled (0.9 million), compared to 16% of adults of working age (6.1 million), and 43% of adults over state pension age (5.1 million)³.

People aged 16 to 64 with long-term illnesses and disabilities will arguably be affected less as they can claim Personal Independence Payment (PIP) or may be on Disability Living Allowance (DLA). (PIP is replacing DLA but some people will not yet have migrated onto PIP.) PIP is a benefit that helps disabled people with the extra costs of a living with long-term health condition or disability, and is for people aged 16 to 64 and is gradually replacing DLA. Both benefits are designed to support individual's independence for both care and mobility. In the case of scooter hire and shopping escorts this could be for payment of services.

Parents or carers of children aged under 16, can be in receipt of Disability Living Allowance (DLA) for children in order to help with the extra costs of looking after a child who is under 16 and who has difficulties walking or needs more looking after than a child of the same age who doesn't have a disability.

C4041 - Cambridge City CCTV infrastructure procurement: All age groups benefit from public CCTV operations by local authorities however vulnerable groups, like children and older people, even more so. CCTV can be used to help locate/identify people who may be in difficulty, including vulnerable people.

B4014 - Funding to support the Housing Development Agency (10063): The plan addresses the strategic need for affordable housing in the city including impacts on applicants registered on Homelink. The law requires us to prioritise applications for social housing for homeless people and those at risk of homelessness from priority need groups including 16 to 27 year-olds, care leavers aged 18 to 20, families that have children aged or aged below 19 and in full-time education or training, and those classed as vulnerable due to old age. In general we do not feel there are any specific age equality or safeguarding issues as a consequence of the new build programme but needs of specific age groups' can be met and have been met previously, such as at Water Lane and the forthcoming Anstey Way where a proportion of those schemes are targeted at over 55's.

C4142 – Mill Road depot development – capital contribution; C4144 – Mill Road depot redevelopment – Equity Loan to CIP; and C4145 – Mill Road depot redevelopment - Development Loan to CIP: The proposals would enable the delivery of a new YMCA facility that works with young adults (age 16-25) to support them with accommodation and services and prepare them for independent living. The new facility proposed at Mill Road will replace the current YMCA facility at Gonville Place, as well as offering additional bedspaces to support more young people, and will provide more community facilities available to local residents. (For information on support that the current facility provides see: <https://ymcatrinitygroup.org.uk/>).

³ Papworth Trust, Disability in the United Kingdom 2016: Facts and Figures
<http://www.papworthtrust.org.uk/sites/default/files/Disability%20Facts%20and%20Figures%202016.pdf>

(b) Disability - A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities

URP4037 - Anti Social Behaviour work and Street Life Coordinator post: Continued funding for this post will have a positive impact related to disability. The loss of the Street Life Co-ordinator would negatively impact on disability, as a significant proportion of people within the street life community have disabilities. The Street Life Co-ordinator provides a Single Point of Contact (SPOC) for street life issues in Cambridge, and promotes and co-ordinates the Street Aid project, which provides grants to the street life community.

B4006 - Increased capacity to produce video by Corporate Strategy service: This proposal could have a potential positive impact. Video provides an alternative means to communicate about Council services, which may be more accessible to some people with learning disabilities.

B4007 - Future Contribution to the Sharing Prosperity Fund (SPF): It is likely that this bid will have a positive impact on disabled people through the following projects that have been identified for potential funding:

- The Digital Access projects that have been identified for SPF funding will have a positive impact for disabled people, who are more likely to be digitally excluded than other residents. Recent research shows that 22% of disabled adults had never used the internet in 2017 compared to 11% of the population as a whole.
- Fuel and Water Poverty Officer: This project can help prevent long-term health issues. It is to continue the existing SPF-funded role of the Fuel and Water Poverty Officer for an additional 2 years. The Fuel and Water Poverty Officer supports residents who are struggling to pay their energy bills or cannot keep their home at a sufficient internal temperature.
- Outreach in health centres: To contribute towards the continued funding of a full-time generalist advisor, employed by Cambridge Citizens Advice Bureau. The advisor will offer money management and income maximisation support to patients presenting with mild to moderate mental health problems (such as anxiety or stress) resulting from debt, employment and other welfare rights matters.

C4041 - Cambridge City CCTV infrastructure procurement: This proposal will have a positive impact for people with disabilities. CCTV can be used to help locate/identify people who may be in difficulty, including vulnerable people such as people with learning disabilities and mental health issues. Although recorded hate crime figures remain comparatively low in Cambridge City (20 reported incidents per month on average), disabled people are especially likely to be victims of hate crime. Hate crime motivated by hostility towards disability has increased the most over the past year compared to other forms of hate crime. Improved CCTV can ensure these incidents are dealt with more effectively by the police. Rapid response can also be initiated for personal safety.

URP4017 and X4081 - Increase staffing capacity in response to Homelessness Reduction Act: These two budget bids help us in responding to our new responsibilities under the Homelessness Reduction Act 2017. This means the budget bids are likely to have a positive impact for disabled people. Local authorities need to provide advice on preventing and relieving homelessness, and households' rights, to all persons. In particular, these services must be designed with specific vulnerable groups in mind, including persons suffering from mental illness or impairment. Also, the council is signed up to Disability Confident and will undertake necessary actions in relation to our Level 2 status with regards to recruiting and retaining people with disabilities in the new roles.

C4065 - My Cambridge City' Account - Online Customer Portal: The impact of this proposed change will be mixed for people with disabilities. For people with mobility issues, the change could be positive, as it would provide access to services from home, potentially reducing the need to travel to the Customer Service Centre. However, people with disabilities are less likely to have access to the internet than other groups of people. A number of steps will be taken to mitigate any negative impact:

- The Council is implementing a range of projects through its digital access strategy which will support people with disabilities to get online
- The Council's Web services are devised with assistive technologies in mind for example screen size/definition enhancement. These features are increasingly available on personal devices. See the Council's website for more details: <https://www.cambridge.gov.uk/accessibility>
- Face-to-face and phone advisers will be able to guide customers through some web use. This means that while doing a transaction, if a customer needs help then a "live" conversation with a phone adviser is possible to assist them at that point. Web chat will also be available to assist customers in the future.

C4112 – Redevelopment of Silver Street Toilets: The project is expected to have a significant positive impact on the usability of the facilities in relation to accessibility for people with mobility disabilities, especially by situating a number of easily accessible toilets at ground level. The budget bid does not include funding for a fully specified Changing Places toilet but we are exploring whether we can come up with a solution to this going forward that would incorporate the crucial elements of a Changing Places toilet within the set budget. (Changing Places toilets differ from standard disabled toilets in having extra space and features to help people with severe disabilities such as having a height adjustable changing bench and a tracking hoist system).

B4110 – Support for asylum seekers and refugees: This service will have a positive impact as it will provide signposting for asylum seekers and refugees to treatment and support for health issues where required.

II4122 – Introduction of hire charge for Shopmobility equipment: Disabled people will still be able to use the full range of Shopmobility services that are currently available, despite the cessation of subsidy from the county council. However, disabled people with limited financial income may not be able to use the service as frequently due to the introduction of charges. Nevertheless, many of the Shop-mobility users are likely to be in receipt of either Disability Living Allowance (DLA) or Personal Independence Payments (PIP) that help with the extra costs of a long-term health condition or disability for people aged 16 to 64. Both benefits are designed to support individual's independence for both care and mobility. PIP is gradually replacing DLA. In the case of scooter hire and shopping escorts this could be for payment of services.

B4014 - Funding to support the Housing Development Agency (10063): The plan addresses the strategic need for affordable housing in the city. Disability is a priority under Homelink bandings and related to priority need policy for homelessness applications. In order to meet needs related to disability, all new homes will meet Part M of the Building Regulations. A proportion of those homes (determined either by Planning requirement, re-provision or locally identified need) will be built either as accessible homes or wheelchair standard homes (2% of the population are wheelchair users).

C4117 – Adaptations to Riverside Railings: In making the adaptations as part of this project, improvements around access for the vessels will be considered in relation to reasonable adjustments that would be necessary for people with disabilities impacting on their mobility.

II4129 – Park Street Original Assumptions for redevelopment of site added back to the budget: Currently the car park does not meet legal requirements around disability access related to the lifts. The lifts are narrow, but wheelchairs can fit inside them but it However, it can be difficult for wheelchair users to access the car park once they leave the lift on the upper levels, as there is no disabled ramp from the kerb to the car park. The budget bid around maintaining the car park will not address this issue. We have a rolling 5 year holding repair programme of works in place and up until a decision can be made on the future of the car park. The holding repairs are for maintaining the car park, keeping it operational and safe.

The negative impact of this issue is mitigated by the fact that parking for disabled people (7 spaces) is solely available on the ground floor, and that all pay stations are based on the ground floor. This means that the lifts are not required for people with disabilities if they have Blue Badges.

C4142 – Mill Road depot development – capital contribution; C4144 – Mill Road depot redevelopment –Equity Loan to CIP; and C4145 – Mill Road depot redevelopment - Development Loan to CIP: The Mill Road development would meet the requirements of the Council to deliver accessible housing. A number of the new homes will be designed specifically to meet wheelchair accessible standards (the number is yet to be determined) for both private sale and social rented. There is also an opportunity to work with potential residents and their occupational therapists to meet specific needs and requirements of future residents with bespoke property adaptations.

(c) Sex – A man or a woman.

URP4017 and X4081 - Increase staffing capacity in response to Homelessness Reduction Act:

These two budget bids help us in responding to our new responsibilities under the Homelessness Reduction Act 2017. The Homelessness Reduction Act places new responsibilities on local authorities to provide advice and assistance to prevent and endeavour to relieve homelessness, regardless of priority need, at an earlier stage. Men are less likely to fit into a priority need category, ⁴ as in terms of homeless applications, single parent households still predominantly contain a female in the parental role⁵. The 'priority need blind' element of the new legislation will benefit men and have a positive impact.

The provision for local authorities to be able to discharge homelessness prevention or relief duties into the private rented sector with 6 month tenancies presents a risk that women with dependent children may be disproportionately affected and may be housed in less secure tenancies outside of Cambridge. Therefore, there could be a net negative impact on women, when compared with the current status quo. However, the new Act means it is likely that authorities will relieve homelessness before making an intentional homeless decision so this may mitigate the overall impact.

⁴ For information on priority need categories see:

http://england.shelter.org.uk/housing_advice/homelessness/rules/priority_need

⁵ Office for National Statistics (ONS) publication Families and Households

<https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/families/bulletins/familiesandhouseholds/2017>

B4040 - Proposal for a Cambridge Weighting to be paid to employees and agency workers earning less than £10 per hour: It is anticipated that 42% of the employees that would benefit from this proposal would be female and 58% would be male. This is broadly in line with the gender profile of City Council staff, which is 48% female and 52% male.

C4112 – Redevelopment of Silver Street Toilets: In designing the redevelopment the council is researching the impact of having gender neutral cubicles as a replacement for existing sex segregated toilets. It will investigate the advantages of unisex urinals, as there is evidence that women are using the male urinal facility of Silver Street toilets. In designing the redevelopment, the council will also assess the merits and potential problems associated with shared washing facilities in consideration of perceptions of men and women around safety.

II4122 – Introduction of hire charge for Shopmobility equipment: There are more disabled women than men in the UK. In 2012/13, there were 6.4. million disabled women (21%) and 5.5 million disabled men (18%) . This has remained broadly stable over time. Therefore, women are more likely to be impacted by the Shopmobility changes than men. It is proposed that people will be charged for the service, so they may use it less. However, the council could not afford to run the service if we did not charge for it, and, with charges, the service would run at the same capacity as is currently the case.

B4014 - Funding to support the Housing Development Agency (10063): The plan addresses the strategic need for affordable housing in the city. No specific gender issues have been identified, although it is worth noting that most of those fleeing domestic abuse for whom we have a statutory responsibility to rehouse will be women. This accounted for 3% of lettings last year. In domestic abuse cases the location where people are housed can be an important factor; for example away from the perpetrator or near to a family support network.

(d) Transgender – A person who does not identify with the gender they were assigned to at birth (includes gender reassignment that is the process of transitioning from one gender to another)

C4041 - Cambridge City CCTV infrastructure procurement: Although recorded hate crime figures remain low in Cambridge City (20 reported incidents per month on average), Transgender residents tend to be more vulnerable to harassment and violence associated with hate crime. In England and Wales this has increased by 45% in the past year. Improved CCTV could help the police to respond to these events effectively. Rapid response can also be initiated for personal safety.

C4112 – Redevelopment of Silver Street Toilets: The project is expected to have a positive impact, by including scope to provide individual gender-neutral cubicles as a replacement for the existing segregated facilities at ground level. Gender neutral cubicles have been shown to improve the safety of transgender individuals.

(e) Pregnancy and maternity

C4112 – Redevelopment of Silver Street Toilets: The budget bid does not include funding for a fully specified Changing Places toilet but we are looking into solutions which would benefit pregnant women to this going forward. (Changing Places toilets differ from standard disabled toilets in having extra space and features for baby nappy changing.)

B4110 – Support for asylum seekers and refugees: The service will have a positive impact and can provide support to be able to access health care.

II4129 – Park Street Original Assumptions for redevelopment of site added back to the budget: Currently there are accessibility issues related to use of lifts in the carpark for people with buggies. Buggies can fit inside the lifts, although they are narrow, and there is no ramp from the kerb to the carpark for upper levels making navigation of buggies difficult. There are also no parent and child bays. The budget bid around maintaining the car park will not address this issue. We have a rolling 5 year holding repair programme of works in place and up until a decision can be made on the future of the car park. The holding repairs are for maintaining the car park, keeping it operational and safe. The negative impact on people with buggies related to access to upper levels is mitigated by the fact that all pay machines are on the ground floor.

(f) Marriage and civil partnership

No differential impact has been identified from the budget proposals.

(g) Race - The protected characteristic 'race' refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

B4006 - Increased capacity to produce video by Corporate Strategy service: This proposal would provide an alternative means to communicate about Council services, which may be more accessible to some people who have English as a second language and might be better at conversational English (listening to English) than reading English. The impact of the project could therefore be positive in relation to race.

C4041 - Cambridge City CCTV infrastructure procurement: Although recorded hate crime figures remain low in Cambridge City (20 reported incidents per month on average⁶), the most common form of hate crime is motivated by hostility towards a victim's race⁷. This proposal could have a positive impact on BAME residents, as improved CCTV can ensure these incidents are dealt with effectively by the police. Rapid response can also be initiated for personal safety.

⁶ Cambridgeshire Police

⁷ Home Office, Hate Crime, England and Wales, 2016/17

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/652136/hate-crime-1617-hosb1717.pdf

URP4017 and X4081 - Increase staffing capacity in response to Homelessness Reduction Act:

These two budget bids help us in responding to our new responsibilities under the Homelessness Reduction Act 2017. Under the new Act, households threatened with homelessness but with no local connection, will be able to get advice from Cambridge City Council during the prevention phase of the duty. This will mean that the demographic mix of people seeking this advice may vary from the local demography. It is impossible to predict the exact level of impact this will have but it may have a minor positive impact on the diversity of ethnic groups receiving advice from the Council.

B4040 - Proposal for a Cambridge Weighting to be paid to employees and agency workers earning less than £10 per hour: This proposal will have a positive impact for BAME staff,; BAME people represent 19.35% of the Council staff who are currently paid under £10 per hour, which is significantly higher than the proportion of staff who are BAME (6.78%) in the overall Council workforce.

C4112 – Redevelopment of Silver Street Toilets: The project is expected to have a positive impact, by considering the provision of alternative toilet designs which would be more familiar to the most common nationalities of tourists and visitors to Cambridge ,). The council will also research cultural sensitivities when considering how to provide gender-neutral facilities.

B4110 – Support for asylum seekers and refugees: It has been identified that a two tier system of support has developed between asylum seekers and refugees helped through Government and resettling under their own efforts. Some of the issues facing refugees not on a Home Office scheme, which have been identified are:

- Lack of or prohibitive costs of English Language classes
- Access to Legal Aid funded immigration advice
- Health issues particularly mental health and access to treatment
- Lack of information about qualifications recognition and equivalence
- Unfamiliarity with the job market
- Housing
- Access to welfare benefits

An effective service will be provided to offer appropriate advice and advocacy for asylum seekers and refugees who are not on a Home Office scheme to address the inequalities that exist between the services for those refugees Cambridge City Council is resettling through the Home Office schemes and the people resettled in Cambridge by other means.

II4122 – Introduction of hire charge for Shopmobility equipment: The prevalence and profile of disability varies by ethnicity. For instance, people from white ethnic groups are almost twice as likely as those from non-white ethnic groups to have a limiting long-standing illness or disability (20% compared with 11%).⁸ Nevertheless, the impact that disability or long-term illness has on one's ability to participate in social life (including leisure activities like shopping) are different for different ethnic backgrounds. Adults with an impairment from black or black British ethnic backgrounds report the highest number of life areas (for example, leisure) in which participation is restricted, while adults from white ethnic backgrounds report the lowest.⁹

The impacts of the changes for ethnic groups are mixed, as people will be charged for the service so may use it less. However, the council could not afford to run the service if we did not charge for it and with charges the service would run at the same capacity as is currently the case.

B4014 - Funding to support the Housing Development Agency (10063): The HDA has not identified any equalities issues specific to this protected characteristic in relation to the affordable housing development programme. Designs and specifications can however be enhanced to accommodate cultural preferences if instructed to do so by the relevant Housing Authority (for example facilitating spray taps adjacent to WCs).

(h) Religion or belief

C4041 - Cambridge City CCTV infrastructure procurement: Although recorded hate crime figures remain low in Cambridge City (20 reported incidents per month on average¹⁰), the second most common form of hate crime is motivated by hostility towards a victim's religion and this has risen by 35% over the past year in England and Wales¹¹. This proposal could have a positive impact on those impacted by hate crime motivated by hostility towards their religion, as improved CCTV can ensure these incidents are dealt with effectively by the police. Rapid response can also be initiated for personal safety.

⁸ Papworth Trust, Disability in the United Kingdom 2016: Facts and Figures
<http://www.papworthtrust.org.uk/sites/default/files/Disability%20Facts%20and%20Figures%202016.pdf>

⁹ Papworth Trust, Disability in the United Kingdom 2016: Facts and Figures
<http://www.papworthtrust.org.uk/sites/default/files/Disability%20Facts%20and%20Figures%202016.pdf>

¹⁰ Cambridgeshire Police

¹¹ Home Office, Hate Crime, England and Wales, 2016/17
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/652136/hate-crime-1617-hosb1717.pdf

(i) Sexual orientation

URP4017 and X4081 - Increase staffing capacity in response to Homelessness Reduction Act:

These two budget bids help us in responding to our new responsibilities under the Homelessness Reduction Act 2017. The Homelessness Reduction Act places new responsibilities on local authorities to provide advice and assistance to prevent and endeavour to relieve homelessness, regardless of priority need, at an earlier stage. Evidence shows that gay or lesbian individuals or couples are less likely to have care and control of dependent children and are, therefore¹², less likely to be in priority need¹³. Again, the 'priority need blind' element of the new legislation should benefit this group in terms of greater access to support when homeless. So, there should be a positive impact overall.

C4041 - Cambridge City CCTV infrastructure procurement: Although recorded hate crime figures remain low in Cambridge City (20 reported incidents per month on average¹⁴), hate crime that is motivated by a victim's sexual orientation is increasing according to statistics across England and Wales¹⁵. Improved CCTV can help ensure that the police are able to deal with these incidents effectively. Rapid response can also be initiated for personal safety.

(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

URP4037 - Anti Social Behaviour work and Street Life Coordinator post: Continued funding for this post will have a positive impact related to low-income/poverty. The loss of the Street Life Co-ordinator would negatively impact on people in the street life community, many of whom have low incomes or are in poverty. The Street Life Co-ordinator is the Single Point of Contact (SPOC) for street life issues in Cambridge, and promotes and co-ordinates the Street Aid project, which provides grants to the street life community.

B4007 - Future Contribution to the Sharing Prosperity Fund: It is likely that this bid will have a positive impact on low income groups, as the funding will be used to support projects which will contribute to the delivery of objectives of the Council's Anti-Poverty Strategy. This will include the extension and expansion of successful pilot projects, or new projects to meet identified needs for low income residents.

URP4017 7 X4081 - Increase staffing capacity in response to Homelessness Reduction Act:

These plans will have a positive income on people who are on low incomes or who are in poverty, as it will increase our capacity to support people at risk of homelessness in response to the Homelessness Reduction Act.

¹² Office for National Statistics (ONS) publication Families and Households
<https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/families/bulletins/familiesandhouseholds/2017>

¹³ For information on priority needs categories see:

http://england.shelter.org.uk/housing_advice/homelessness/rules/priority_need

¹⁴ Cambridgeshire Police

¹⁵ Home Office, Hate Crime, England and Wales, 2016/17

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/652136/hate-crime-1617-hosb1717.pdf

B4040 - Proposal for a Cambridge Weighting to be paid to employees and agency workers earning less than £10 per hour: This will have a positive impact on low-income groups, as it will involve paying more to the lowest paid 31 Council staff who currently earn less than £10 per hour.

B4044 - S&OS service review – Lammas Land Car Park: The car park charging scheme will be designed to minimise impact on Lammas Land visitors and deter long stay parking for city centre activities. Charges were carefully considered and guided by prices levied across the city for consistency in approach, the park and ride facility/guided bus offering the alternative and cheaper long terms stay option for those on low incomes.

C4112 – Redevelopment of Silver Street Toilets: It is proposed that a 20p charge for toilets be implemented in order to pay for their upkeep. This could have a small negative impact on people with low-incomes but is the rate applied across other toilets that have a charge for use in the city.

B4110 – Support for asylum seekers and refugees: This service will be provided free of charge and will help tackle economic and social marginalisation of this group.

II4122 – Introduction of hire charge for Shopmobility equipment: People with limited financial income may not be able to use the service as frequently due to the introduction of charges. However, many of the Shop-mobility users are likely to be in receipt of either Disability Living Allowance (DLA) or Personal Independence Payments (PIP) that are non-means tested benefits to help disabled people with the extra costs of a living with long-term health condition or disability for people aged 16 to 64. Both benefits are designed to support individual's independence for both care and mobility. In the case of scooter hire and shopping escorts this could be for payment of services. Parents or carers of children aged under 16, can be in receipt of Disability Living Allowance (DLA) for children in order to help with the extra costs of looking after a child who is under 16 and who has difficulties walking or needs more looking after than a child of the same age who doesn't have a disability.

B4014 - Funding to support the Housing Development Agency (10063): Housing provided by the HDA is targeted at those in housing need referred by Homelink who tend to be those on lower incomes or at risk of/ actually homeless.

C4142 – Mill Road depot development – capital contribution; C4144 – Mill Road depot redevelopment –Equity Loan to CIP; and C4145 – Mill Road depot redevelopment - Development Loan to CIP: The development scheme will deliver 50% affordable housing to be available at social rent (i.e. rents and service charges will be no greater than the Local Housing Allowance).

11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqlA accordingly.)

This EqlA provides an overall assessment of the equality impacts of budget proposals included in the General Fund budget proposed for 2018/19. As these projects and service changes move towards implementation during 2018/19, officers will continue to monitor equality impacts and individual EqlAs for these projects will be produced if required.

12. Do you have any additional comments?

There are some projects already in progress (where an EqlA has been completed before), and the proposal put forward in the budget bid is for a budgetary or administrative change related to this, for instance:

- **RI4024 - Net reduction in income at Ditchburn Place as a result of the refurbishment project:** A reduction in catering and other income is anticipated at Ditchburn Place as a direct result of the project to refurbish the scheme to create self-contained accommodation. The loss of income is partially offset by a reduction in anticipated spending on utilities and other operational costs.
- **RI4027 - Net impact of changes in anticipated income and expenditure for the Independent Living Service):** This reduced income bid combines the impact of a reduction in income for emergency alarms and a cash limited sum anticipated from the County Council for the provision of support to older people with an increase in the sum payable to the County Council for the out of hours response service.

Some projects may have equalities impacts but there is not any evidence available as of yet around this. One project where this will clearly be the case is:

- **B4045 - Market Square Project:** A strategic development project to enhance the economic, social and environmental value of the Market Square public realm as a key community asset to support the city's growth. The project will be undertaken in two stages. Stage 1 will be carried out (feasibility assessment and preliminary costings) in 2018/19, to determine whether or not the project is financially viable. This will be before proceeding to stage 2, where assessment of equality impacts would become relevant (detailed design and associated capital investment plan) in 2019/20.

13. Sign off

Name and job title of lead officer for this equality impact assessment: Helen Crowther, Equality and Anti-Poverty Officer, Corporate Strategy

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

- Deborah Simpson, Head of Human Resources
- David Kidston, Strategy and Partnerships Manager, Corporate Strategy
- Lynda Kilkelly, Safer Communities Section Manager, Community Services
- Joel Carré, Head of Environmental Services
- David Greening, Housing Advice Service Manager, Housing Services
- Alison Cole, Head of Revenues and Benefits
- Laura Adcock, Care and Support Manager, Housing Services
- Paul Boucher, Transformation Programme Manager,
- Sean Cleary, Commercial Operations Manager, Commercial Services
- Suzanne Hemingway, Strategic Director
- Will Barfield, Asset Manager, Estates and Facilities
- Yvonne O'Donnell, Environmental Health Manager, Environmental Services
- Jonathan James, Head of Customer Services
- Paul Ashbury, 3Cs Service, Huntingdonshire District Council
- Cath Conlon, Project Manager, Building Services & Facilities
- Sean Cleary, Commercial Operations Manager, Parking Services
- James Elms, Head of Commercial Services
- Louise Walker, Partnership Support Officer, Safer Communities
- Lynda Kilkelly, Safer Communities Section Manager
- Jake Smith, Commercial Projects Officer, Commercial Services
- Declan O'Halloran, Engineer (Projects), Project Delivery
- Nicola Hillier, Assistant Managing Director, Greater Cambridge Housing Development Agency
- Fiona Bryant, Strategic Director

Date of EqIA sign off: 30/11/2017

Date of next review of the equalities impact assessment: This will be different for each project.

Sent to Helen Crowther, Equality and Anti-Poverty Officer?



Yes



No

Date to be published on Cambridge City Council website (if known): 13/12/2017

Contacts

Subject / Name	Email	Telephone / Extension
Budget process guidance – your Service Accountant		
Chris Humphris	chris.humphris@cambridge.gov.uk	8141
John Harvey	john.harvey@cambridge.gov.uk	8143
Jackie Collinwood	jackie.collinwood@cambridge.gov.uk	8241
Karen Whyatt	karen.whyatt@cambridge.gov.uk	8145
Richard Wesbroom	richard.wesbroom@cambridge.gov.uk	8148
Linda Thompson	linda.thompson@cambridge.gov.uk	8144
Lisa Dick	lisa.dick@cambridge.gov.uk	8142
Joanna Darul (Capital)	joanna.darul@cambridge.gov.uk	8131
Julia Hovells	julia.hovells@cambridge.gov.uk	01954 713071
Cherie Carless	cherie.carless@cambridge.gov.uk	01954 713240
Service Planning		
Andrew Limb	andrew.limb@cambridge.gov.uk	7004
Programme Office contact		
Paul Boucher	paul.boucher@cambridge.gov.uk	7400
Equalities Impact Advice		
Helen Crowther	helen.crowther@cambridge.gov.uk	7046
Poverty Implications Advice		
Graham Saint	graham.saint@cambridge.gov.uk	7044
Climate Change and environmental implications advice		
Janet Fogg	janet.fogg@cambridge.gov.uk	7176
Growth Agenda advice		
Julian Adams	julian.adams@cambridge.gov.uk	7617
Developer Contributions and CIL		
Tim Wetherfield	tim.wetherfield@cambridge.gov.uk	7313
Procurement advice		
Heidi Parker	heidi.parker@cambridge.gov.uk	8051