

Version 1.0  
Strategy and  
Resources Scrutiny  
Committee  
7 February 2022

# Budget-Setting Report 2022/23



February  
2022

2022/23

Cambridge City Council

# Version Control

	<b>Version No.</b>	<b>Revised version / updates for:</b>	<b>Content / Items for Consideration</b>
Current	1	Strategy & Resources Scrutiny Committee (7 February 2022)  The Executive (7 February 2022)	<ul style="list-style-type: none"> <li>– Budget overview and budget proposals</li> <li>– Opposition budget amendment proposals</li> <li>– Proposals of the Executive</li> </ul>
	2	Council (24 February 2022)	Final Proposals to Council incorporating updates relating to: <ul style="list-style-type: none"> <li>- Final Local Government Finance Settlement 2022/23</li> <li>- Appendix A(b) Council Tax Setting following receipt of County Council, Police, Fire and Combined Authority precepts</li> </ul>
	3	Council (Final)	Approved Budget-Setting Report incorporating <ul style="list-style-type: none"> <li>- Decisions of Council</li> <li>- Any other final amendments</li> </ul>

## Anticipated Precept Setting Dates

<b>Cambridgeshire Police &amp; Crime Commissioner</b>	<b>Cambridgeshire &amp; Peterborough Fire Authority</b>	<b>Cambridgeshire County Council</b>	<b>Cambridgeshire &amp; Peterborough Combined Authority</b>
2 February 2022	10 February 2022	8 or 11 February 2022	-

# 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	National and local policy context	3
3	Budget consultation	16
4	General Fund resources	17
5	General Fund revenue budgets	26
6	General Fund capital budgets	29
7	General Fund: Expenditure and funding 2021/22 to 2031/32	35
8	Risks and reserves	44
9	Future strategy and recommendations	55
10	Section 25 report	65

# Appendices

Reference	Topic	Page No.
A(a)	Calculation of council tax base 2022/23	70
A(b)	<i>Council tax setting 2022/23 (Council version only)</i>	-
B(a)	Assessing budget proposals	71
B(b)	Budget proposals by type – pressures and bids	74
B(c)	Budget proposals by type – savings	83
B(d)	Budget proposals by type – non-cash limit	90

Reference	Topic	Page No.
B(e)	Budget proposals by type - external bids	92
C(a)	Budget proposals by type - capital	94
C(b)	Capital approvals since MTFS 2021	98
C(c)	Capital plan 2021/22 – 2025/26	99
D	Principal earmarked and specific funds	105
E	Equality Impact Assessment	106
F	Review of charges	120
	Contacts	134

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

Last year we introduced the Budget Setting Report by stating that “2020 has been a year like no other year in living memory and 2021 follows in its wake”. Unfortunately, 2021 has proved to be an equally difficult year and sadly far too like 2020 for comfort. The uncertainty caused by the Coronavirus pandemic remains, and we end the year with a new and highly transmissible variant, Omicron, taking hold at speed. This continues to make financial planning over both the short and the long term very difficult, and this exacerbates the problems caused by Brexit, by inadequate central government funding and by reduced council income. However, despite this, and with a huge debt of gratitude to the finance team in the Council, we have prepared a Budget Setting Report for 2022-23 which will focus on the priorities of the Council, and at the same time enable continued effective and prudent management of our Council finances.

## **Protecting our City through the Covid-19 pandemic and beyond**

The pandemic has had a profound impact on the daily life of the people of Cambridge, both socially and economically, as well as on the delivery of services by Councils, including our own. The ongoing uncertainty caused by the pandemic has resulted in substantially reduced economic activity in the city. Like all other sectors of the economy, this has created a significant challenge to planning the Council's finances.

This uncertainty has been compounded by a significant loss of income to the Council. The cost (or net impact) of the pandemic to the City Council in 2020/21 was £18.5m. The Government gave us funding through a range of grants to a total of £11.3m. Despite promises from central Government in March 2020, that we would not lose out financially, we were still left £7.2m short. We've taken various measures to address this funding gap but have used reserves to cover the final shortfall and we will need to do the same in the current and future years. We are left with no other choice.

This drain on our resources, and particularly our income streams from car parks, commercial property and culture means we will have more savings to find in the next five years. Our core budget

received through the annual spending settlement remains at £18m for next year, which is very close to the figure we have received for the previous two. Thankfully there has been a limited impact of inflation but that is fairly likely to change next year. We have however, made a deliberate decision not to include an inflation allowance in setting our budget and that any extra costs incurred will be managed within service. This was a difficult decision to make and will be reviewed throughout the year. However, it's one that we felt was right given the scale of the financial challenge ahead.

We will continue to work with the business sector to support them through these difficult times. There are two main ways we will do this. Firstly, we must ensure we administer any Government grants swiftly and efficiently. We have already dealt with over, 9,000 individual claims, distributing around £52m. Secondly, we will work with businesses in genuine partnership. We have already started the work needed to build a cooperative vision for the future of our city.

We continue to work closely with our statutory partners. The change in administration at both the County Council and the Combined Authority in May are already enabling closer, more collaborative working which will not only improve services to residents of the city, but may well lead to cost savings for all partners in the medium term.

## **Our Corporate Plan**

Our Corporate Plan, after a recent review, now sets out four key themes:

- Leading Cambridge's response to the climate and biodiversity emergencies and creating a net zero council by 2030
- Tackling poverty & inequality and helping people in the greatest need
- Building a new generation of council and affordable homes and reducing homelessness
- Modernising the council to lead a greener city that is fair for all

### **1. Leading Cambridge's response to the climate and biodiversity emergencies and creating a net zero council by 2030**

Since declaring a climate and biodiversity emergency in 2019, we have worked hard to address the impact of climate change on our environment.

Our Climate Change Strategy (2021 – 2026), published earlier this year, shares our vision for a net zero Cambridge. We have set an ambitious target in our Carbon Management Plan to deliver

objective 1 of that strategy namely reducing direct carbon emissions from city council corporate buildings, fleet vehicles and business travel, to net zero by 2030. As COP-26 this autumn reminded us all, the time to act is now. We need a bold vision. Cambridge City Council will, in partnership with others, continue to provide the community leadership needed to help get our city to net zero. In December we convened a Cambridge climate leaders' summit, bringing together 50 representatives from major businesses, institutions, and organisations in the city, to discuss how we can work together to reduce carbon emissions in Cambridge and manage climate impacts in the city.

The scale of change needed is great, but we are committed to facing that challenge head on and are already introducing the measures that will make the difference Cambridge needs. We will continue to invest in energy efficiency and regeneration projects, as set out in our Carbon Management Plan.

We also recognise the role that housing has to play here and will continue to propose passivhaus schemes where possible, and to ensure that all homes we build are energy efficient and sustainable, employing a Home Retrofit Coordinator. Work is ongoing to establish the costs of retrofit, but the scale of the task is not something that a local authority can fund alone, and so and we will continue to press for financial support from Central Government. We will also take every opportunity to update our fleet and make it as energy efficient as possible, replacing with electric vehicles where we can. We recently announced plans to invest in electric vehicle charging points in our own car parks too and will work with the county council in developing on-street charging.

We recognise the vital role that biodiversity and nature has to play in our city's future and in residents' wellbeing. 2022 sees the introduction of our new five-year biodiversity strategy, which will ensure that environmental protection and the enhancement of nature is at the heart of every decision that we take. There are some visionary and exciting projects already in train for next year, including the rewilding of Logan's Meadow and trialling herbicide-free areas of the city in a bid to reduce our use of harmful chemicals working in partnership with local residents and organisations. We will continue to increase the number of wildflower meadows and tree canopy cover across the city, to mow grassed areas only where needed, and will look after wildlife across our open spaces.

## **2. Tackling poverty & inequality and helping people in the greatest need.**

Despite our continued focus on tackling poverty, Cambridge continues to be one of the most unequal cities in the country. The pandemic appears to have widened the gaps in household income across the city as more and more people are being moved onto Universal Credit. The loss of the £20 uplift has hit many hard. We will therefore again maintain a full Council Tax Reduction Scheme for

those on the lowest incomes and fund both extra staff and voluntary agencies to help residents maximise income from housing and council tax benefits. The inclusion in this BSR of Discretionary Payments funding shortfall being a good example of this. The City Council's financial commitment to supporting those in most need will be maintained and over £1.7m in grants will be distributed, working closely with the relevant local community organisations.

The pandemic has continued to have a massive impact upon the cultural life of our city. We had to take the hard decisions to cancel the Big Weekend, the Folk Festival and November's firework display for a second year running. We know how disappointing this was to so many people, but our main priority must be the health of our residents and our decisions will continue to be driven by the science rather than a desire to be popular. When we took Cambridge Live back 'in house' the signs were incredibly positive. The team have worked very hard during the pandemic to mitigate the effects by successful grant applications and careful planning, and we welcomed the return of live shows to the Corn Exchange in the autumn and the announcement that the Folk Festival 2022 is planned to go ahead. The impact of the pandemic on the venue, as for so much cultural life in the city and around the country, has been significant, but we will continue to plan for this much-loved venue to thrive.

Despite the financial challenges, we have maintained our commitment to our work with children and young people and their families across Cambridge, building on the Mutual Aid networks and organising activities in local neighbourhoods in response to need, including an extensive programme of free activities and meals in school holidays. Even before the pandemic, we had allocated funding for a central food distribution hub, and the network of community hubs that have developed in partnership with community, faith and voluntary groups, mutual aids and businesses, have quickly become a key part of our work with our communities to tackle poverty and inequality and to promote food justice. We will build upon the outstanding contribution that these hubs have made, working cooperatively with our whole community as we seek to ensure that every voice is heard, and no-one is left behind.

### **3. Building a new Generation of Council Homes and reducing Homelessness**

The City Council has been rightly recognised as a national leader in tackling poverty and inequality by investing in building new council homes. The Cambridge Investment Partnership joint venture with Hill Building Group, has a £230m programme of building over 900 houses. Over 500 of these



will add to our stock of council homes for letting to those in priority need, with the remaining 350 plus being sold to home buyers. With almost 2000 families on our current housing needs register, our work on building new council homes is essential in tackling inequality.

In addition, we will deliver more new affordable homes to address Cambridge's housing crisis, where homes in the home ownership and private rental sectors are unaffordable for many and demand for good quality homes outstrips availability. Council land and resources will be key in the development of new proposals for 1000 additional council homes beyond 2022 – as they have been in the current five-year programme of over 500 new council homes. Of particular significance will be our commitment to build "passivhaus" compliant homes from 2024, thereby addressing our climate change targets.

The Council and its partners led the way in 2020 by completing its first two new modular home sites in the city providing supported independent housing for homeless people, and more sites were completed in 2021. We are grateful for the support of It Takes a City in helping us offer enhanced winter support this year, and the number of people sleeping on the streets remains lower than at this time last year.

#### **4. Modernising the council to lead a greener city that is fair for all**

The City Council is facing unprecedented challenges over the next five years. Local government, particularly district councils such as Cambridge, have been starved of resources for the past ten years and announcements from central Government indicate that this is unlikely to change. On current assumptions, our net service budgets will fall from £31.3m in 2020/21 to £20.2 m in 2025/26. Although the figure was artificially inflated last year due to the pandemic, that still amounts to a significant reduction. To make matters worse, this position is subject to considerable uncertainty, with unavoidable revenue pressures potentially higher than forecast and a long economic downturn likely to sustain or accelerate the reductions in income.

A financial challenge like this calls for long-term planning. By taking this approach, we have been able to maintain and enhance levels of service delivery – and achieve our priorities as part of a sustainable financial plan. The Council's approval of the Medium Term Financial Strategy in the summer, with the significant funding commitment to the "Our Cambridge" programme was therefore very welcome. This includes our shared services and it is worth noting the considerable investment we are making into the Planning Service in this BSR.

In order for us to make this transformation work it needs to be cooperative, listening to the wisdom of all our staff and putting our communities front and centre. We have already been working hard to ensure that staff have the chance to contribute fully and will begin community consultation in early 2022. The challenges we face as a city are significant, but we are confident that we can work together to meet those challenges.

### **Responding to Brexit**

As if the above doesn't offer sufficient challenge, the ongoing impact of leaving the EU must be taken into account. Although a level of agreement was reached on Christmas Eve 2020, the implications of the post-Brexit trade relationship between the EU and the British Government remain uncertain. We started to see some negative impacts during the summer and autumn of this year, when staff shortages in the hospitality sector appeared to hamper recovery from COVID. Supply chain problems then compounded these issues, particularly in the building sector which has seen delays caused by a lack of materials. This has had a direct impact on the Council through the CIP projects. The completion of the Mill Road development has been delayed, and although the company introduced effective mitigations, there have still been additional costs as a result. We also need to consider, and respond to, the impacts of Brexit on community cohesion. And whilst Cambridge is likely to be in a stronger position than most to manage the impact, it would be foolhardy not to continue to be wary of the future, particularly at both universities. The Council, like all institutions will be affected by further uncertainty.

### **Investment for the future and reserves**

Since Labour was elected to run the Council in 2014, we have invested over £50m of our funding into a variety of programmes with significant yield. The core principle in using reserves has been to invest them wisely to bring long-term economic benefit to the Council. We will maintain this commitment to use our reserves to invest. Over the last 6 years and recognition of the sound financial planning and prudent management, we have been able to bring a degree of security to the Council's finances. This will enable us to weather the storm created by Covid-19 and Brexit. The current level of reserves remains relatively healthy, however we would add a note of caution. This is dependent on the 'Our Cambridge' transformation programme meeting its ambitious targets, and we believe it would be wise to ensure there is enough held back to manage the programme effectively. There is also the ongoing matter of dealing with COVID and the uncertainty that is created by Brexit. It is wise to be cautious.

We plan to develop our investments in various ways, although the Government's new rules on "invest for yield" do restrict the potential options. We are keen not only to generate income for the Council but also to help Cambridge's economy. The Park Street plans are a good example of this. But we want to go further and to target investment where we can cut emissions and tackle climate change. The development of a new Council depot will be a litmus test of these commitments. As promised last year, we also commit to using a percentage of our reserves over the next two years in further innovative "green" investments.

## **Conclusion**

Finally, we want to thank our staff for all their work over the last twelve months. Yet again they have demonstrated the very best in public sector working, focusing on the needs of our communities at the most difficult and trying of times, and working tirelessly to help those who need us most. Despite the ongoing uncertainties we face, we will continue to apply sound and prudent financial management so that we can invest in our Council and our city. This administration will continue to tackle poverty and inequality and build more affordable housing, whilst addressing the climate and biodiversity emergencies. We will seek to do this in a cooperative and collaborative way, working with our whole community, and not just those who shout the loudest. We will continue to meet our responsibility to deliver a fairer and more equal city ... "One Cambridge, Fair for All."

**Councillor Anna Smith, *Leader of the Council***

**Councillor Mike Davey, *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, covering General Fund (GF) revenue and capital spending. On 21 October 2021 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, ongoing impacts of the Covid-19 pandemic and the outlook for public sector funding. The MTFS also reviewed key assumptions and risks, thereby confirming the framework for detailed budget work for 2022/23 and beyond. The BSR reviews the impacts of developments since the MTFS, setting the financial context for consideration of detailed recommendations and budget finalisation to be made at council on 24 February 2022. The document proposes a detailed budget for the next financial year and indicative budget projections for the following four years.

### Background

The MTFS identified a total net savings requirement of around £7.5m for the 5-year period, after taking into account changes to base assumptions. Two alternative scenarios were modelled, with Scenario 1 – Return to lockdown conditions, giving rise to a five-year savings requirement of £9.7m and Scenario 2 – Economic shock, leading to an increase of £1.4m, to £8.9m. These savings requirements stem from reductions in government funding, the additional net cost of services for every new home in the City and unavoidable cost increases and income pressures, including those expected to arise from the ongoing Covid-19 crisis.

£000	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Net savings requirement	3,103	2,390	510	873	623	7,499

# Key member decision-making dates

Date	Task
7 February 2022	Strategy and Resources Scrutiny Committee considers BSR (all GF portfolios)
7 February 2022	The Executive recommends BSR to Council
24 February 2022	Council approves the budget and sets the council tax for 2022/23

# Section 2

## National and local policy context

### National policy framework

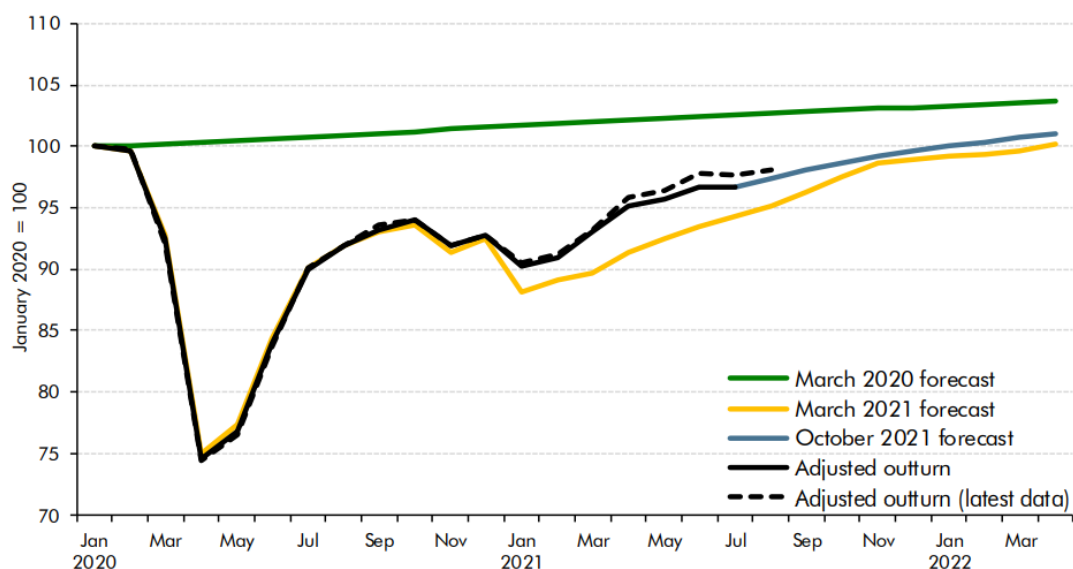
#### Economic factors

The Office of Budget Responsibility (OBR) published its latest economic and fiscal outlook report in October 2021, alongside the Autumn Budget and Spending Review. The key headlines are as follows:

##### **Economic recovery from the Covid-19 pandemic has been faster than expected**

The OBR is now forecasting real GDP growth of 6.5% in 2021, an increase from the 4.1% it had forecast in March 2021. This increased growth has been credited to a successful vaccine rollout, alongside a high degree of adaptability on the part of consumers and business to public health restrictions. Real GDP is now expected to return to its pre-pandemic levels around the turn of the year.

Chart 1.2: Monthly real GDP outturns and near-term forecast



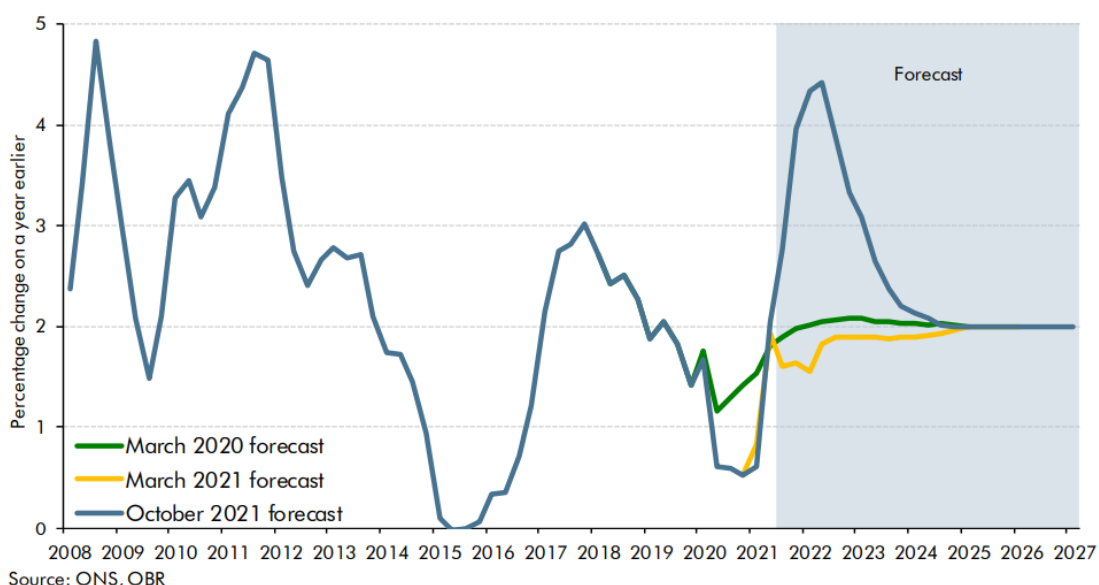
Source: ONS, OBR

Despite this strong recovery, the pandemic will have caused some permanent economic scarring, estimated to be around 2% of GDP.

### **Inflation has risen sharply and is predicted to increase further**

CPI inflation reached 3.1% in September 2021 and is formally forecast to peak at 4.4% in the second quarter of 2022, not returning to its target rate of 2.0% until 2025 (OBR Economic and Fiscal Outlook; October 2021). However, the OBR noted that developments since the forecast was closed indicated a risk that the peak during 2022 could be even higher, perhaps around 5%. There are a number of factors driving this increase, including increased energy prices, labour shortages, and supply chain blockages in a number of markets. Some of these factors have been exacerbated by changes to migration and trading regimes following the UK's exit from the EU.

Chart 1.3: CPI inflation



Since the OBR report was written, the November CPI inflation figure of 5.1% has been published. High levels of inflation present a significant short-term challenge to the council, not least due to the decision to apply a 0% general inflation rate to budgets for 2022/23 to put downward pressure on the council's high level of recurring savings requirements. It is understood that the council has a limited capacity to control some of the costs most affected (for example utility costs), which may result in services having to find alternative savings in order to remain within their approved budgets next year. However, with the local government finance settlement holding the council's core spending power at £18m for the second year running, there is an urgent need to match spending with our overall funding levels. Budget monitoring will continue to take place on a monthly basis throughout the year in order to ensure that any potential overspends are identified early, and mitigating actions taken.

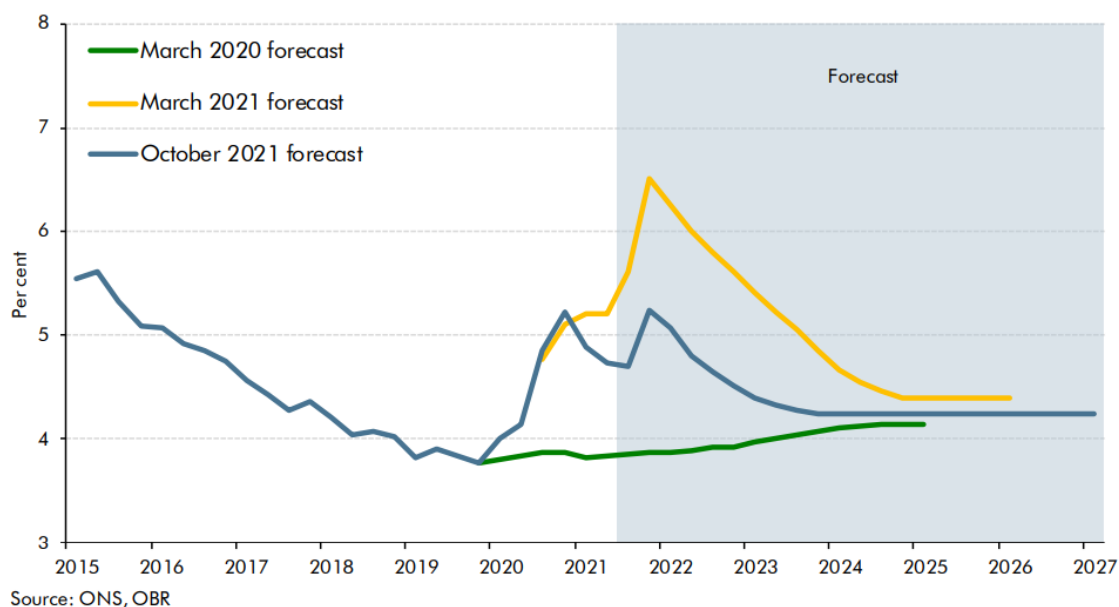
### **The labour market remains resilient**

The unemployment rate for the 3 months to August 2021 has fallen to 4.5%, from a peak of 5.2% in late 2020. The OBR forecasted a second peak of 5.2% towards the end of 2021, although this is



significantly lower than it was predicting earlier in the year. Meanwhile, the total number of on payroll employees in the UK reached a record level of 29m in September 2021. Average year-on-year earnings growth was 7.2% for the 3 months to August 2021, and although a large part of this increase can be put down to unusually low earnings in 2020, there are signs that labour shortages in a number of sectors are putting pressure on wages.

Chart 2.22: Unemployment rate



The impact of the above on the council is likely to be increased pressure on pay, and difficulties recruiting into key roles (which in turn may increase reliance upon costly agency staff). The MTFS assumes pay inflation of 2.5% for 2020/21 (pay award still under negotiation), and 2.0% per annum thereafter – should this be insufficient then a further budgetary pressure will arise.

## Interest rates

Interest rates are set by the Bank of England's Monetary Policy Committee, which has a remit to maintain inflation at a rate of 2%. The latest Monetary Policy Report, published in November 2021, reported that:



The UK economy continues to recover from Covid



Higher energy and goods prices have pushed inflation above our 2% target



We expect inflation to rise to around 5% in the spring, but then fall back



We expect interest rates will need to rise modestly to return inflation to our 2% target

In March 2020, at the start of the pandemic, the Bank of England base rate was reduced to 0.1%. This has had a significant impact on the council's investment income, with the average rate earned on treasury management investments reducing from 1.0% in 2019/20 to a forecast 0.2% in 2021/22. However, with the economy now recovering and inflation rising, the base rate was increased to 0.25% in December 2021, and is expected to rise further to around 1.0% by the end of 2022. The impact of this is already being seen in slightly higher interest rates on longer term deposits, although this will also impact on the cost of future borrowing which will be required to fund the council's capital strategy.

The council receives interest rate forecasts from its treasury management advisors, Link Group. The latest forecasts, received in November 2021, are as follows:

	2021	2022				2023				2024				2025
	Dec	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec	Mar
<b>Bank of England base rate</b>	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25
<b>Investments – forecast average rates for local authority investments of varying durations</b>														
3 months	0.30	0.40	0.50	0.50	0.50	0.60	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00
6 months	0.40	0.50	0.60	0.60	0.70	0.80	0.90	1.00	1.10	1.10	1.10	1.10	1.10	1.10
12 months	0.50	0.60	0.70	0.70	0.80	0.90	1.00	1.10	1.20	1.20	1.20	1.20	1.20	1.20
<b>Borrowing – forecast rates for Public Works Loan Board (PWLB) loans of varying durations*</b>														
5 years	1.50	1.50	1.60	1.60	1.70	1.70	1.70	1.80	1.80	1.80	1.90	1.90	2.00	2.00
10 years	1.80	1.90	1.90	2.00	2.00	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.30	2.40
25 years	2.10	2.20	2.30	2.40	2.40	2.40	2.50	2.50	2.60	2.60	2.60	2.60	2.70	2.70
50 years	1.90	2.00	2.10	2.20	2.20	2.20	2.30	2.30	2.40	2.40	2.40	2.40	2.50	2.50

\* The PWLB rates quoted are the discounted 'certainty rates' which are available to the council as a qualifying local authority.

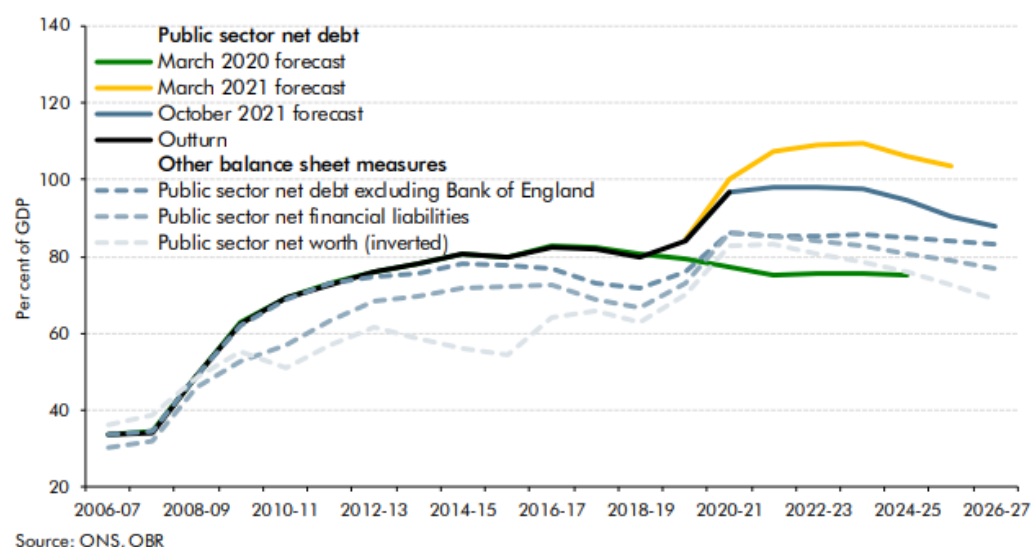
## 2021 Spending review

HM Treasury published the Autumn Budget and Spending Review 2021 on 27 October. This sets out departmental spending for the three-year period from 2022/23 to 2024/25, following on from a single-year review in 2020 in response to the Covid-19 pandemic.

The stated aim of the Spending Review is to 'build back better', through investing in strong public services, driving economic growth, leading the transition to net zero, and supporting people and businesses. The OBR has commented on the significant discretionary increase in both the tax burden (a net tax rise of £16.7 billion per year by 2026/27), and public spending (an increase of £22.9 billion per year by 2026/27).

The Chancellor has also set a new fiscal mandate to have public sector net debt (excluding the Bank of England) as a share of GDP falling by the third year of the rolling forecast period. The OBR have concluded that the Spending Review meets this mandate by a margin of 0.6% of GDP, with annual borrowing expected to stabilise at around £44 billion (1.5% of GDP) by 2026/27.

Chart 1.8: Public sector net debt and other balance sheet measures



The key headlines for local government arising from the Spending Review are as follows:

- Core spending power for local authorities will increase by an average of 3% per year in real terms, although this includes specific investment in adult social care reform. If this is excluded, then the real terms increase is around 1% per year.

- In calculating core spending power, it is assumed that council tax income across all authorities will increase by an average of 3% in real terms (including the effects of taxbase growth).
- The business rates multiplier will be frozen for the second year running in 2022/23, which will save businesses approximately £900m per year. In addition, there will be a 50% rates discount for businesses in the retail, hospitality and leisure sectors (up to a maximum of £110,000 per business). Local authorities will be compensated for these measures through specific government grants.
- Local authorities will receive an additional £1.6bn per year in grant funding. The finance settlement proposes that for 2022/23, just over half of this will be allocated to all authorities through a 2022/23 Services Grant, with most of the remainder being earmarked for authorities with social care responsibilities. No detail has been given in respect of allocations for future years.
- There have been no further announcements on other key areas of funding uncertainty for the sector, such as the Fair Funding Review and business rates baseline reset, or the future of the New Homes Bonus beyond 2022/23 (see Section 4 for further details).

All of the above means that significant uncertainty remains around the level of central government funding which the council can expect to receive in future years.

## **Changes to statutory guidance**

In recent years, concerns have been expressed in some quarters in relation to a minority of local authorities accessing external borrowing in order to pursue risky commercial investment strategies. As a result, a number of actions have been taken to tighten the control framework around investment and borrowing activities, including:

- Changes to the Public Works Loan Board (PWLB) lending criteria, to exclude authorities which have any expenditure on investment assets primarily for yield within their forward capital plan, which came into effect in 2020.
- Planned changes to the CIPFA Prudential Code and Treasury Management Code, which authorities must have regard to when setting their treasury management and capital investment strategies.
- An ongoing review by DLUHC into the local authority capital finance framework, including statutory guidance on minimum revenue provision (MRP).

Some of this work is still ongoing and uncertainty remains around the final outputs. However, based on the changes proposed at consultation stage it is possible to carry out an early assessment of the likely impact on the council should these changes be implemented.

It should be noted that the council has never pursued a strategy of borrowing to invest, nor is there currently any external borrowing supporting General Fund expenditure. However, it is anticipated that external borrowing will be required to support the council's ambitious capital plan in the future, which means that the Code changes are likely to result in some additional restrictions for the council at the point that this borrowing occurs. The most significant risks arising are as follows:

- The council is effectively unable to undertake any capital expenditure on new investment assets primarily for yield. This would include, for example, the addition of new investment properties to the council's portfolio but could also capture other redevelopment or mixed-use schemes where these are considered to be 'primarily' (>50%) for yield. It should be noted, however, that expenditure on the repair, renewal or updating of existing investment properties remains permissible.
- The council may need to revisit the current policy of not charging MRP on asset-backed loans to subsidiaries and joint ventures. If this is no longer permitted under the new guidance, this will create an immediate budgetary pressure, and may impact upon the financial viability of any future schemes delivered under joint arrangements.
- The council may need to consider liquidating some of its long-term investments as an alternative to undertaking new external borrowing to fund capital expenditure. This would have budgetary implications, since the returns generated from some of these investments exceed current interest rates for borrowing from the Public Works Loan Board (PWLb).

Due to the uncertainty which remains around the exact nature and timing of any changes, the above impacts have not yet been incorporated into the council's budget. However, the situation will be continuously monitored and proposals brought forward as and when the details are confirmed.

# Local policy priorities

## **Corporate Plan 2022-27**

The local policy priorities for the council are set out in the corporate plan and expanded on in the suite of strategies and policies the council has adopted in recent years. The plan, available on the council's

website and updated alongside this BSR, sets out the key themes and strategic objectives for Cambridge City Council for the five years 2022-27. It contains the council's vision and describes how the council is working to support both the recovery of the city from the impacts of Covid-19 and the transformation of the council to deliver quality services within a challenging financial context.

The corporate plan sets out four priorities:

- Leading Cambridge's response to the climate and biodiversity emergencies and creating a net zero council by 2030
- Tackling poverty & inequality and helping people in the greatest need
- Building a new generation of council and affordable homes and reducing homelessness
- Modernising the council to lead a greener city that is fair for all

## **City and council recovery from Covid-19**

Since the beginning of the Covid-19 pandemic in March 2020, the council has worked with communities and partners to mitigate its impact on the city, its businesses and its residents. This has included supporting those who are clinically vulnerable with practical assistance through the lockdowns, paying grants to businesses that have been forced to close during periods of Covid restrictions, and working with the council's commercial tenants to support them through the crisis.

The pandemic has had major financial consequences for all local authorities arising from reduced income, service pressures, and additional responsibilities. The cost to the council's GF in 2020/21 was £18.5m. The council received additional government funding of £11.3m, leaving a budget gap of £7.2m to be met from the council's own resources.

Whilst some additional government support has been provided in 2021/22, this is significantly reduced. The scheme to compensate councils for losses of sales, fees and charges income ended in June 2021, and the furlough scheme in September 2021. The expectation is that no further specific Covid related support will be received from government in 2022/23 onwards.

Meanwhile, despite the lifting of most Covid restrictions in July 2021, many of the financial effects of the pandemic on the council continue to be felt. For example, several events which would usually generate an income from the council have had to be cancelled. It is also anticipated that some of the behavioural changes seen throughout the pandemic will have a more lasting impact, for example there

is an expectation of a permanent reduction in car parking income as a result of increased home working and online shopping.

As a result, there remains considerable financial uncertainty for the council during the recovery phase of the pandemic and beyond.

## **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.

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

With the ongoing implementation of the planned housing and economic growth of Cambridge, the city's population is set to increase by more than 20% 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 the Combined Authority) in order to lever in funding for infrastructure improvements.

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. The forecast growth in dwellings between 2011 and 2026 can be seen in two major areas – Trumpington to the South and in Castle ward to the North West. Over 50% of new housing growth over the period is forecast in these areas. This rapid growth brings associated demand on core services and will be reinforced with the development of Cambridge North (on the site of the Cambridge Water Treatment Works) to the North and the Marleigh development to the East.

Whilst new homes generate new council tax income for providing services, the increase in student accommodation (with council tax exemptions) and the number of inward commuters, plus the particular needs of new residents as they settle into new communities, can present additional service demands and financial pressure. This comes at a time of ongoing financial pressures facing council budgets as set out above.

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).

## **Our Cambridge Transformation Programme**

In recognition of the financial challenges it is currently facing, the council has embarked on an ambitious transformation programme known as “Our Cambridge”. This will transform the way the council works, and the way in which it collaborates with partner organisations and communities, whilst supporting financial sustainability and helping the council to meet the savings requirements identified within the MTFS. General Fund reserves totalling £3.1m have already been earmarked within the MTFS to fund the revenue costs of delivering this programme, alongside a contingency reserve of £800,000. Early indications are that the programme is forecast to deliver recurring net income growth and revenue savings of £4.7m by 2025/26, of which £4.2m will be attributable to the General Fund and £0.5m to the HRA. However, these financial benefits are indicative at this stage, and therefore are not yet taken into account within the council’s budget.

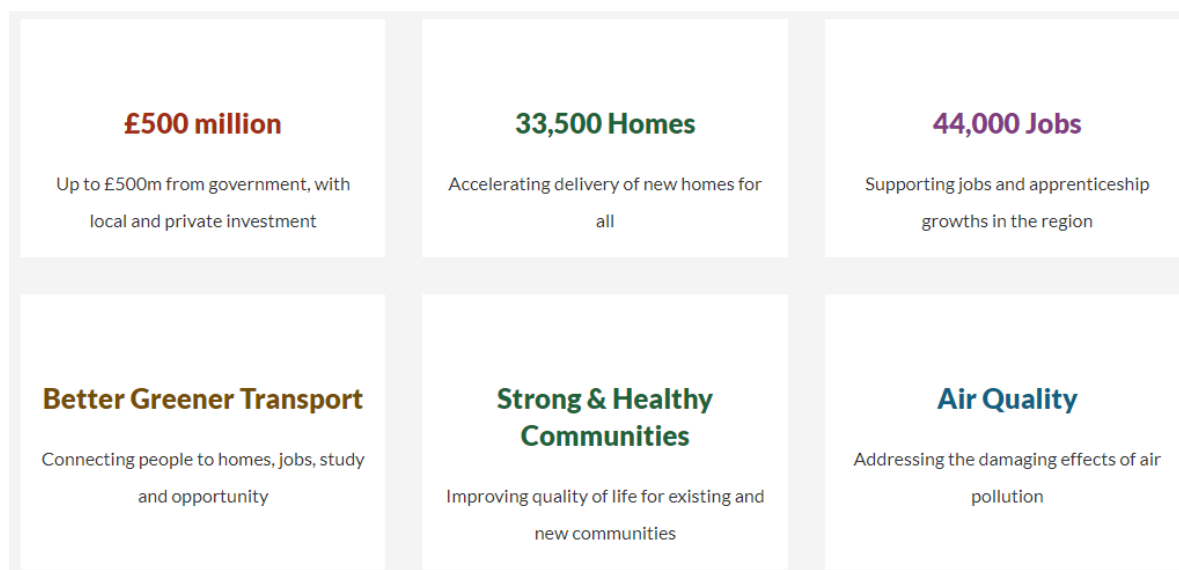
Further details on the Our Cambridge programme are set out at section 9 of this report.

## **The Greater Cambridge Partnership (GCP)**

The City Council is working with Cambridgeshire County Council, South Cambridgeshire District Council, the University of Cambridge and the business community to deliver infrastructure, housing and skills targets as agreed with government in the Greater Cambridge City Deal. The deal consists of a grant of up to £500m, 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 GCP’s vision is ‘working together to create wider prosperity and improve quality of life now and into the future’, as follows:





The GCP 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. Ways will need to be found to manage congestion and generate revenue to support improved public transport services – these may have impacts on council services and finances. The service and financial impact of such measures will be factored into the council’s financial planning as the impacts become clearer.

The council, with the other local authority partners, have agreed to create an investment and delivery fund from a proportion of New Homes Bonus (NHB). As a result of this, the budget 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 (CPCA)

The CPCA is a Mayoral Combined Authority made up of a directly elected mayor and seven local authorities, including the council. It works with the Cambridgeshire and Peterborough Business Board, other local public services, government departments and agencies, universities and businesses to grow the local and national economy. Councillor Lewis Herbert represents the council on the CPCA. The key ambitions for the combined authority include:

- doubling the size of the local economy
- accelerating house building rates to meet local and UK need
- delivering outstanding and much needed connectivity in terms of transport and digital links
- providing the UK’s most technically skilled workforce

- transforming public service delivery to be much more seamless and responsive to local need
- growing international recognition for our knowledge-based economy
- improving the quality of life by tackling areas suffering from deprivation

The CPCA receives funding and powers from central government in a number of areas including housing, transport and skills. At present, the CPCA's operating costs are grant funded, with no contributions required from the council or council taxpayers, although the Mayor has the power to raise a precept if required. The CPCA 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.

## **Cambridgeshire County Council**

Following the change in political control at Cambridgeshire County Council, progress is being made towards a closer working relationship with that council, where the two councils' interests are complementary and particularly with a view to transforming service provision.

## **Cambridge Investment Partnership (CIP)**

CIP is a partnership between the council and Hill Investment Partnerships Ltd, consisting of a number of 50:50 jointly owned Limited Liability Partnerships (LLPs).

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 and social objectives of Cambridge City Council, 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
- Provide a return to the investment partners commensurate to their investment and the level of risk in respect to such investment

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

financial outputs 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.

## Shared services

The council continues to share a number of services with neighbouring councils, with benefits including improvements in service delivery, efficiencies through economies of scale, and greater resilience. The following services are delivered in partnership with South Cambridgeshire District Council (SCDC) and/or Huntingdonshire District Council (HDC):

With SCDC and HDC	With SCDC	With HDC
3C Building Control*	Greater Cambridge Shared Waste Service	CCTV
3C ICT	Greater Cambridge Shared Internal Audit*	
3C Legal*	Greater Cambridge Shared Planning Service	
Home Improvement Agency*	Payroll*	

\* Services hosted by Cambridge City Council

# Section 3

## Budget consultation

### Context and approach

The council has carried out a budget consultation exercise annually since 2002, using a variety of quantitative and qualitative methods. This year the Leader of the Council, Cllr Lewis Herbert, hosted two virtual events in November 2021 to discuss the council's finances, priorities and challenges facing the city with local business and community representatives. The events provided the opportunity to listen to the Leader's view, participate in discussion and make comments about the path the council is looking to follow.

During October and November 2021, a short online questionnaire was circulated to business representatives to hear their views about what they felt should be the priorities of the council relating to businesses and recovery, their satisfaction with council services relating to business and the approaches the council might take in balancing the budget. The broad themes from the responses have been used to help inform members' consideration of the council's developing budget. The findings from the survey showed that local business respondents felt that housing services, managing parks and public spaces, delivering environmental improvements and planning for future development were the most important council services for them. The most pressing local priorities for respondents relating to business recovery in the city in the context of coronavirus included skills, transport and tackling inequality.

The events were recorded with the consent of participants and the slides and videos are available to view via the council's website. During 2021 the council recruited an Economic Development Manager, and this post will help develop further engagement with the business community in the coming years as the council develops and delivers its recovery strategy in partnership with businesses and others.

# Section 4

## General Fund resources

### Local government finance settlement 2022/23

In December 2015, a four-year funding guarantee confirmed revenue support grant (RSG) and baseline levels of business rates for 2016/17 to 2019/20. A single year funding settlement was announced for 2020/21, with a commitment to a three-year spending review and financial settlement in autumn 2020. However, the outbreak of Covid-19 in early 2020 created unprecedented financial pressures and uncertainties, and as a result the government undertook a second single-year spending review and financial settlement for 2021/22.

In October 2021, HM Treasury published the 2021 Spending Review covering the 3 years from 2022/23 to 2024/25. Further details of the impact on the local government sector are set out in section 2.

The provisional local government finance settlement was published on 16 December 2021, and once again provides funding figures for the following year (2022/23) only. This means that, for the third consecutive year, this budget has been produced amidst significant uncertainty over future funding levels, which makes medium term planning extremely challenging. The final settlement was published on XX February 2022.

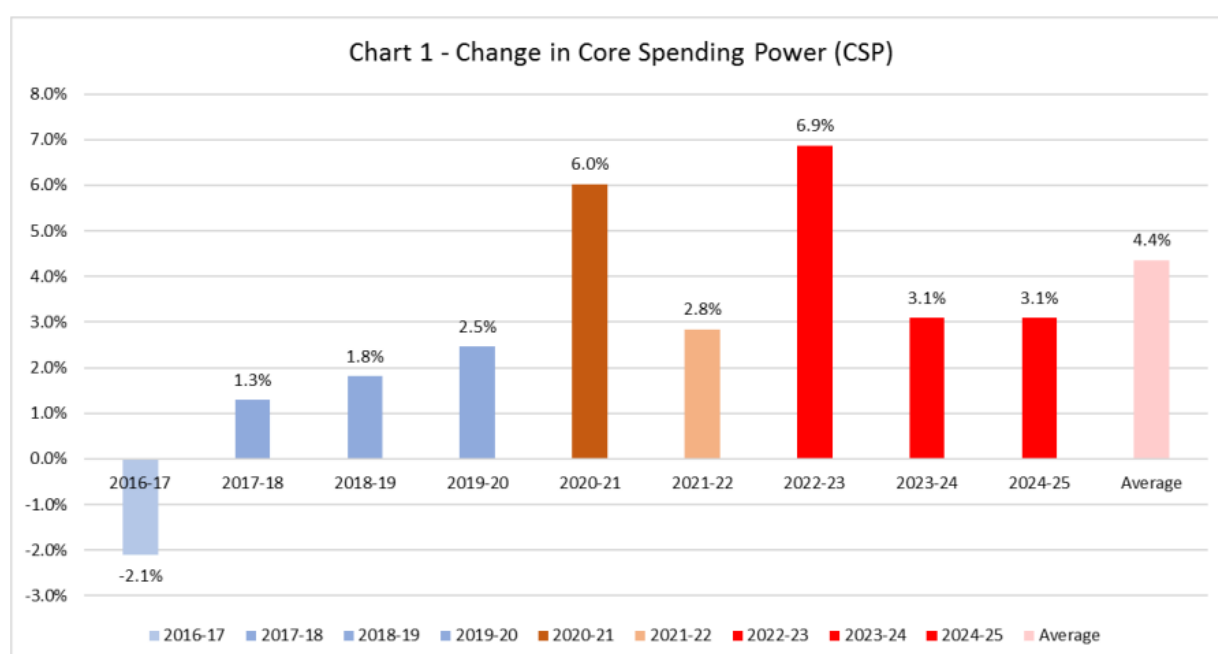
#### Funding reforms

The government has committed, over the coming months, to revisit funding allocations for local authorities and ensure that these are based upon an up to date assessment of their relative needs and resources. This 'fair funding review' was originally due to take effect from 2020/21, but has been delayed multiple times, and will not now apply until 2023/24 at the earliest. Alongside this, HM Treasury published its Business Rates Review report in October 2021, setting out a number of changes to the business rates system including more frequent valuations and changes to the appeals process.

The full impact of these changes on the council, and the wider local government sector, is as yet unknown. It is hoped that the 2023/24 local government settlement will bring more certainty and medium term stability to the system. In the meantime, the council makes use of external modelling experts to assist with forecasting future levels of central government funding and business rates retention.

## Core spending power

The headline increase in core spending power for 2022/23 from the local government finance settlement is 6.9% (in cash terms). Based upon the Spending Review 2021, it is anticipated that this will be followed by further cash terms increases of 3.1% in 2023/24 and 2024/25:



However, it is important to note that these increases are not evenly distributed across the sector. For example, a large proportion of the increase will go directly to local authorities with social care responsibilities. In addition, the above increases assume that all local authorities increase council tax by the maximum amount allowed without triggering a referendum.

For this council, there is no cash increase in core spending power for the second year running, even after increasing council tax by the maximum amount of £5 per band D property. This is in effect a real terms cut in funding, and comes about as a result in reductions to New Homes Bonus funding (as explained further below).

The council's core spending power as set out in the local government finance settlement can be summarised as follows:

Element of core spending power (£000)	2021/22 Final	2022/23 Provisional	2022/23 Final	Change 2021/22 to 2022/23
Settlement Funding Assessment (SFA):				
- Revenue Support Grant (RSG)	-	-		-
- Business rates baseline	4,272	4,272		0.0%
	<b>4,272</b>	<b>4,272</b>		<b>0.0%</b>
Compensation for under-indexation of business rate multiplier	223	351		57.4%
New Homes Bonus (NHB) grant <sup>1</sup> including returned funding	3,458	1,957		(43.4%)
Lower Tier Services Grant	988	1,765		78.6%
2022/23 Services Grant	-	294		-
Council tax income <sup>1</sup>	9,033	9,335		3.3%
<b>Core spending power</b>	<b>17,974</b>	<b>17,974</b>		<b>0.0%</b>

<sup>1</sup> – Figures based on government projections

The core spending power measure for Cambridge City Council shows a decline of 8.7% in cash terms between 2016/17 and 2021/22, compared with an average increase for England of 23.2%.

## Future prospects

As explained above, there is considerable uncertainty relating to the SFA for 2023/24 onwards. The government has committed to work with the sector to address issues within the funding system, which is likely to result in a near total rebasing of the funding system for local government. The council has modelled the possible trajectory of the SFA but is aware that considerable risk remains around these projections.

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
<b>SFA / business rates baseline</b>	<b>4,272</b>	<b>4,118</b>	<b>4,118</b>	<b>4,118</b>	<b>4,118</b>
Growth element	4,301	883	1,138	1,405	1,405
<b>Business rates income</b>	<b>8,573</b>	<b>5,001</b>	<b>5,256</b>	<b>5,523</b>	<b>5,523</b>

# 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.

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%.

The fair funding review which was originally planned for 2020/21 would have included a reset of the business rates baseline, meaning that the council would have lost the benefit of the additional business rates growth accumulated since 2013/14. The delay of this reset has meant that the council has benefitted from retaining this growth for an additional 2 years, which has generated £3.4m in 2020/21, and a forecast £2.9m for 2021/22.

Nevertheless, a reset will still be required at some point, and the exact timing of this (alongside the wider fair funding review) is yet to be announced. To mitigate the risk to the council's budget from the future loss of this income, the forecast growth element of business rates income is used to increase the council's GF reserves, rather than to support the council's net spending requirement in future years.

Another challenge 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.

It remains difficult to forecast the appeals position accurately. The last business rates revaluation was at 1 April 2017, and alongside this there was a change to the process for valuation appeals, which now follows a 'check, challenge, appeal' approach. This led to increased uncertainty around the level of appeals to be expected, and their impact on the council's business rates income. Whilst the system has now had a few years to bed in, it is fair to say that forecasting the appeals position on the 2017



list remains challenging. The council engages an external expert to assist with its evaluation of the appeals provision on an ongoing basis, but this remains an area of significant uncertainty within the council's financial position.

Additional uncertainties remain around the ongoing impact of the Covid-19 pandemic and the government's response to it. Despite initial concerns, 2020/21 saw no irrecoverable losses of business rates income arising from the crisis, due primarily to significant additional reliefs granted by government to the most vulnerable sectors such as retail and nurseries. Local authorities were compensated for these reliefs through specific government grants, which significantly lowered the risk of reduced collection rates. However, it is possible that collection rates could fall over the next couple of years as these reliefs are phased out and the liability falls back on to individual businesses. It is also not clear the extent to which other effects of the pandemic, such as an increase in claims for empty property relief, may persist into the longer term.

The current forecast is that the council's share of the deficit on the collection fund in respect of business rates will be £5.6m at 31 March 2022. This includes a £6.3m deficit brought forward from 2020/21, which is required to be repaid in 2022/23 and 2023/24 under statutory arrangements introduced in response to the Covid-19 pandemic. The council has already set aside funds in an earmarked reserve to meet these payments, so there will be no future impact on the GF. The small residual surplus of £0.7m will be credited to the General Fund in 2022/23.

## New Homes Bonus

New Homes Bonus (NHB) is a government grant scheme designed to incentivise housing growth, based upon increases in the council's council tax base each year. Initially, amounts awarded for growth in any one year were paid over six years, reducing to four years from 2017/18. Amounts relating to growth in previous years are known as legacy payments.

From 2020/21, NHB amounts for new growth have been paid for one year only, i.e. no legacy payments will arise. However, legacy payments relating to growth in previous years will continue to be honoured until four years' payments have been made.

This change in policy has already seen NHB, which is an important source of unringfenced income for the council, reduce from £4.9m in 2020/21 to £3.5m in 2021/22, with a further reduction to £2.0m in 2022/23 (which will also be the final year of legacy payments).

The government carried out a consultation on the future of NHB in early 2021, although the conclusions of this are yet to be published. The future of the scheme beyond 2022/23 is therefore uncertain and is likely to be linked to the wider local government funding reforms discussed above. It is anticipated, however, that the government will wish to continue incentivising housing growth in some form.

Historically the council has chosen to use NHB to fund both revenue and capital spending related principally to growth and place. 10% of NHB is set aside each year as a contribution to the GCP investment and delivery fund.

# 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, adjusted for various discounts, exemptions and reliefs. Allowances are made for projected growth in the number of dwellings and an estimated deduction for non-collection.

The tax base for 2022/23 has been calculated as 44,099.6 (2021/22: 43,530.5) and details of its calculation are given in Appendix A(a). This will form the basis of the final approved level for tax setting and precepting purposes. This represents a 1.3% increase in the tax base compared with 2021/22, reflecting year-on-year growth in the total number of dwellings in the city, together with increases driven by the ongoing recovery from Covid-19 (e.g. increased collection rates and reduced volumes of local council tax support scheme claims).

## **Collection fund**

The collection fund is a statutory fund, maintained by billing authorities such as the 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 council and precepting bodies.

The collection fund for council tax is projected to have a deficit at the end of the current year of £1.2m, including a deficit balance of £2.2m which has been carried forward from 2020/21. This will be repaid in 2022/23 and 2023/24 under statutory arrangements introduced in response to the Covid-19 pandemic. The residual surplus of £1.0m has arisen largely due to the fact that Covid-19 has not had as much of an impact on council tax receipts as originally anticipated when budgets were set, although collection rates do remain below pre-Covid levels. The council's share of the overall deficit balance is forecast to be £131,000 at 31 March 2022. This figure includes a deficit of £220,000 relating to 2020/21 which was required by statute to be spread over 3 years – the council has already set aside funds in an earmarked reserve to repay this amount. The residual forecast surplus of £89,000 relating to 2021/22 will be credited to the General Fund in 2022/23.

## **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 2022/23 the limit is a maximum increase of 2% for a Band D property, with some districts, including the council, permitted to increase their element of council tax by up to £5, where this is higher than 2%.

## **Council tax level**

Financial projections of the council tax level made for the October 2021 MTFS included the assumption of an increase of £5 per year for a Band D property from 2022/23 until 2030/31, then 1.99% per year thereafter. This BSR incorporates the same assumptions. This will increase the City Council element of council tax in 2022/23 from £207.50 to £212.50, with proportionate increases applied to other valuation bands as set out in the table below:

	City Council tax		
Band	2021/22 £	2022/23 £	Difference £
A	138.33	141.67	<b>3.34</b>
B	161.39	165.28	<b>3.89</b>
C	184.44	188.89	<b>4.45</b>
<b>D</b>	<b>207.50</b>	<b>212.50</b>	<b>5.00</b>
E	253.61	259.72	<b>6.11</b>
F	299.72	306.94	<b>7.22</b>
G	345.83	354.17	<b>8.34</b>
H	415.00	425.00	<b>10.00</b>

## Earmarked and specific funds

In addition to general reserves, the council maintains 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 of principal and specific funds, with approved/anticipated use over the budget period are set out in Appendix D.

### Existing funds

#### Climate change fund

The Climate Change Fund (CCF) is available 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; and
- Management of climate change risks.

Activities that can be supported include infrastructure, equipment, feasibility studies and awareness activities to change the behaviour of staff. Since inception the CCF has funded £1.4m of investment in improving the energy efficiency of council buildings and the generation of renewable electricity.

An annual report on activities funded from the CCF is taken to the Environment and Community Scrutiny Committee in October each year. In the current year, this has been included within a wider report on the council's Climate Change Strategy.

<https://democracy.cambridge.gov.uk/documents/s56999/Final%20Climate%20Change%20Strategy%20Update%20Committee%20Report%20October%202021.pdf>

### **Greater Cambridge Partnership (GCP) 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 current contribution by individual authorities is 10%. Consultation for reform of the NHB has taken place and the outcome awaited. The anticipated contribution to the earmarked reserve shown in Appendix D is based on receipts that have been confirmed.

### **A14 mitigation fund**

An 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. As the work on the upgrade is completed and its impact on the city can be assessed, consideration will be given to how these funds might best be used.

### **General Fund (GF) development fund**

The council is providing loans to Cambridge Investment Partnership (CIP), of which it is a member, to support the development of GF and HRA land. Interest income arising from the development of former council depot on Mill Road, land purchased at Cromwell Road and other CIP developments is being retained 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.

### **Our Cambridge Transformation and Contingency Funds**

These funds were set up in MTFS 2021 to support a significant programme of service reviews and transformation projects. A one-off contribution from reserves of £3.1m was approved to allocate to the 'Our Cambridge' Transformation fund and a separate £800k for the 'Our Cambridge' contingency fund.

# Section 5

## General Fund revenue budgets

### Budget proposals

The GF revenue projections for 2022/23 to 2026/27 as presented in the MTFS have been reviewed and changes proposed. Proposals have arisen from policy initiatives, further understanding of the on-going financial impacts of Covid-19, additional income opportunities balanced by additional staffing costs where appropriate, unavoidable increases in costs and savings opportunities. The impact of these proposals is shown below in aggregate, by portfolio in Section 7 and in detail by type of proposal in Appendices B (b) – (e).

### Performance against savings target

For the purposes of the table below, it has been assumed that where there are savings to be found they will be achieved in the year as recurring savings and will not therefore roll forward to later years. The exception to this is the first year, 2022/23, for which a balanced budget is a statutory requirement and therefore any remaining savings requirement will be met from reserves for that year only and will be added to the recurring requirement in 2023/24. It should be noted that the council has embarked on a long-term programme of transformation, incorporating savings and income generation, which will require an on-going focus on delivery. Based on initial estimates of the potential net savings achievable from the transformation work, it will be essential to identify more projects to contribute to savings requirements going forward.

The table below shows that the overall effect of the measures recommended in the BSR has resulted in a total requirement for net recurring savings of £7.1m across the period from 2022/23 to 2026/27. The saving requirement varies year by year, driven principally by the assumption that the business rates baseline will be reset in 2023/24 and that NHB will no longer be receivable from that year. £216k of reserves will be needed to balance the 2022/23 budget.

<b>Savings requirements</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>	<b>2025/26 £000</b>	<b>2026/27 £000</b>	<b>Total £000</b>
<b>MTFS 2021 Current Savings Target (new savings each year)</b>	<b>3,103</b>	<b>2,390</b>	<b>510</b>	<b>873</b>	<b>623</b>	<b>7,499</b>
Adjust savings requirement for indicative items now coming forward as proposals:						
Remove indicative pressures per MTFS	(1,565)	(2,813)	(3,426)	(3,960)	(4,513)	
Remove technical adjustment for NI increase (now a proposal)	(220)	(220)	(220)	(220)	(220)	
<b>Add back indicative pressures in later years where no budget proposal has come forward:</b>						
Car parking income		1,695	2,208	2,717	3,220	
Commercial and administrative property income		460	460	460	460	
Waste service cost pressures			100	100	200	
<b>MTFS 2021 adjusted savings requirement in year</b>	<b>1,318</b>	<b>3,297</b>	<b>510</b>	<b>848</b>	<b>673</b>	
Unavoidable revenue pressures	568	568	568	568	568	
Reduced income	1,118	855	817	555	505	
Bids	1,106	578	421	354	354	
Savings	(869)	(830)	(832)	(780)	(782)	
Increased income	(523)	(228)	(230)	(195)	(159)	
<b>Net bids and savings</b>	<b>1,400</b>	<b>943</b>	<b>744</b>	<b>502</b>	<b>486</b>	
Revised council tax base - impact on council tax income	(24)	7	(75)	(77)	(79)	
Changes to business rates assumptions	85					
Collection Fund surplus	(89)					
Uncommitted NHB used to fund in-year spend	(415)					
Lower Tier Services Grant	(1,765)					
2022/23 Services Grant	(294)					
Use of reserves to support revenue spending on services	(216)					
<b>Total funding changes</b>	<b>(2,718)</b>	<b>7</b>	<b>(75)</b>	<b>(77)</b>	<b>(79)</b>	
<b>Total changes to savings requirements</b>	<b>(1,318)</b>	<b>950</b>	<b>669</b>	<b>425</b>	<b>407</b>	
<b>Revised savings target / savings (new savings each year)</b>	<b>0</b>	<b>5,565</b>	<b>229</b>	<b>604</b>	<b>655</b>	<b>7,053</b>

Whilst some allowance has been made for indicative income losses and cost pressures in 2023/24 (£2.2m) and later years (increasing to £3.9m in 2026/27), these are current best estimates which may or may not be sufficient, given the uncertainty relating to the future path of the pandemic and the impacts of work being done to reduce car usage and promote public transport use in the city. Moreover, no allowance has been made for more general future unavoidable pressures, which have averaged £800k per year, adding £4.0m of pressure to the five-year net savings requirement. Taken together with the two additional scenarios presented in the MTFS, this suggests that the total five-

year net savings requirement could range from £7.1m (no additional pressures over the base scenario) to £13.3m. This represents 38-72% of 2020/21 budgeted net expenditure (pre-Covid) or approximately 10-25% of gross expenditure excluding Housing Benefit payments.



# Section 6

## General Fund capital budgets

### Introduction

The council's asset portfolio is shown below.

Category	31 March 2021	%	31 March 2020	%
	£000		£000	
<b>Operational assets:</b>				
Council dwellings	639,804	63.4%	608,549	62.7%
Other land and buildings	145,870	14.5%	145,283	15.0%
Vehicles, plant and equipment	9,400	0.9%	10,775	1.1%
Infrastructure assets	6,587	0.7%	6,082	0.6%
Community assets	1,351	0.1%	1,339	0.1%
<b>Total operational assets</b>	<b>803,012</b>	<b>79.6%</b>	<b>772,028</b>	<b>79.5%</b>
<b>Non-operational assets</b>				
Investment properties	158,594	15.7%	162,722	16.8%
Surplus properties	10	0.0%	0	0.0%
Assets under construction	47,070	4.7%	36,296	3.7%
<b>Total non-operational assets</b>	<b>205,674</b>	<b>20.4%</b>	<b>199,018</b>	<b>20.5%</b>
<b>Total assets</b>	<b>1,008,686</b>	<b>100.0%</b>	<b>971,046</b>	<b>100.0%</b>

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 to be maintained to be fit for the purpose for which it is used.

# Capital strategy

In line with guidance, the council has prepared a capital strategy which is presented to the Strategy and Resources Scrutiny Committee and Council alongside this BSR and the treasury management and investment strategies. The capital strategy has been informed by asset management reviews.

The capital strategy sets out a ten-year forward indication of capital expenditure and outlines how it will be financed. As agreed in BSR 2021/22 revenue resources will no longer be used to support capital expenditure. Capital expenditure, where not funded from specific grants and contributions, will be funded firstly from capital receipts and then from internal and external borrowing. The mix of internal and external borrowing will be determined by the council's cash flows and treasury management considerations. This financing strategy, whilst creating a revenue saving in the year of the expenditure, will create revenue pressures over the long term, which will eat into the savings made. Therefore, the capital financing strategy will be reviewed annually for affordability, with a longer-term objective of replacing borrowing with income as a source of financing for capital.

The Our Cambridge transformation programme will consider the current use of the council's GF assets and future requirements for the transformed council. As the programme develops, the capital strategy will reflect the asset requirements of the council based on the most appropriate service delivery models and working practices for the future, alongside consideration of post-Covid recovery.

In this ten-year period, further investments will be made to support the council's objectives. These investments will be funded as follows:

- Capital receipts from the proposed regeneration programme for commercial sites to be used to substantially fund that programme.
- Prudential use of internal and external borrowing where the investment supports the council's wider objectives, and the risks and rewards of investment are considered appropriate.

# Capital plan

The council's capital plan shows approved expenditure for the next five 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 (Market Square, Building Control, garage), and the delivery of services (ICT, vehicles, building repairs, etc). All capital proposals are shown in Appendix C(a). Approvals since the MTF5 October 2021 are shown in Appendix C(b).

In addition to the new capital schemes proposed in the appendix, it is recommended that the scheme to redevelop the Cambridge Junction (SC646) is deleted, freeing up capital funding of £249k for other uses. The RIBA stage 1 feasibility work for an ambitious redevelopment of the Cambridge Junction (CJ) had been due to commence just prior to the pandemic in March 2020. Work on the proposal originally began in partnership with Cambridge Junction CDC in 2017, and had progressed to completing a tender process for a design team to develop a scheme for additional venue spaces and that would assess the wider commercial potential of the CJ site. One key driver behind the scheme had been to look at whether a combined venue and commercial scheme could provide new revenue streams to increase CJ's organisational resilience and financial sustainability. Post COVID, the commercial environment and need for city centre office accommodation now looks very different in Cambridge, and it may be sometime before it is possible to fully assess the long-term impact of this. One key opportunity the partnership had been hoping to be able to access was the next Arts Council England capital funding round that had been due to launch in April 2020. With all venues required to shut their doors from March 2020 for many months, and many still not seeing audience numbers back to pre-COVID levels, Arts Council England has had to refocus all financial support to supporting venues to survive. Although the need for additional arts and cultural venue space remains a priority for Cambridge, the council will need to look for opportunities and new funding streams to help to provide this, working with Cambridge Junction CDC who will remain a key partner, and as part of a wider city centre recovery plan. The council is currently completing a cultural infrastructure strategy to help inform where there might be opportunities that should now be considered.

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

## 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
- Internal borrowing (use of cash balances)
- Prudential (external) borrowing (interest and MRP funded from revenue resources)
- Revenue resources (by exception only)

**External:**

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

The table below sets out how the capital plan, including the capital proposals listed in Appendix C(a), is to be financed. As capital receipts are not certain with regard to amount or timing, only specific financing such as grants and contributions can be allocated to individual capital schemes, with the majority of schemes financed from either capital receipts or borrowing. Financing will be allocated to these schemes as they are delivered in the most financially advantageous way.

**Prudential borrowing and Minimum Revenue Provision (MRP)**

Where capital expenditure is funded from internal or external borrowing, a minimum revenue provision (MRP) is charged annually in line with the council's MRP policy. The MRP policy is presented to Council for approval annually in the Treasury Management Strategy Statement.

Capital receipts are used as the first option to replace revenue funding for schemes in the current plan from 2021/22 as well as for proposals brought forward in this BSR. The following table shows the availability of this source of funding going forward to meet the indicative ten-year capital expenditure set out in the capital strategy. However, there is a risk that receipts may not be achieved as forecast and that more or less borrowing will be necessary as a result. Note that the below figures include both statutory capital receipts from the sale of assets and development surpluses (for example from CIP) which the council has chosen to apply to fund the forward capital plan.

<b>Capital receipts and development surpluses available</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>	<b>2025/26 £000</b>	<b>2026/27 £000</b>
<b>Brought forward at 1 April</b>	<b>14,182</b>	<b>224</b>	<b>4,254</b>	<b>7,689</b>	<b>6,458</b>	<b>5,758</b>
Forecast capital receipts and development surpluses	8,754	7,139	8,486	0	0	2,000
Used for financing of in-year capital plan expenditure	(22,712)	(2,668)	(939)	(1,231)	(700)	(700)
Used for financing of historic capital plan expenditure (to reduce internal or external borrowing)	0	(441)	(4,112)	0	0	0
<b>Carried forward at 31 March</b>	<b>224</b>	<b>4,254</b>	<b>7,689</b>	<b>6,458</b>	<b>5,758</b>	<b>7,058</b>

The current capital plan, updated for schemes approved since the MTFS 2021 (Appendix C(b)) and proposals for new schemes, is shown in detail in Appendix C(c). The tables below summarise the changes since the MTFS Oct 2021, the latest capital plan and how it is funded.

<b>Capital plan spending</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>	<b>2025/26 £000</b>	<b>2026/27 £000</b>	<b>Total £000</b>
<b>Spend MTFS October 2021</b>	<b>94,473</b>	<b>28,082</b>	<b>30,345</b>	<b>8,362</b>	<b>710</b>	<b>700</b>	<b>162,672</b>
Approved since MTFS October 2021	5,828	0	0	60	0	0	5,888
<b>Capital plan before new proposals</b>	<b>100,301</b>	<b>28,082</b>	<b>30,345</b>	<b>8,422</b>	<b>710</b>	<b>700</b>	<b>168,560</b>
New proposals see Appendix C(a) and narrative above for 2021/22	(249)	7,752	0	0	0	0	7,503
<b>Revised capital plan</b>	<b>100,052</b>	<b>35,834</b>	<b>30,345</b>	<b>8,422</b>	<b>710</b>	<b>700</b>	<b>176,063</b>

<b>Capital plan funding</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>	<b>2025/26 £000</b>	<b>2026/27 £000</b>
<b>External support</b>						
Developer contributions	(2,511)	(41)	(10)	(18)	(10)	0
Other sources	(3,299)	(5,945)	0	0	0	0
<b>Total – External support</b>	<b>(5,810)</b>	<b>(5,986)</b>	<b>(10)</b>	<b>(18)</b>	<b>(10)</b>	<b>0</b>
<b>City Council</b>						
Direct Revenue Financing (DRF) – GF services	(8)	0	0	0	0	0
Direct Revenue Financing (DRF) – in-year allocation of revenue funding	(2,082)	0	0	0	0	0
Earmarked Reserve – Repairs and renewals fund - vehicles	(1,221)	0	0	0	0	0
Earmarked Reserves – Other	(1,777)	(120)	0	0	0	0
Capital receipts and development surpluses	(22,712)	(2,668)	(939)	(1,231)	(700)	(700)
External borrowing - Park Street redevelopment	(35,700)	(18,534)	(29,396)	(7,173)	0	0
Internal and external borrowing - on-lending for capital purposes	(29,015)	(5,700)	0	0	0	0
Internal and external borrowing - other schemes	(1,727)	(2,826)	0	0	0	0
<b>Total – City Council</b>	<b>(94,242)</b>	<b>(29,848)</b>	<b>(30,335)</b>	<b>(8,404)</b>	<b>(700)</b>	<b>(700)</b>
<b>Total Funding</b>	<b>(100,052)</b>	<b>(35,834)</b>	<b>(30,345)</b>	<b>(8,422)</b>	<b>(710)</b>	<b>(700)</b>
<b>Capital Plan</b>	<b>100,052</b>	<b>35,834</b>	<b>30,345</b>	<b>8,422</b>	<b>710</b>	<b>700</b>

# Section 7

## General Fund: Expenditure and funding 2021/22 to 2031/32

The following base case projection of GF expenditure and funding results from applying the recommendations included in this report.

Description / £'000s	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
<b>Expenditure</b>											
Strategy and External Partnerships	6,918	6,530	6,450	6,841	6,891	6,905	7,252	7,614	7,984	8,364	8,755
Finance and Resources	(4,945)	(5,153)	(4,305)	(4,801)	(4,800)	(4,765)	(4,704)	(4,642)	(4,577)	(4,511)	(4,442)
General Fund Housing	4,556	3,542	3,674	3,764	3,857	3,933	4,028	4,126	4,226	4,329	4,435
Climate Change, Environment and City Centre	5,280	5,316	5,307	5,426	5,583	5,673	5,792	5,915	6,041	6,171	6,304
Communities	8,446	7,443	7,414	7,466	7,551	7,640	7,780	7,923	8,072	8,225	8,383
Open Spaces, Sustainable Food and Community Wellbeing	2,814	2,607	2,553	2,529	2,564	2,617	2,691	2,764	2,839	2,916	2,996
Planning policy and transport	3,438	4,063	4,267	4,611	4,910	5,374	5,393	5,413	5,436	5,462	5,490
Revised net savings requirement	0	0	(5,565)	(5,794)	(6,398)	(7,053)	(7,703)	(8,354)	(9,047)	(9,758)	(10,515)
<b>Net service budgets</b>	<b>26,507</b>	<b>24,348</b>	<b>19,795</b>	<b>20,042</b>	<b>20,158</b>	<b>20,324</b>	<b>20,529</b>	<b>20,759</b>	<b>20,974</b>	<b>21,198</b>	<b>21,406</b>
Capital accounting adjustments	(6,336)	(6,336)	(6,337)	(6,336)	(6,336)	(6,336)	(6,336)	(6,336)	(6,336)	(6,336)	(6,336)
Capital expenditure financed from revenue	1,458	0	0	0	0	0	0	0	0	0	0
Cost of revised capital financing strategy	0	40	180	320	460	600	740	880	1,020	1,160	1,300
Collection fund deficit	25,335	2,481	3,247	0	0	0	0	0	0	0	0
Contributions to earmarked funds	5,522	627	395	395	395	395	395	395	395	395	395
<b>Net spending requirement</b>	<b>52,486</b>	<b>21,160</b>	<b>17,280</b>	<b>14,421</b>	<b>14,677</b>	<b>14,983</b>	<b>15,328</b>	<b>15,698</b>	<b>16,053</b>	<b>16,417</b>	<b>16,765</b>

Description / £'000s	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
<b>Funded by:</b>											
Settlement Funding Assessment (SFA)	(4,272)	(4,272)	(4,118)	(4,118)	(4,118)	(4,118)	(4,118)	(4,118)	(4,118)	(4,118)	(4,118)
Locally Retained Business Rates – Growth Element/additional income	(9,747)	(4,301)	(883)	(1,138)	(1,405)	(1,405)	(1,405)	(1,405)	(1,405)	(1,405)	(1,405)
Core Funding Grants	(988)	(2,059)	0	0	0	0	0	0	0	0	0
New Homes Bonus (NHB)	(3,458)	(1,957)	0	0	0	0	0	0	0	0	0
Covid grant and furloughing income	(652)	0	0	0	0	0	0	0	0	0	0
Appropriations from earmarked funds	(27,790)	(3,225)	(3,247)	0	0	0	0	0	0	0	0
Council Tax	(9,033)	(9,371)	(9,855)	(10,243)	(10,559)	(10,865)	(11,210)	(11,580)	(11,935)	(12,299)	(12,647)
Contributions to / (from) reserves	3,454	4,025	823	1,078	1,405	1,405	1,405	1,405	1,405	1,405	1,405
<b>Total funding</b>	<b>(52,486)</b>	<b>(21,160)</b>	<b>(17,280)</b>	<b>(14,421)</b>	<b>(14,677)</b>	<b>(14,983)</b>	<b>(15,328)</b>	<b>(15,698)</b>	<b>(16,053)</b>	<b>(16,417)</b>	<b>(16,765)</b>

The following pages provide information on the budgets available for each portfolio and the changes proposed in this BSR



## Strategy and external partnerships

(£000)	Expenditure	Income	Net
Current Portfolio budget 2021/22 <sup>2</sup>	10,175	(3,257)	6,918

Budget proposals for the portfolio £		2022/23	2023/24	2024/25	2025/26	2026/27
<b>Unavoidable Revenue Pressure</b>						
URP4954	Increase in Employers National Insurance Contributions	207,100	0	0	0	0
URP4955	Social Care Levy	0	207,100	207,100	207,100	207,100
<b>Savings</b>						
S4967	Pension deficit funding reduction	(128,400)	0	0	0	0
<b>Increased Income</b>						
II4841	Income for Emergency planning consultation work with South Cambridgeshire District Council	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Non-Cash Limit</b>						
NCL4996	Additional Contribution to the Greater Cambridge Partnership investment and delivery fund	46,100	0	0	0	0

(£000)	Expenditure	Income	Net
Portfolio budget <sup>1</sup> 2022/23	9,610	(3,080)	6,530

<sup>1</sup> Due to technical adjustments, such as inflation, the 2022/23 budget will not equal the 2021/22 plus budget proposals.

## Finance and resources

(£000)	Expenditure	Income	Net
Current Portfolio budget 2021/22	53,736	(58,681)	(4,945)

Budget proposals for the portfolio £		2022/23	2023/24	2024/25	2025/26	2026/27
<b>Reduced Income</b>						
RI4849	Lion Yard Ground Rent Income	80,000	300,000	300,000	300,000	300,000
RI4850	Commercial Property Income	150,000	150,000	100,000	50,000	0
RI4970	Reduction of Clay Farm income	160,000	160,000	160,000	160,000	160,000
RI4986	Museum of Cambridge Reduced Income	25,000	25,000	0	0	0
<b>Revenue Bids</b>						
B4836	Security Team and Compliance Officer	97,000	97,000	97,000	97,000	97,000
B4878	Discretionary Housing Payments funding shortfall	75,000	0	0	0	0
B4897	Council Tax Compliance and Counter Fraud Initiative	36,500	36,500	36,500	0	0
B4957	Alignment of budgets - Council Tax discounts for boat dwellers	68,320	68,320	68,320	68,320	68,320
<b>Savings</b>						
S4900	Centralised and Business Support Budget Savings	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
S4971	Reduction in Minimum Revenue Provision	(255,000)	(255,000)	(255,000)	(255,000)	(255,000)
S4972	Reduction in Unfunded Pension Payments	(68,500)	(68,500)	(68,500)	(68,500)	(68,500)
S4984	Deletion of vacant Business Support Officer post	(24,130)	(24,130)	(24,130)	(24,130)	(24,130)
<b>Increased Income</b>						
II4958	Increased Interest Income - Loans to CIP	(350,000)	0	0	0	0
II4963	Council Tax Compliance and Counter Fraud Initiative	(36,000)	(72,000)	(72,000)	(36,000)	0
II4985	Increased Rental Income - Mandela House	(25,000)	(23,000)	(23,000)	(23,000)	(23,000)
<b>Capital Bids</b>						
CAP4903	Office Accommodation	75,000	0	0	0	0
CAP4904	ICT & Digital Capabilities	300,000	0	0	0	0

(£000)	Expenditure	Income	Net
Portfolio budget <sup>1</sup> 2022/23	52,714	(57,867)	(5,153)

<sup>1</sup> Due to technical adjustments, such as inflation, the 2022/23 budget will not equal the 2021/22 plus budget proposals.

## General Fund Housing

(£000)	Expenditure	Income	Net
Current Portfolio budget 2021/22	8,802	(4,246)	4,556

Budget proposals for the portfolio £		2022/23	2023/24	2024/25	2025/26	2026/27
<b>Reduced Income</b>						
RI4867	Reduced B&B Income	23,110	23,110	23,110	23,110	23,110
<b>Revenue Bids</b>						
B4898	Increase in hours of HDA Project Manager	14,800	14,800	14,800	14,800	14,800
<b>Savings</b>						
S4896	Reduced costs for Emergency Accommodation	(2,800)	(2,800)	(2,800)	(2,800)	(2,800)
<b>Increased Income</b>						
II4893	Increased fee income in Housing Strategy	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
II4899	Increased HDA new build fee income	(14,800)	(14,800)	(14,800)	(14,800)	(14,800)
<b>Capital Bids</b>						
CAP4929	ANPR at the Meadows Community Centre Car Park	37,000	0	0	0	0
CAP4988	Sustainable Warmth Home Upgrade Grant Phase 1	4,625,000	0	0	0	0
CAP 4989	Sustainable Warmth Local Authority Delivery Phase 3	1,840,000	0	0	0	0

(£000)	Expenditure	Income	Net
Portfolio budget <sup>1</sup> 2022/23	6,402	(2,860)	3,542

<sup>1</sup> Due to technical adjustments, such as inflation, the 2022/23 budget will not equal the 2021/22 plus budget proposals.

## Planning policy and transport

(£000)	Expenditure	Income	Net
Current Portfolio budget 2021/22	16,072	(12,634)	3,438

Budget proposals for the portfolio £		2022/23	2023/24	2024/25	2025/26	2026/27
<b>External Bid</b>						
X4825	Building Control New Delivery Model	80,000	0	0	0	0
X4826	Building Control Advice and Consultancy	15,000	0	0	0	0
<b>Unavoidable Revenue Pressure</b>						
URP4937	City Contribution - Development Management	340,000	340,000	340,000	340,000	340,000
URP4938	City Contribution - Land Charges	16,500	16,500	16,500	16,500	16,500
<b>Reduced Income</b>						
RI4908	Park Street Budget review	138,620	175,510	212,670	0	0
RI4930	Reduced Parking and Season Ticket Income	520,000	0	0	0	0
<b>Revenue Bids</b>						
B4934	Funding for Special Projects Manager Post for Infrastructure Schemes - Development Management	26,000	26,000	0	0	0
B4935	Legal Fees for Infrastructure Schemes - Development Management	30,000	30,000	0	0	0
B4939	Additional Core Staffing Funding - Development Management	26,900	26,900	26,900	26,900	26,900
B4940	Retention of Core Admin (2FTE@G3) - Operations	15,000	15,000	15,000	15,000	15,000
B4946	Ensuring a sustainable workforce for Shared Planning Service - Operations	20,000	20,000	20,000	20,000	20,000
B4947	Planning Apprentices Salary Cost 2FTE - Delivery Management & TSO	20,000	20,000	20,000	20,000	20,000
B4962	Planning Service Application backlog clearing team	175,000	0	0	0	0
<b>Savings</b>						
S4964	Planning Transformation Programme Savings	(175,000)	(258,000)	(258,000)	(258,000)	(258,000)
<b>Increased Income</b>						
II4943	Increasing Commercial Revenue – Built and Natural Environment (BNE)	(35,500)	(35,500)	(35,500)	(35,500)	(35,500)
<b>Capital Bids</b>						
CAP4824	Building Control Software	120,000	0	0	0	0

(£000)	Expenditure	Income	Net
Portfolio budget <sup>1</sup> 2022/23	17,025	(12,962)	4,063

<sup>1</sup> Due to technical adjustments, such as inflation, the 2022/23 budget will not equal the 2021/22 plus budget proposals.

## Climate change, environment and city centre

(£000)	Expenditure	Income	Net
Current Portfolio budget 2021/22	12,923	(7,643)	5,280

Budget proposals for the portfolio £		2022/23	2023/24	2024/25	2025/26	2026/27
<b>Reduced Income</b>						
RI4870	Reduction in Toilet Admission Income	21,660	21,660	21,660	21,660	21,660
<b>Revenue Bids</b>						
B4891	Home Retrofit Project Coordinator	60,000	60,000	60,000	60,000	60,000
B4913	Change of fixed term post to permanent- Business Support	11,500	11,500	11,500	11,500	11,500
B4916	Refuse Vehicle Driver Retention	55,000	55,000	0	0	0
B4917	Refuse Collection Vehicle and bin washing service, additional new commercial service, additional FTE	12,500	12,500	12,500	12,500	12,500
B4931	Increased contribution to RECAP	12,000	12,000	0	0	0
B4987	Driver retention payment	11,000	11,000	0	0	0
<b>Savings</b>						
S4910	Transport Fuel Saving	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)
S4919	Bringing contracted vehicle cleaning work in-house	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
S4961	Reduction in vehicle revenue budgets relating to growth vehicles	(49,000)	(54,000)	(54,000)	0	0
<b>Increased Income</b>						
II4918	Fleet vehicle washing & bin washing new service offering	(7,500)	(12,500)	(15,000)	(15,000)	(15,000)
II4920	Increased use of the Bulky Waste Service and related income	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
II4921	Additional green bin income	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
II4922	Recycling credit income	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
II4923	Additional income from increasing profitable business for the Commercial Waste Service.	(12,500)	(12,500)	(12,500)	(12,500)	(12,500)
<b>Capital Bids</b>						
CAP4843	Waste - Electric Replacement Vehicles	970,000	0	0	0	0
CAP4844	New Refuse Collection vehicle as a result of growth	45,000	0	0	0	0
CAP4864	Replacement Vehicle Lift	40,000	0	0	0	0
CAP4865	Replacement Roller Brake Test rollers	45,000	0	0	0	0
CAP4895	Market Square Electrics Upgrade	60,000	0	0	0	0

(£000)	Expenditure	Income	Net
Portfolio budget <sup>1</sup> 2022/23	12,671	(7,355)	5,316

<sup>1</sup> Due to technical adjustments, such as inflation, the 2022/23 budget will not equal the 2021/22 plus budget proposals.

## Communities

(£000)	Expenditure	Income	Net
Current Portfolio budget 2021/22	16,459	(8,013)	8,446

Budget proposals for the portfolio £		2022/23	2023/24	2024/25	2025/26	2026/27
<b>Revenue Bids</b>						
B4885	Anti-Poverty Responsive Budget	30,000	0	0	0	0
B4932	Strategic Corridor Partnership fees	13,500	13,500	0	0	0
B4960	Meadows Car Park maintenance costs	0	8,300	8,300	8,300	8,300
<b>Increased Income</b>						
II4956	Income from car Parking at the Meadows Community Centre	0	(15,700)	(15,700)	(15,700)	(15,700)

(£000)	Expenditure	Income	Net
Portfolio budget <sup>1</sup> 2022/23	15,297	(7,854)	7,443

<sup>1</sup> Due to technical adjustments, such as inflation, the 2022/23 budget will not equal the 2021/22 plus budget proposals.

# Open Spaces, Sustainable Food & Community Wellbeing

(£000)	Expenditure	Income	Net
Current Portfolio budget 2021/22	6,025	(3,211)	2,814

Budget proposals for the portfolio £		2022/23	2023/24	2024/25	2025/26	2026/27
<b>External Bid</b>						
X4925	Arboricultural Planning Lead Post	46,420	46,420	46,420	46,420	46,420
X4926	Asset Development Officer (Public Realm) Post	50,750	50,750	50,750	50,750	50,750
X4927	Skilled Operative (Public Realm) Post	36,830	36,830	36,830	36,830	36,830
X4928	Technical Officer - Systems Post	41,780	41,780	0	0	0
<b>Unavoidable Revenue Pressure</b>						
URP4901	Increased Street Lighting costs	4,500	4,500	4,500	4,500	4,500
<b>Revenue Bids</b>						
B4858	Biodiversity Officer	9,750	39,190	29,950	0	0
B4861	Herbicide Use Reduction Plan	35,000	0	0	0	0
<b>Savings</b>						
S4873	CCTV Shared Service Contribution - Savings	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
<b>Capital Bids</b>						
CAP4857	Closed Churchyard wall repairs	70,000	0	0	0	0
CAP4863	New vehicle to support S&OS Assets multi skilled operatives	45,000	0	0	0	0

(£000)	Expenditure	Income	Net
Portfolio budget <sup>1</sup> 2022/23	5,814	(3,207)	2,607

<sup>1</sup> Due to technical adjustments, such as inflation, the 2022/23 budget will not equal the 2021/22 plus budget proposals..

# Section 8

## Risks and reserves

### Risks and their mitigation

#### Risks

During the year, the council undertook a financial resilience assessment, including a detailed review of risks to that resilience based on consideration of financial risks arising from income, expenditure, funding, third parties, assets, people and projects. This review was presented in MTFS 2021 and is being used to inform financial risk management across council services. Whilst the council is exposed to risks and uncertainties which could affect its financial position and the delivery of its budget, the assessment showed that it has governance and processes in place to ensure that symptoms of financial stress are recognised and managed. The table below summarises the main external risks to the financial standing and sustainability of the council, using a High-Medium-Low assessment.

Risk	Probability (H, M, L)	Impact (H, M, L)	Overall assessment (H, M, L)	Mitigation
The combined effects of economic recovery from the Covid pandemic and Brexit may give rise to inflationary pressures, recruitment difficulties, supply issues and other issues that will impact on the demand for and delivery of services	H	H	H	Management overview and actions targeted to address significant impacts
The economic impact of the Covid-19 pandemic (with a second spike or long, slow recovery) may continue to impact some of the council's costs and income streams in future years. This could include the costs of homelessness, car parking income, commercial rents and planning fee income, with the degree of impact difficult to predict	H	H	H	Management overview and financial planning, further government funding
The economic impact of the United Kingdom leaving the European Union (Brexit) may impact some of the council's income streams such as car parking income, commercial rents and planning fee income, with the timing and degree of impact difficult to predict	H	H	H	Management overview and financial planning



<b>Risk</b>	<b>Probability (H, M, L)</b>	<b>Impact (H, M, L)</b>	<b>Overall assessment (H, M, L)</b>	<b>Mitigation</b>
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 workplace parking levy	H	H	<b>H</b>	Engagement with partners, strategic planning to mitigate service delivery and financial pressures
Funding from central government (Settlement Funding Assessment, including the outcome of the Fair Funding Review and other grants) may fall below projections. The reset of the business rates baselines could impact the council, but impacts could be dampened.	H	H	<b>H</b>	Monitor developments, plan delivery of savings and additional income, consider limited use of reserves
Savings plans may not deliver projected savings to expected timescales	H	H	<b>H</b>	Our Cambridge programme, management overview and monitoring
Unforeseen levels of expenditure, such as major repairs to offices and commercial properties, including the commitment to net zero carbon, may be required	M	H	<b>H</b>	Property condition surveys, review of property use, asset management planning
Business rates appeals, which may be backdated to 2010, may significantly exceed the provision put aside for this purpose.	L	H	<b>M</b>	Review provision regularly
The impact of 75% business rates retention, coupled with any additional responsibilities handed down to the council at that time, may create a net pressure on resources. This risk now considered Low probability following comments by the Secretary of State for Levelling Up, Housing and Communities	L	H	<b>M</b>	Monitor developments, plan delivery of savings and additional income, consider limited use of reserves
The actual impact and timing of local growth on the demand for some services may not reflect projections used.	M	M	<b>M</b>	Management overview and use of up-to-date data and intelligence
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;	M	M	<b>M</b>	Review of savings delivery and co-design of services
Assumptions and estimates, such as inflation, pay increases and interest rates, may prove incorrect	L	M	<b>M</b>	Management overview and monitoring
Increases in council tax and business rates receipts due to local growth may not meet expectations	M	L	<b>L</b>	Management overview and monitoring

<b>Risk</b>	<b>Probability (H, M, L)</b>	<b>Impact (H, M, L)</b>	<b>Overall assessment (H, M, L)</b>	<b>Mitigation</b>
New legislation or changes to existing legislation may have budgetary impacts	L	M	L	Management overview and monitoring
The council may be impacted by spending cuts implemented by other agencies	H	L	L	Engagement with partners

## Sensitivity analysis

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 below. If the outcome in any of these areas is different from the assumptions presented, either pressures or savings could result, giving rise to over or under-spends against budget.

<b>Topic</b>	<b>Quantum</b>	<b>BSR Assumption</b>	<b>Commentary / Risk</b>
Bereavement services income	c. £2.3m	Income has been inflated by 2% for 22/23 and future years, but due to increased number of crematoriums in the area plus the effects of the pandemic budgets will be continually monitored	<p>Greater local competition from Cam Valley which opened in 2018 and Huntingdon Crematorium which opens in spring 2022 results in a crowded marketplace (negative).</p> <p>Success of 5-year business plan to include the development of a café, additional car parking and delivering in-house low-cost funerals (positive).</p> <p>The completion of the new access road and the A14 widening project delivering easier and swifter access to the crematorium site (positive).</p> <p>Post pandemic may see death rates drop below the average with a potential impact (negative).</p>
Building control fee income	c. £1m for City Council share	Based on break-even full cost recovery position for the Building Control Shared Service fee earning statutory duties	<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>Competition from approved inspectors has decreased slightly however the threat exists leading to a potentially smaller market share.</p> <p>Implication of draft Building Safety Bill when implemented and Building Safety Regulator on service, fees may be set on national basis.</p>

Topic	Quantum	BSR Assumption	Commentary / Risk
Car parking income	c. £10.3m	Based on officer projections of usage	<p>Income stream is contingent on decisions made by the GCP board to manage congestion and pollution in the city.</p> <p>As visitors, residents, tourists, commuters and businesspeople choose to use other less polluting modes of transport to access the city this income stream will feel negative downward pressure.</p> <p>Home/hybrid working is becoming the norm following the first year of the pandemic and this continues to see downward pressure on usage.</p>
Commercial property income	c. £9.4m	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. Increase in officer time spent managing void properties and rent collection.</p> <p>Higher yields are sought on new investments (positive).</p>
Council tax base	44,099.6 Band D equivalent properties @£212.50 (2022/23)	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
Council tax income	c£9.4m p.a.	Greater of £5.00 or 1.99% in each year (previously 1.99%)	<p>Criteria for triggering referendums for proposed excessive increases are published each year.</p> <p>The requirement for rebilling and associated costs, together with the loss of council tax income, effectively provides a strong disincentive for high increase proposals.</p>
Developer contributions	c. £5.0m (not yet allocated)	All contributions are used in compliance with the terms of Section 106 agreements	Failure to use S106 funds in line with intended purposes or comply with official regulations could lead to particular S106 contributions becoming liable for repayment. This is mitigated by careful S106 funding management and regular S106 funding rounds to identify further appropriate projects.
Employer's pension contributions	£3.9m (GF only)	BSR includes provision for employer's percentage and capital payments, and for one-off contributions as necessary, based upon historic experience	Employer contribution rates are set every 3 years following an actuarial valuation. The next triennial review will take place with effect from 1 April 2023. Changes to actuarial assumptions may result in an increase to ongoing contribution rates and/or a requirement to make additional one-off contributions towards the pension deficit.

Topic	Quantum	BSR Assumption	Commentary / Risk
Energy costs (all)	£0.8m (GF only) (Electricity, Gas & Heating Oil)	Based on general inflation rate increases.	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	Variable	Occasional disposal of assets as outlined in the disposal programme. Income is not taken into account until received.	The council's stock of land available for sale is reducing. Receipts will reduce significantly over the life of this budget plan.
Garage Income	£1.4m	Based on officer projections of revenue	Increased electrification of commercial fleet (future negative).  Income is reliant on clients' future business plans that the Council is not privy to (future negative).
Housing benefits	£30.9m	Officer assessment of current conditions and trends	With anticipated reduction in central government grant, the Council funded element of provision of the service will increase (N.B. grant funding will not be confirmed until January 2021).  External Audit of subsidy may lead to qualification resulting in significant financial loss.  Uncertainties around growth of supported and exempt and temporary accommodation is having an increased impact on subsidy loss.  Ongoing impact of universal credit implementation is not fully known and may exceed (or under achieve) modelling, having an impact on staffing and council tax and rent arrears.  If the Council exceeds the thresholds (upper and/or lower) set by the DWP for local authority error overpayment subsidy, then this could materially affect the level of subsidy receivable on such amounts down from 100% to either 40% or 0%.
Interest receipts from the housing company	c. £152k	Based on agreed interest rate and loan amount	The viability of the company may be impacted as interest rates rise and rents stabilise or reduce.

Topic	Quantum	BSR Assumption	Commentary / Risk
Investment income	c. £0.9m	These are based on a mid-range level provided by market analysts	<p>Rates remain lower for a longer period than anticipated (negative).</p> <p>A faster increase in bank base rates would result in increase in investment income (positive).</p> <p>Delays to capital programme mean higher cash balances are available to invest (positive).</p>
Land charges income	c. £0.23m (City only)	Officer assessment of current market conditions and future trends	<p>Increased proportion of personal searches and reduced number of overall searches due to market conditions.</p> <p>A new fee schedule has been created for use by the shared service. This has meant assessing budgetary costs and service demand levels alongside time and motion study data to establish the new fees. Assumptions regarding service impact of the merging have had to be made, and the only available search demand data was of a limited period of time, therefore there may be some variation in income levels which may need to be corrected by the adjustment of fees in the future.</p>
Local retention of business rates	c. £4m	BSR includes projections based on latest figures and guidance	<p>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.</p> <p>Future changes in government policy (e.g. business rates reform, Fair Funding Review) and technical updates (e.g. baseline reset) are likely to impact on future income, but the timing and nature of these remains uncertain.</p>
Market income	c. £0.99m	Officer assessment of current market conditions and future trends	<p>Level of voids as a result of a changing economic climate.</p> <p>Any reductions could be mitigated by new traders coming to the market as the team seek to widen the range of services on the market.</p> <p>Pre-pandemic occupancy stood at 94%, this dropped to as low as 53% but is now back up to 88%. Historically a number of traders leave in Jan/Feb/March, plus many of the new traders have already given notice. It might be sometime before the occupancy stabilises.</p>

Topic	Quantum	BSR Assumption	Commentary / Risk
Non-pay inflation	Net impact +/- 1% for GF ~ £280k for 2022/23	General inflation: 2022/23 – 0% ( <i>last year BSR 2.0%</i> ) 2023/24 and ongoing – 2.0% ( <i>last year BSR 2.0% - no change</i> )	General Inflation rises more quickly than anticipated placing greater pressure on cash limited budgets or on general reserves to fund those pressures.
Pay settlement	£27.8m (GF current Basic Pay, NI and Pension 21/22 budgets)	Pay progression cost estimate 1.0% (previously 1.5%) plus: 2022/23 and ongoing – 2.0% (previously 2.0% - no change)	Negotiation of 2021/22 pay awards are still being progressed and the outcome is unlikely to be known before the Council meeting on 24 February.
Planning fee income	c. £1.9m	Income projections for 2022/23 have been amended to reflect current market expectations	<p>The level of development activity and progression of major planning applications declines due to loss of confidence – leading to reduced in year pre-application and planning fee income.</p> <p>The level of planning activity in the city is likely to decline over time as available land is built out which will impact on the level of fee income which is achievable.</p>
Support costs charged to the HRA	c. £4.3m (all recharge codes within the HRA for 22/23)	Support costs ("Recharges") are charged based on updated apportionment bases	As the Council undergoes the Transformation programme the allocation of overheads will be reviewed which will affect both the total charge as well as the split of allocation between HRA and GF services. Fixed costs such as administrative buildings, management structure, costs of democracy and long-term contracts cannot be reduced immediately.
VAT partial exemption	c. £500k if breached	No breach of partial exemption limit is anticipated for 2021/22	Potential liability if limit is breached over a seven-year moving average.
Trade Waste	c. £0.9m trade waste surplus for the City	Figures in line with shared service forecast	There is always the risk of trade waste contracts being cancelled and not renewed at short notice particularly with the ongoing effects of Covid-19 on businesses.

## Equality impact assessment

As a key element of considering the changes proposed in this BSR, an Equality impact assessment has been undertaken covering all Budget 2020/21 proposals. This is included in this report at Appendix E. 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.

Most 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:

- The MTFS 2021
- 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 aspects of the council's work.

# Reserves

The council holds two types of general fund reserves:

- The GF 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.

As such, the level of the GF reserve 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
<b>October 2021 MTFS / February 2022 BSR – Recommended levels</b>	
- Target level	7.98
- Minimum level	6.64

The projected levels of reserves for the budget setting period, based on the proposals included in this report, and if all net savings requirements identified for 2023/24 and later years are delivered, are as set out in the table below. It should be noted that the business rate surpluses shown are projections and, except for the 2021/22 figure, cannot be relied upon. Excluding these surpluses from 2022/23 onwards would reduce the projected reserves balance at the end of 2026/27 by just over £9m.



<b>£000</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
<b>Balance as at 1 April b/fwd</b>	<b>(16,594)</b>	<b>(20,048)</b>	<b>(24,073)</b>	<b>(24,896)</b>	<b>(25,974)</b>	<b>(27,379)</b>
Contribution from reserves to support delivery of services	1,534	216				
Carry forwards	659					
Projected business rates surplus	(9,747)	(4,301)	(883)	(1,138)	(1,405)	(1,405)
Contribution to the Climate Change Fund (NCL4667 and NCL 4722)	200					
Funding and contingency for Our Cambridge transformation programme	3,900					
Contingency funding for adults with 'multiple disadvantage' programme		60	60	60		
<b>Balance as at 31 March (c/fwd)</b>	<b>(20,048)</b>	<b>(24,073)</b>	<b>(24,896)</b>	<b>(25,974)</b>	<b>(27,379)</b>	<b>(28,784)</b>

Contingency funding is requested at £60k per year for three years commencing in 2022/23 for the council's contributions towards a 'Changing Futures' programme to be delivered collaboratively with partners across Cambridgeshire and Peterborough. The programme will work with 150-200 adults experiencing a combination of three or more of the following issues: mental ill health; homelessness, substance misuse, repeat offending and domestic abuse. It will use an evidenced-based approach with a robust cost-benefit analysis that indicates that, if delivered successfully, there are benefits in terms of social and economic outcomes for the cohort and a reduction in demand for public services. Each Cambridgeshire and Peterborough Local Authority, the CPCA, Police/PCC, Probation and Health has been asked to consider making a multi-year funding contribution to expand Changing Futures locally.

A decision to draw-down funding would be subject to Executive decision based on a viable proposal emerging with credible delivery plans and funding commitments from partners. The City Council would need assurance that the proposal can achieve benefits for adults with multiple disadvantage in and around Cambridge, improves the wider Cambridgeshire and Peterborough partnership and that it acts as an enabler for public service reform.

As noted above, the levels of risk to the financial sustainability of the council are considerable. Many risks are external and substantially beyond the council's control, which is reflected in the PMB. However, failure to deliver the required savings and/or increased income through the Our Cambridge programme and other initiatives will give rise to use of general reserves to meet budget gaps year on year. This is not sustainable in the long term, as illustrated in Section 9. As a result, it is suggested

that no alternative use of reserves is considered until the delivery of substantially all net savings requirements is assured.

# Section 9

## Future strategy and recommendations

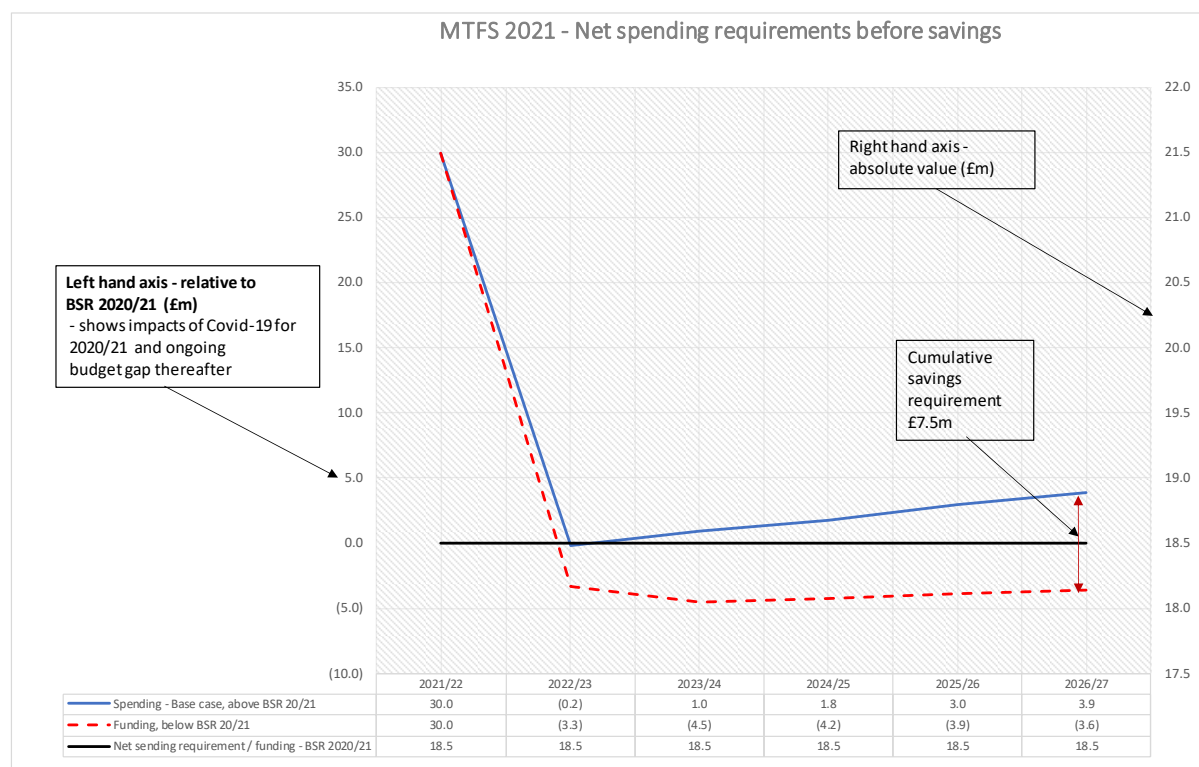
Whilst the outcomes of many of the risks and uncertainties outlined in the previous section may become clearer during 2022/23, the council must set out a strategy in this report to ensure on-going financial sustainability.

### The MTFS savings challenge

As a council, we are facing unprecedented challenges over the next five years. The MTFS predicts that on the assumptions in our current base scenario, our budgeted net spend (pre-Covid) will fall from £18.5m in 2020/21 to £15.0m in 2026/27, a reduction of 19%. This position is subject to considerable uncertainty, with unavoidable revenue pressures potentially higher than forecast and inflationary pressures and supply chain issues adding to the council's costs. Whilst an economic recovery is expected, it is unclear how long it will take to return to previous levels of economic activity. Income reductions are likely to continue for some time, and in the case of car parking, may never recover to re-Covid levels. The MTFS presents a cumulative savings requirement rising from **£5.5m** in 2023/24 to **£7.5m** in 2026/27 for the base scenario. The chart on the following page shows the difference between our projected spend and our forecast funding demonstrating the size of the savings gap and how it increases over the next five years.

Since the MTFS was agreed, the 2021 Spending Review has delayed many of the changes in central government funding. This has pushed back the most significant increase in the savings requirement by a year. Moreover, we do not yet know the full scale of the social, economic and environmental change that may emerge as the country recovers and the impact this could have on the city, the Council as a whole, and individual services. In the next two to three years we will need to support Cambridge's recovery from Covid-19, enhancing the way the council works, in order to successfully

deliver the vision for Cambridge – while transforming the way we operate to ensure we remain a financially sustainable organisation.



We have already invested and delivered transformation, including capital investment in ICT and digital technology. Since MTFS 2020, we have funded specialist resources, creating internal transformation capacity to design and launch the Our Cambridge transformation programme as well as to support services leading and delivering change. This approach has delivered some savings; however, the MTFS shows that transformation will need to progress at a much greater scale and pace over the next two years to deliver the change required to make the council financially sustainable. Moreover, the Covid-19 pandemic has significantly slowed progress on ongoing improvement work and there is an continuing risk that service resource will not have the capacity to deliver transformation as the council continues to respond to the pandemic and/or support the city's recovery.

# Achieving financial sustainability and resilience

Despite continuing pressures and uncertainties, the council's finances are currently healthy. In particular, it has good levels of general reserves. However, there is no foreseeable end to scarce funding for local authorities and economic conditions remain challenging, particularly with no real end in sight to the Covid-19 pandemic or its economic effects. It is important, therefore, to ensure that the council is prepared to manage financial challenges as they arise. To ensure financial resilience the council must work hard to: -

- Maintain healthy levels of reserves
- Plan and deliver savings in a controlled and sustainable way
- Ensure savings and income plans are firm and robust and that gaps / savings still to be found are minimised, particularly in the next two or three financial years
- Minimise unplanned overspends and/or carrying forward undelivered savings into the following year.

## Our Cambridge - Transformation and recovery programme

BSR 2021/22 set out the need for a transformation and recovery programme to support the council to respond to the financial challenges of the future and the challenges and opportunities of the pandemic and recovery, while continuing to deliver the council's corporate priorities of:

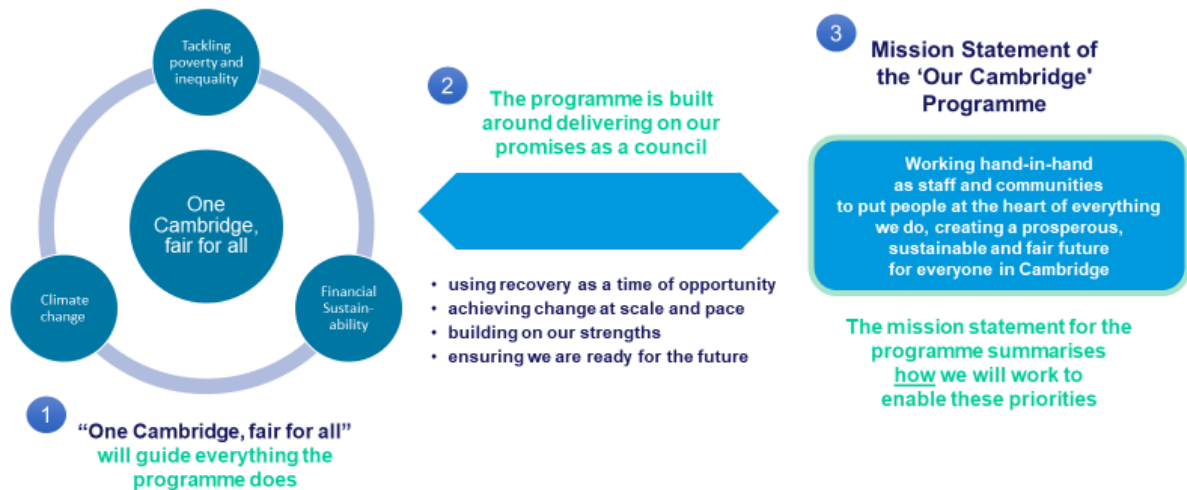
- tackling poverty and inequality and ensuring everyone shares in Cambridge's success
- tackling the climate and biodiversity emergencies
- helping everyone to have a home they can afford and enjoy
- planning for the future so that everyone participates in and benefits from Cambridge's success

Substantial work has taken place to develop proposals for how this will be achieved through a programme titled 'Our Cambridge'. MTFS 2021 allocated a total of £3.9m from GF reserves to deliver the programme.

The Our Cambridge programme will make "One Cambridge – Fair For All" the reality that underpins all of the council's work, by building on the assets that exist and what already works well; but also ensuring that, as the council adapts to the severe challenges that face us, we consistently put people at the heart of what we do. The council's ambition is to create a prosperous and sustainable future where people are able to get the help and support they need, when they need it; where our teams feel valued and part of a council that is investing in that future; and where our financial position enables our ambitions as a council and does not hold them back.

To do this, the programme will apply the learning we have achieved from the past 18 months, engage staff and communities in transforming the way we work and enhance how we collaborate with our partners, in order to improve outcomes for local people and develop a clear and shared vision for the future of Cambridge.

### How does Our Cambridge relate to our council priorities?



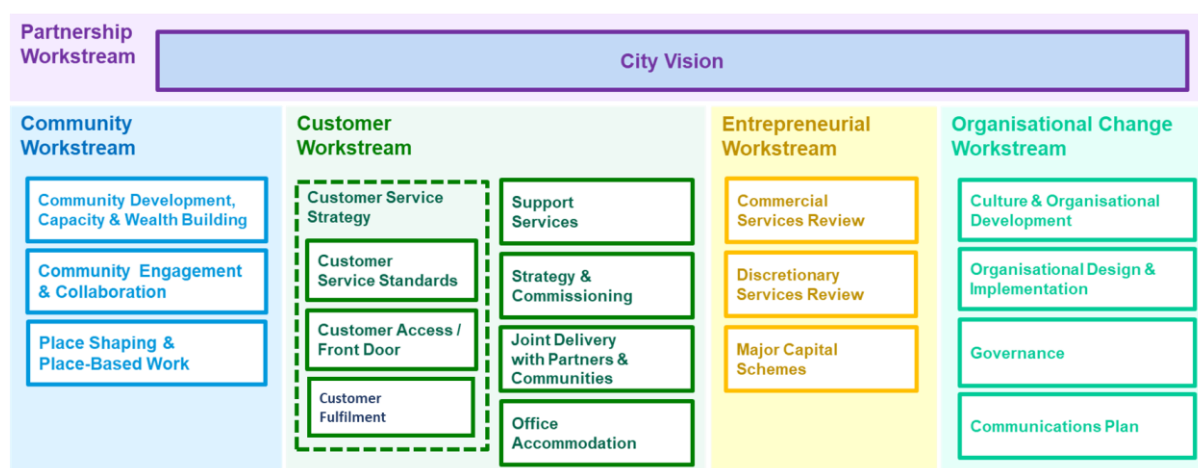
The outcomes of the programme will be a council which is customer first, community focused, and empowers its people:

- **Customer first** – with a customer service model that puts residents at the heart of what we do and deliver the best service we can - in the most effective, innovative and efficient way

- **Community focused** – helping all communities to thrive by working with them to build community connections and strong partnerships, supporting sustainable economic development and the city's recovery from Covid
- **Empowered people** – creating an environment in which staff are supported and encouraged to be innovative and entrepreneurial, and developing an agile culture to help drive change and improvement.

Staff engagement and participation will be vital to making Our Cambridge a success, and to support this, as well as involving as many staff as possible in shaping and delivering the programme, a key workstream will focus on organisational development and on the support staff need to adopt new ways of working.

Extensive staff engagement was carried out in autumn of 2021 to gather ideas and feedback to shape the programme. The outcomes of this feedback have shaped a list of projects grouped under five delivery workstreams and work on these will commence from January 2022.



In its initial phase Our Cambridge will focus on delivery of the customer service strategy projects and on review of key services in the Entrepreneurial workstream while beginning engagement with communities and partners to lay the long-term foundations for new ways of working with them and for the city vision. The programme will also take forward work on culture and organisational development.

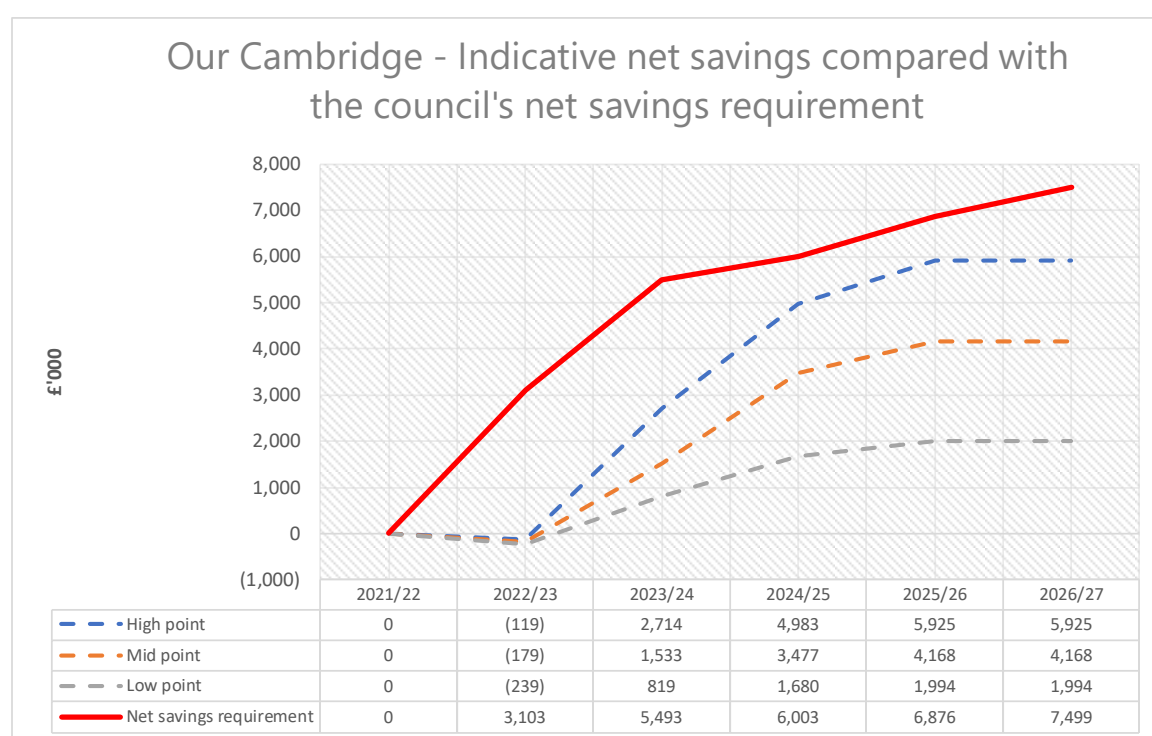
Further information about the structure, benefits and resourcing of the programme is set out in Appendix E to MTFS 2021.

<https://democracy.cambridge.gov.uk/documents/s57132/GF%20MTFS%202021%20-%20Council%2021%2010%2021.pdf>

## Financial implications

The programme is forecast to begin delivering financial benefits from 2023/24 onwards and will aim to achieve recurrent income growth and revenue savings of £4.7m (net) by 2025/26 with £4.2m of this attributable to the GF and £0.5m to the HRA. These financial benefits are indicative at this stage and will go through further validation as the Our Cambridge programme develops, as well as being subject to policy decisions as specific proposals come forward.

The net savings profile of the programme has been forecast at three levels; low, mid and high points, to give an indication of the range of possible outcomes. These are shown in the graph below, alongside the council's net savings requirement as presented in MTFS 2021.



To achieve these benefits within the timescales needed to meet the MTFS challenge, additional resource will be needed in addition to the existing transformation team to accelerate the scale and pace of change and ensure we can deliver transformation alongside existing work and the ongoing response to the pandemic. These roles will include:

- A core team covering programme management, data analysis, communications and engagement, HR and finance capacity
- Project managers and business analysts

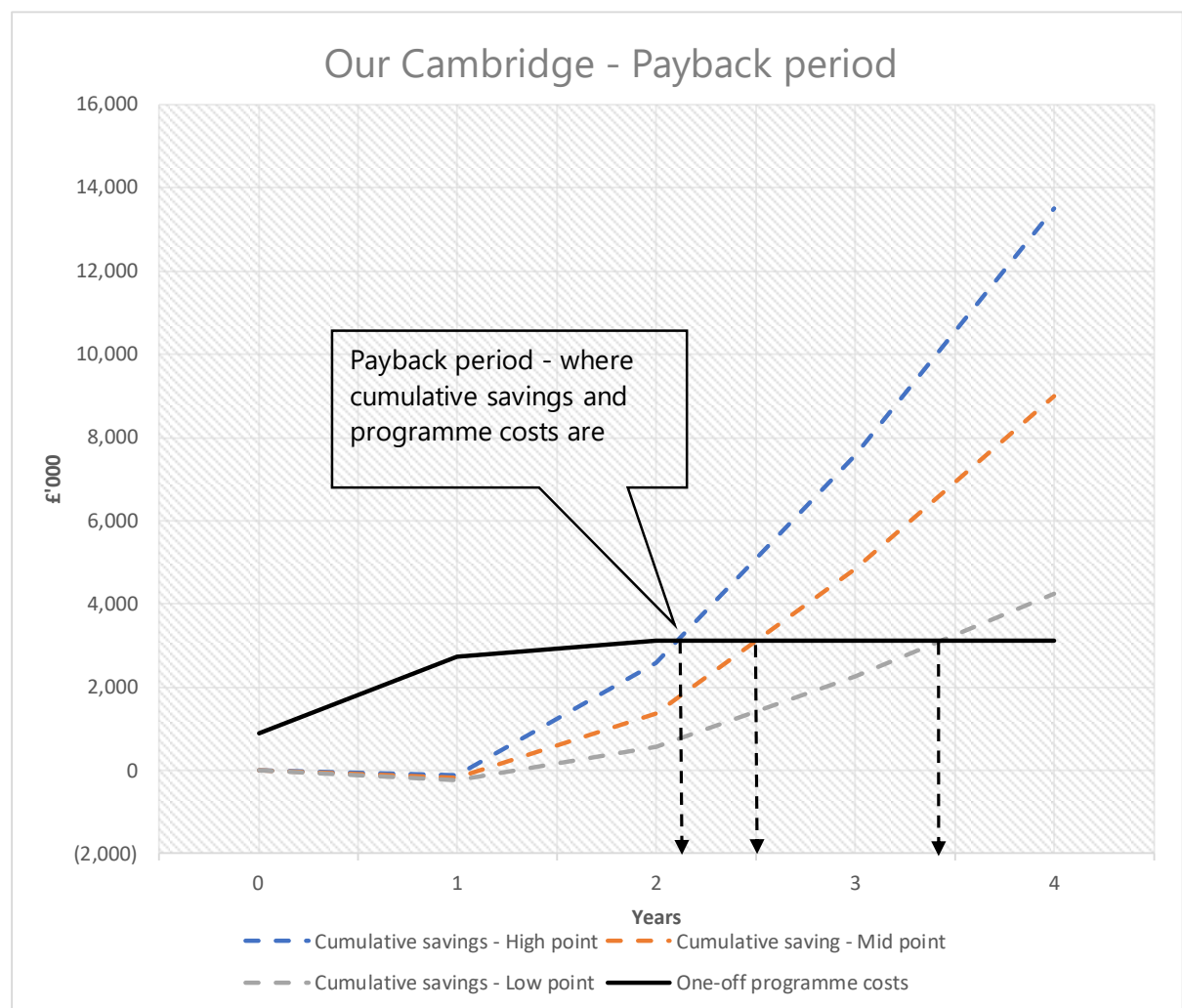


It is expected that these resources will include a mixture of fixed term contracts, internal secondments and backfilled roles with a small amount of support from external specialists.

The cost of this delivery team is forecast to be £3.1m over the lifespan of the programme with additional contingency of £800k to cover potential dual running or transition costs. The capital requirements of the programme relate to additional ICT and configuring our office accommodation to support new ways of working. These are being finalised but are not expected to exceed £400k.

In addition, some projects will give rise to recurrent revenue costs to support new ways of working. These are estimated at £498k in total with some costs starting to be incurred from April 2022. They will come forward through the budget setting process for the relevant year. The savings figure of £4.2m for the GF is net of these costs.

Based on the above costs and the three indicative levels of net savings, the payback period to cover the initial investment is shown below.



## Unmet savings requirement

Based on current estimates, the Our Cambridge programme will not deliver all the savings required by the council in the next five years. In 2026/27 the unmet savings requirement will be £3.3m at the mid-point level (high point, £1.6m; low point £5.5m). Furthermore, the expected profile of savings delivery from the programme does not match the profile of net savings requirements. In particular, this BSR identifies a total of £5.6m of savings requirement for 2022/23 and 2023/24 against potential savings of £0.8m to £2.7m from the programme. The council will therefore have to:

- Accelerate projects within Our Cambridge that are most likely to result in efficiencies, savings and increased income
- Review service standards for statutory services to ensure value for money is achieved
- Robustly challenge the costs and benefits of discretionary services
- Identify additional savings and income; and
- Use GF reserves to support services on a temporary basis.

The impact of using reserves to support service spending while the programme delivers the mid-point level of savings, with no reliance on business rates growth, is shown in the table below. In this illustration, the PMB level of reserves is breached in 2027/28 and all reserves are used by 2029/30. On average, an additional £580k of new net savings must be delivered per year to meet the five-year savings requirement.

£'000s	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Balance at 1 April (b/fwd)</b>	<b>(16,594)</b>	<b>(20,048)</b>	<b>(19,653)</b>	<b>(15,621)</b>	<b>(13,304)</b>	<b>(11,074)</b>	<b>(8,189)</b>	<b>(5,304)</b>	<b>(2,419)</b>
Contributions and carry forwards	2,393	216							
Business rates growth – indicative increase in growth element	(9,747)								
Funding for Our Cambridge transformation and recovery programme	3,900								
	<b>(20,048)</b>	<b>(19,832)</b>	<b>(19,653)</b>	<b>(15,621)</b>	<b>(13,304)</b>	<b>(11,074)</b>	<b>(8,189)</b>	<b>(5,304)</b>	<b>(2,419)</b>
Savings requirement - cumulative		0	5,565	5,794	6,398	7,053	7,053	7,053	7,053
Indicative net savings delivered by Our Cambridge Programme - cumulative		179	(1,533)	(3,477)	(4,168)	(4,168)	(4,168)	(4,168)	(4,168)
<b>Call on reserves to balance budget</b>		<b>179</b>	<b>4,032</b>	<b>2,317</b>	<b>2,230</b>	<b>2,885</b>	<b>2,885</b>	<b>2,885</b>	<b>2,885</b>
<b>Balance at 31 March (c/fwd)</b>	<b>(20,048)</b>	<b>(19,653)</b>	<b>(15,621)</b>	<b>(13,304)</b>	<b>(11,074)</b>	<b>(8,189)</b>	<b>(5,304)</b>	<b>(2,419)</b>	<b>466</b>

## Capital and investment strategy

The council's capital and investment strategy will be reported to Strategy and Resources Scrutiny Committee alongside this BSR. As agreed last year in BSR 2021/22, it confirms that the council will finance the capital programme from capital receipts and borrowing, rather from revenue resources. This has achieved a saving of about £2.2m per year but commits the council to increasing debt servicing costs. This strategic change will require regular review to ensure that financial pressures are managed through limiting capital expenditure through the prioritisation of proposals and careful management of capital receipts and cash flows.

Overall, the capital and investment strategy will:

- Ensure that the council's operational asset portfolio aligns with the requirement of services as they transform and reduces the council's energy use and carbon emissions

- Ensures that the service potential of these assets is maintained in line with the demands placed on them
- Focuses the development of the commercial property portfolio on local investments with additional benefits such as regeneration and provision of commercial property types in short supply
- Considers broadening investments to include renewable energy and housing, addressing council objectives on climate change and support for those in most need
- Maintains a prudent approach to financing capital
- Prioritises the use of existing resources to finance investments as far as practical, borrowing wisely where necessary to achieve outcomes
- Aims to develop income to support the council's objectives in providing services without government funding, which is being cut.

## Conclusion

This report presents a balanced budget for 2022/23, albeit supported by the use of reserves. However, the council requires a continuing savings strategy to maintain a firm financial footing in the medium term despite ongoing economic and financial uncertainties which present challenges in both financial and service delivery terms.

This section presents an evolving transformation and recovery programme which seeks to address the financial challenges, alongside significant cultural, organisational and service delivery change. This is an ambitious programme at a time when resources are under significant pressure.

The overall budget and MTFS therefore rely on the successful delivery of a challenging programme of transformational projects, some of which rely on collaborative working with partners and local communities. Furthermore, difficult decisions will have to be made to ensure that objectives are achieved. 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 for the council to manage. The key will be to balance policy-driven spending 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 Section 151 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 2022/23 estimates and reserves up to 31 March 2023.

### **Robustness of estimates**

The council has well established and robust budget processes. These have been followed when compiling the 2022/23 budget and medium-term projections. Estimates and assumptions were reviewed during the preparation of the MTFS in October 2021 and confirmed during the development of this BSR. Section 8 of the BSR reviews these estimates and assumptions and indicates the sensitivity of each in financial terms.

#### **Covid-19 pandemic**

The council has monitored the financial impact of the pandemic closely through 2020/21 and 2021/22. We saw significant shortfalls in income and additional cost pressures through 2020/21 and some continuance of these into 2021/22. The rise of the Omicron variant in late 2021 brings with it further potential financial pressures, both as a result of increased service demands and unavoidable income reductions. As a result, outturn forecasts are likely to be less reliable than in a normal year. The outlook for 2022/23 will still be dependent on the course of the pandemic, the effectiveness of vaccines against future dominant variants and government policy on restrictions and financial support.

### **Future funding of local government**

This is the fourth year that a single year financial settlement for local government has been announced. There is, therefore, significant uncertainty as to the quantum and form of local government funding underlying future year budget numbers presented. This hinders financial planning and makes it more difficult for the council to achieve financial sustainability. We understand that one fundamental change in the distribution of funding could be implemented as early as 2023/24, with work to start “in the coming months” to work out “with the sector” how to update funding distribution and “challenges and opportunities facing the sector”. These changes in funding could be significant and make forecasting for 2023/24 and beyond very difficult.

The provisional local government finance settlement confirms that funding via NHB will end, but not what might replace it or the possible amount of any replacement. No potential replacement for NHB or future business rates growth has been modelled due to the high level of uncertainty in amounts and timing. Therefore, the outlook on funding presented is considered to present a prudent view and could be more negative than the eventual outcome.

### **Scenario planning and unavoidable revenue pressures**

Prior to the pandemic, we saw new unavoidable revenue pressures of the order of £800k arising in each year and included these in evaluating ‘best’ and ‘worst’ case levels of savings requirement. However, instead of using these indicative levels of general unavoidable pressures, MTFS 2021 follows best practice and identifies specific indicative pressures and presents two alternative scenarios; Return to lockdown conditions, and Economic shock. This builds on an improved understanding of the council’s financial vulnerabilities identified during the pandemic. For the purposes of 2022/23 in this BSR, indicative amounts have been replaced with actual identified pressures, giving a recurring net savings requirement of 39% of the council’s pre-pandemic net expenditure.

Given the high levels of focus on transformation and savings, it is expected that levels of emerging pressures will reduce. However, if unavoidable pressures emerge in line with past trends this could mean that savings targets are understated by at least £800k each year in future years, totalling £4.0m or more over five years. The scale of savings to be achieved by the council over the next five years is therefore considerable and represents an ongoing risk and challenge.

### **Estimation and delivery of savings**

Savings proposals included in this BSR are considered to be deliverable, but future savings will require a fundamental change in the way that the council operates and services are delivered. The council has

developed a recovery and transformation programme, Our Cambridge, to deliver a significant portion of these savings. The Our Cambridge programme is now moving from the outline design phase toward the development and delivery stage, but it is not yet possible to assess whether estimated savings will be delivered. Risks to the delivery of savings include:

- the significant level of cultural, organisational and service delivery change to be delivered
- complex and time-consuming decision-making mechanisms that are not well equipped to manage complex and cross-cutting financial and organisational issues
- demanding timescales
- significant pressures on officer capacity to deliver business-as-usual, pandemic response and transformational change.

There are, therefore, significant levels of risk around the estimation and delivery of potential income and savings required to ensure the financial sustainability of the council in the medium term.

### **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 Section 151 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.

A key mitigation for financial risk is the Section 151 officer's estimate of a prudent level of reserves. A risk assessment was undertaken in MTFS 2021 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 Section 151 officer has followed guidance in the CIPFA LAAP Bulletin 99 – Guidance notes on Local Authorities Reserves and Balances. The risk analysis shows that a prudent minimum level of reserves for 2021/22 will be of the order of £6.6m.

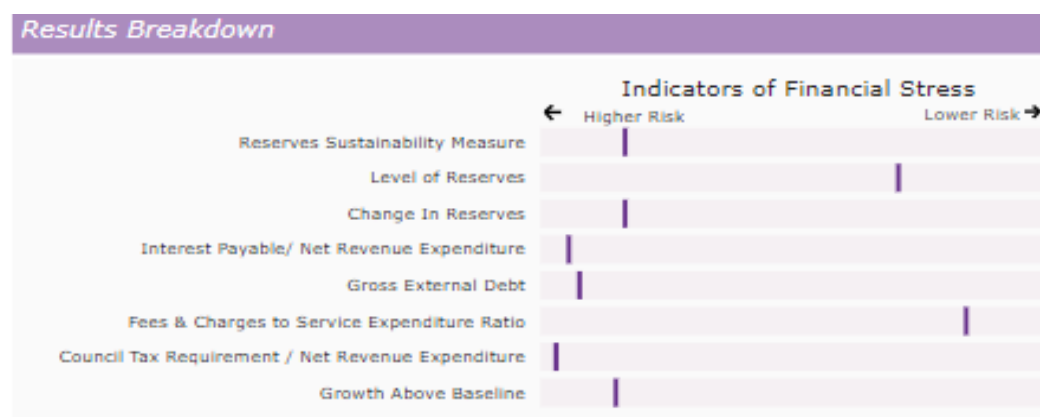
The final table in Section 8 shows that the anticipated level of the general fund reserves will remain above the prudent minimum level for the duration of the medium-term planning period. However, Section 9 presents an alternative view, in which Our Cambridge successfully delivers its mid-point savings estimates, but no other net savings are achieved with shortfalls being met from reserves. This

shows that the council will breach its prudent minimum balance of reserves in 2027/28.

## Financial sustainability

The Chartered Institute of Public Finance and Accountancy (CIPFA) produces a Financial Sustainability Index for councils, comprising a range of indicators and allows comparison with all district councils or 'nearest neighbours'. It currently uses 2019/20 data.

### All district councils



### Nearest neighbours



**Interest payable /Net revenue expenditure, Gross external debt:** These indicators record the council's HRA debt and the interest payable on it, which is fully supported by rents and other revenue within the HRA as shown within the HRA's 30-year business plan and is therefore not considered to be a risk to the council's financial sustainability. The council currently holds no other debt.

**Council tax requirement / Net revenue expenditure, Fees and charges to service expenditure**



**ratio:** These indicators show the reliance that the council has on income other than council tax to support the provision of services and are designed such that high levels of other income are considered to reduce the financial risk to the council. However, the pandemic has shown that the reverse is the case with income from commercial property and car parking income subject to external influences outside the council's control. These income flows are kept under close review through the year. If and when shortfalls are predicted, corrective action is taken.

**Business rates, growth above baseline:** The council currently benefits from the retention of some of its business rates growth which will be lost when business rate baselines are reset. In setting its budget, the council does not rely on business growth to fund core services, so this is not considered to be a risk to the council's financial sustainability.

**Reserves sustainability measure:** This is the ratio between the current level of reserves and the average of the previous three years decrease in reserves. Although shown as a high risk, this reflects years in which the council reviewed reserves and invested balances that were no longer needed, i.e. this is prudent management rather than the unplanned use of reserves to support service delivery.

## **Conclusion**

**I therefore consider that the estimates for the financial year 2022/23 to be sufficiently robust and the financial reserves up to 31 March 2023 to be adequate.**

**However, I draw attention to the high levels of savings that are required to ensure the council's future financial sustainability, and that**

- **the plans currently under development are unlikely to meet the savings requirement in full**
- **the delivery of these plans will be challenging**
- **difficult decisions will be necessary to achieve the required level of transformation and savings delivery**

**Caroline Ryba, Head of Finance**

# Appendix A(a)- Calculation of council tax base 2022/23

	Council Tax Bands									
	A entitled to disabled relief reduction	A	B	C	D	E	F	G	H	Total
Dwellings on the valuation list	0	4,324	10,761	20,137	10,245	5,940	3,836	3,252	498	58,993
Dwellings treated as exempt	0	(533)	(553)	(843)	(629)	(437)	(254)	(395)	(170)	(3,814)
Adjustments for disabled relief (i.e. reduced by one band)	0	(2)	(16)	(41)	(36)	(20)	(15)	(13)	(1)	(144)
	2	16	41	36	20	15	13	1	0	144
Total chargeable dwellings	2	3,805	10,233	19,289	9,600	5,498	3,580	2,845	327	55,179
Where there is a liability to pay 100% council tax	1	1,935	4,533	12,940	6,983	4,122	2,830	2,358	286	35,988
That are assumed to be subject to a discount or premium	1	1,870	5,700	6,349	2,617	1,376	750	487	41	19,191
Dwelling Equivalents:										
Number of dwelling equivalents after applying discounts and premiums to calculate tax base	1.8	3,321.8	8,787.5	17,667.0	8,914.3	5,150.8	3,394.5	2,719.0	313.8	50,270.3
Ratio to Band D	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	
Band D equivalents	1.0	2,214.5	6,834.7	15,704.0	8,914.3	6,295.4	4,903.2	4,531.7	627.5	50,026.3
Band D equivalent contributions for Government properties										1.0
Allowance for Council Tax Support										(4,255.6)
Tax base after allowance for Council Tax Support										45,771.7
	Add		Estimated net growth in tax base							644.2
	Less		Adjustment for student exemptions							(1,045.9)
	Less		Assumed loss on collection at 2.8%							(1,270.4)
Total Band D Equivalents – Tax base for Council Tax and Precept Setting Purposes										44,099.6

# Appendix B(a) - Assessing budget proposals

## 1. Local Poverty Rating Index

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 2021/22 (as in previous years). The impact classifications are shown in the table below:

Impact classification	Assessment
High Positive	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 Positive	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 Positive	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.

## 2. Climate Change Rating Tool

Appendix B(a)

1. IMPACT ON CARBON EMISSIONS (MITIGATION OF CLIMATE CHANGE)									
HOW WILL THIS PROJECT/PROPOSAL AFFECT THE FOLLOWING KEY AREAS:		WHAT IS THE IMPACT CONSIDERED TO BE? <i>See guidance in the purple box, below, to help you assess the degree of the negative and positive impacts e.g. High, Medium or Low</i>		CLIMATE CHANGE RATING: <i>Use drop down list</i>	WILL THE PROJECT MOVE CAMBRIDGE CITY COUNCIL CLOSER TO THE OBJECTIVE OF BEING NET ZERO CARBON BY 2030? <i>Use drop down list</i>	WILL THE PROJECT MOVE THE CITY CLOSER TO THE OBJECTIVE OF A NET ZERO CARBON CAMBRIDGE BY 2030? <i>Use drop down list</i>	PLEASE DETAIL HERE THE ACTION THAT WILL BE TAKEN TO AVOID, MITIGATE OR COMPENSATE FOR THE NEGATIVE IMPACTS AND MAXIMISE POSITIVE IMPACTS?		HAS A NET ZERO CARBON OPTION BEEN CONSIDERED? PLEASE PROVIDE DETAILS.
1	ENERGY USE	Positive Impact:	Energy use will be reduced or renewable energy will be used				Consider: • Reducing demand for energy • Specifying energy efficiency measures		
		Nil Impact:	No extra energy use is involved						
		Negative Impact:	More energy (gas and/ or electricity) will be consumed (by CCC or others)						
2	WASTE GENERATION	Positive Impact:	Less waste will be generated OR amount of waste that is reused/ recycled will be increased				Consider: • Will resources be reduced or reused? • Will you use recycled goods?		
		Nil Impact:	No waste will be generated						
		Negative Impact:	More waste will be generated (by CCC or others)						
3	USE OF TRANSPORT	Positive Impact:	The use of transport and/or of fossil fuel-based transport will be reduced				Consider: • Will you purchase an electric vehicle? • Will you specify the use of public		
		Nil Impact:	No extra transport will be necessary						
		Negative Impact:	CCC or others will need to travel more OR transport goods more often/ further						
4	SUSTAINABLE FOOD	Positive Impact:	Food will be locally grown and/ or meat-free				Consider: • Use of locally grown/ produced food • Reducing use of imported food		
		Nil Impact:	No change in supply of food						
		Negative Impact:	Food will travel long distances and include meat						
2. IMPACT ON RESILIENCE (ADAPTATION) TO THE EFFECTS OF CLIMATE CHANGE									
HOW WILL THIS PROJECT/PROPOSAL AFFECT THE FOLLOWING KEY AREAS :		WHAT IS THE IMPACT CONSIDERED TO BE? <i>See guidance in the purple box, below, to help you assess the degree of the negative and positive impacts e.g. High, Medium or Low</i>		CLIMATE CHANGE RATING: <i>Use drop down list</i>	WILL THE PROJECT HELP CAMBRIDGE CITY COUNCIL TO BE MORE RESILIENT TO THE IMPACTS OF CLIMATE CHANGE?	WILL THE PROJECT HELP CAMBRIDGE TO BE MORE RESILIENT TO THE IMPACTS OF CLIMATE CHANGE? <i>Use drop down list</i>	PLEASE DETAIL HERE THE ACTION THAT WILL BE TAKEN TO AVOID, MITIGATE OR COMPENSATE FOR THE NEGATIVE IMPACTS AND MAXIMISE POSITIVE IMPACTS?		HAS A NET ZERO CARBON OPTION BEEN CONSIDERED? PLEASE PROVIDE DETAILS.
5	HEATWAVES	Positive Impact:	Increased/ improved shade & natural ventilation				Consider: Building orientation and installing measures such as Brise Soleil to reduce heat gain and		
		Nil Impact:	No impact on existing levels of shade & ventilation						
		Negative Impact:	Lack of or reduced shade (e.g. from trees or buildings) & natural ventilation						
6	WATER AVAILABILITY	Positive Impact:	Provision made for an enhancement of water efficiency measures to minimise the impact on water resource availability				Consider: Managing water use efficiently, installing measures to use less water such as low water use taps, planting drought		
		Nil Impact:	Levels of water use will not be changed						
		Negative Impact:	Water use will increase and/or no provision made for water management = Negative Impact						
7	FLOODING	Positive Impact:	Sustainable drainage measures incorporated, positive steps to reduce & manage flood risk				Consider: The installation of measures to reduce the speed and increase the		
		Nil Impact:	Levels of surface water run-off & flood risk are not affected						
		Negative Impact:	Levels of surface water run-off will increase, no management of flood risk						
8	HIGH WINDS / STORMS	Positive Impact:	Exposure to higher wind speeds is being actively managed & reduced				Consider: the need to install stabilisation measures and ensure robust structures resilient to high winds		
		Nil Impact:	No change to existing level of exposure to higher wind speeds						
		Negative Impact:	Exposure to higher wind speeds is increased or is not managed = Negative Impact						

2. IMPACT ON RESILIENCE (ADAPTATION) TO THE EFFECTS OF CLIMATE CHANGE									
HOW WILL THIS PROJECT/PROPOSAL AFFECT THE FOLLOWING KEY AREAS :		WHAT IS THE IMPACT CONSIDERED TO BE? <i>See guidance in the purple box, below, to help you assess the degree of the negative and positive impacts e.g. High, Medium or Low</i>		CLIMATE CHANGE RATING: <i>Use drop down list</i>	WILL THE PROJECT HELP CAMBRIDGE CITY COUNCIL TO BE MORE RESILIENT TO THE IMPACTS OF CLIMATE CHANGE?	WILL THE PROJECT HELP CAMBRIDGE TO BE MORE RESILIENT TO THE IMPACTS OF CLIMATE CHANGE? <i>Use drop down list</i>	PLEASE DETAIL HERE THE ACTION THAT WILL BE TAKEN TO AVOID, MITIGATE OR COMPENSATE FOR THE NEGATIVE IMPACTS AND MAXIMISE POSITIVE IMPACTS?		HAS A NET ZERO CARBON OPTION BEEN CONSIDERED? PLEASE PROVIDE DETAILS.
9	FOOD SECURITY	Positive Impact:	Opportunities & resources for local food production are increased/ enhanced				Source food locally, and provide meat-free catering to reduce vulnerability to food shortages and reduce emissions from		
		Nil Impact:	No change to opportunities & resources for local food production						
		Negative Impact:	Opportunities & resources for local food production are reduced						
10	BIODIVERSITY	Positive Impact:	Biodiversity will be protected/ enhanced				Provide net gain mitigation if required and seek enhancement in projects of all types		
		Nil Impact:	Level of biodiversity will not change						
		Negative Impact:	Biodiversity will not decrease						
Weighing up the negative and positive impacts of your project, what is the overall rating you are assigning to your project?:					This overall rating is what you need to include in your report/ budget proposal, together with your explanation to be included in the red box below				

#### Guidance on Assessing the Degree of Negative and Positive Impacts:

*Note: Not all of the considerations/ criteria listed below will necessarily be relevant to your project*

Low Impact (L)	* No publicity
	* Relevant risks to the Council or community are Low or none
	* No impact on service or corporate performance
Medium Impact (M)	* No capital assets; or capital assets with lifetime of less than 3 years
	* Local publicity (good or bad)
	* Relevant risks to the Council or community are Medium
	* Affects delivery of corporate commitments
High Impact (H)	10%
	* Capital assets with a lifetime of more than 3 years
	* National publicity (good or bad)
	* Relevant risks to the Council or community are Significant or High
	* Affects delivery of regulatory commitments
	* Affects corporate performance by more than 10%
	* Capital assets with a lifetime of more than 6 years

Nil		0
High Positive		1
Medium Positive		9
Low Positive		73
Low Negative		585
Medium Negative		4681
High Negative		37449

In the box below please summarise the projects impacts (the reasons for the ratings given in column E above) to explain how the overall rating for the project/ proposal has been derived (Cell E37). Please also highlight any negative impacts your project may have and how you plan to avoid, mitigate

	Net High Positive
	Net Medium Positive
	Net Low Positive
	Net Low Negative
	Net Medium Negative
	Net High Negative
	Net Nil

<b>2022/23 Budget – GF Proposals – Pressures &amp; Bids</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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### Unavoidable Revenue Pressure

<b>URP4901</b>	<b>Increased Street Lighting costs</b>	4,500	4,500	4,500	4,500	4,500	Negative/Low Impact	No Impact
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The increased level of street lighting agreed with County is subject to negotiated energy costs which increase each year

Lynda  
Kilkelly

Open Spaces, Sustainable Food & Community Wellbeing

<b>URP4937</b>	<b>City Contribution - Development Management</b>	340,000	340,000	340,000	340,000	340,000	Nil	No Impact
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Financial adjustment for (n) years in response to reduced income from planning applications and related fees due to the diminishing number of 'major' applications within the City boundary

Stephen  
Kelly

Executive Councillor for Planning Policy & Transport

<b>URP4938</b>	<b>City Contribution - Land Charges</b>	16,500	16,500	16,500	16,500	16,500	Nil	No Impact
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Contingency to address the anticipated drop in Land Charge income as the housing market/sales slow following end of Government stimulus.

Stephen  
Kelly

Executive Councillor for Planning Policy & Transport

<b>URP4954</b>	<b>Increase in Employers National Insurance Contributions</b>	207,100	0	0	0	0	Nil	No Impact
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Increase in National Insurance contributions from 13.8 to 15.05 to fund health and social care costs. [Linked to URP 4955 as will be called Social Care Levy from 2023/24]

Karen  
Whyatt

Strategy and External Partnerships Portfolio

<b>URP4955</b>	<b>Social Care Levy</b>	0	207,100	207,100	207,100	207,100	Nil	No Impact
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The new Social care levy to fund UK health and social care bodies. [Linked to URP4954 as this Levy is a renaming of the increase in NI contribution to fund health and social care costs].

Karen  
Whyatt

Strategy and External Partnerships Portfolio

<b>Total Unavoidable Revenue Pressure</b>		568,100	568,100	568,100	568,100	568,100		
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## 2022/23 Budget – GF Proposals – Pressures & Bids

Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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### Reduced Income

<b>RI4849</b>	<b>Lion Yard Ground Rent Income</b>	80,000	300,000	300,000	300,000	300,000	Nil	No Impact
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A development scheme for a new hotel and food & beverage outlets was proposed by the Lion Yard Shopping Centre's long leaseholder operator. The Council asked if it could contribute to funding and this was provisionally agreed. Due to Covid and changing market conditions have meant that the long leaseholder no longer wants the Council to invest in the scheme which it intends to progress on its own. The budgeted increase in income related to the capital investment in the re-development of the Centre is therefore no longer achievable. The lease does not provide that the Council can invest, this is by agreement with the long leaseholder.

Philip  
Doggett

Finance & Resources Portfolio

<b>RI4850</b>	<b>Commercial Property Income</b>	150,000	150,000	100,000	50,000	0	Nil	No Impact
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A detailed review of the commercial property portfolio expected voids, lease renewals and rent reviews following the Covid-19 pandemic indicates a forecast reduction in income. There will be significant voids of some larger properties and also smaller offices together with lower than previously expected rent in some property types and locations.

Philip  
Doggett

Finance & Resources Portfolio

<b>RI4867</b>	<b>Reduced B&amp;B Income</b>	23,110	23,110	23,110	23,110	23,110	Nil	No Impact
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Housing Benefit payable in respect bed and breakfast accommodation for homeless households is capped at a level that means the authority is not able to recover as much as has previously been anticipated.

James  
McWilliams

Housing (GF) Portfolio

<b>RI4870</b>	<b>Reduction in Toilet Admission Income</b>	21,660	21,660	21,660	21,660	21,660	Nil	No Impact
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Toilet admission income budgets have been underachieving for a few years before Covid. In 2019 Park Street and Arbury Court toilets closed but we still have an income target for them. A review has been done of what income admission is now achievable and a bid is required as we are unable to reach the income targets that are currently set.

Anthony  
French

Climate Change, Environment and City Centre Portfolio

<b>RI4908</b>	<b>Park Street Budget review</b>	138,620	175,510	212,670	0	0	Nil	No Impact
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Park Street multi-storey car park will close in January 2022 for redevelopment. It is anticipated that there will be some migration of customers from Park Street to other car parks. However, others will find alternative transport means during this period resulting in a net loss of income.

Sean Cleary

Executive Councillor for Planning Policy & Transport

<b>2022/23 Budget – GF Proposals – Pressures &amp; Bids</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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<b>RI4930</b>	<b>Reduced Parking and Season Ticket Income</b>	520,000	0	0	0	0	Positive/Low Impact	No Impact
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A shortfall of parking and season ticket income across all car parks in 22/23. Usage will be reviewed annually however it must be noted that car parking income is on a declining profile and this is very unlikely to improve without a strategy to move to a sustainable model for income from these sites.

Sean Cleary

Executive Councillor for Planning Policy & Transport

<b>RI4970</b>	<b>Reduction of Clay Farm income</b>	160,000	160,000	160,000	160,000	160,000	Nil	No Impact
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As part of the s106 agreements put in place when Clay Farm was developed, the developer agreed to contribute towards the rent payable to the council by the medical centre for use of space within the new community centre. These contributions were linked to the profitability of the Clay Farm development as a whole and are now in dispute. The council will continue to pursue the developer for these contributions, but as their recoverability is in doubt it is prudent to remove the related income budget

Philip Taylor

Finance & Resources Portfolio

<b>RI4986</b>	<b>Museum of Cambridge Reduced Income</b>	25,000	25,000	0	0	0	Nil	No Impact
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Following a request from the Museum of Cambridge for further financial support, this proposal provides a cost for a two year rent free period for the museum. Covid 19 affected their previous business plan, has impacted visitors to the Museum and delayed some proposed changes. A revised business plan has been prepared and officers continue to work with the Museum to scrutinise, review and monitor this to ensure it is deliverable. This should allow key staff to be employed in accordance with the business plan so that the Museum is sustainable in the future.

Philip Doggett

Finance & Resources Portfolio

Total Reduced Income	1,118,390	855,280	817,440	554,770	504,770
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<b>2022/23 Budget – GF Proposals – Pressures &amp; Bids</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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## Revenue Bids

<b>B4836</b>	<b>Security Team and Compliance Officer</b>	97,000	97,000	97,000	97,000	97,000	Nil	No Impact
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Bid on behalf of 3C ICT (Lead Officer - Alex Young) - ICT have identified the requirement for increased resource to manage information security and compliance. The proposal is to recruit to an ICT security manager post shared across the three councils, who will develop a security strategy and plan, and to provide budget for implementation of the strategy and plan (equivalent to three posts). Cambridge City Council are asked to fund 49% of the costs with HDC and SCDC covering 32% and 19% respectively. The reason for this bid is that there is currently no dedicated resource for information security within 3C ICT. Over the last few years the amount of cyber security incidents have increased with 2020/2021 seeing a significant year for cybercrime and security can no longer be maintained within existing resources.

Elissa  
Rospigliosi

Finance & Resources Portfolio

<b>B4858</b>	<b>Biodiversity Officer</b>	9,750	39,190	29,950	0	0	Positive/Me dium Impact	No Impact
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Funding for the current post will end in December 2022. The Council will no longer be able to deliver an urban forest approach to managing its tree population. This represents a risk in terms of the integrity of the urban forest and a reputational risk to the Council. This bid will provide a further two years of funding for the post.

Alistair  
Wilson

Open Spaces, Sustainable Food & Community Wellbeing

<b>B4861</b>	<b>Herbicide Use Reduction Plan</b>	35,000	0	0	0	0	Positive/Lo w Impact	No Impact
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This bid supports a revenue resource to help achieve the Herbicide Motion (July 2021) commitment to continue our assessment of the full range of alternative weed control options available (including but not limited to brush cleaning equipment) to use in the herbicide free wards (and others where possible). The bid supports the assessment of alternative options with active involvement of Pesticide Free Cambridge representatives and frontline council staff to select the product, prior to the next planned round of treatments in 2022; The Trial will report back to the Environment and Community Scrutiny Committee on the differences between the herbicide-free wards and those wards that are not pesticide-free in any identified trial, and on the use of identified alternatives before the start of the 2022 cycle of treatments. This will include information about operative time and savings, or costs made, feedback from residents and operatives, and the level of any complaints or compliments. This information may be used for future budget savings or bids. Specifically the bid will support • Identifying the most effective methods of communicating with residents; •

Officer time to work with community groups who may wish to volunteer to clear their street spaces to avoid herbicide use. • The completion of a comprehensive assessment of the resources needed to ensure we can make Cambridge City Council herbicide free by the end of 2022.

Alistair  
Wilson

Open Spaces, Sustainable Food & Community Wellbeing

<b>2022/23 Budget – GF Proposals – Pressures &amp; Bids</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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<b>B4878</b>	<b>Discretionary Housing Payments funding shortfall</b>	75,000	0	0	0	0	Nil	High Positive Impact
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Discretionary Housing Payments are a crucial tool to support households who experience a shortfall between housing benefit or Universal Credit and their eligible rent. Funding levels from government have reduced for financial year 2021/22 and levels are not announced until close to the start of each financial year, Cambridge City Council has always spent all of its government allocation, supporting claimants impacted by welfare reforms and has previously relied on additional homelessness prevention funding set up several years ago to top up awards, but this funding is likely to be spent during the 2021/22 financial year. Funding for Discretionary Housing Payments will be reviewed again in future year.

Naomi  
Armstrong

Finance & Resources Portfolio

<b>B4885</b>	<b>Anti-Poverty Responsive Budget</b>	30,000	0	0	0	0	Nil	High Positive Impact
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Transfer the existing Anti Poverty Responsive budget from corporate strategy to the management of the community services grants team. This will be used for grants to the voluntary sector in response to identified need.

Jackie  
Hanson

Communities Portfolio

<b>B4891</b>	<b>Home Retrofit Project Coordinator</b>	60,000	60,000	60,000	60,000	60,000	Positive/High Impact	Medium Positive Impact
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This post will be a cross Council resource co-ordinating and submitting external funding bids for retrofit activity across all housing tenures. It will be based in Environmental Health given the very significant issues around poor energy efficiency standards in private sector housing, the role EH has in enforcing the new Minimum Energy Efficiency Standards in the PS rental sector, and the prior experience in this team of managing large scale external funds of this kind (ie Green Deal). The intention where possible is to include revenue costs within funding bids, however the scale and complexity of the process means that pump priming is essential.

Yvonne  
O'Donnell

Climate Change, Environment and City Centre Portfolio

<b>B4897</b>	<b>Council Tax Compliance and Counter Fraud Initiative</b>	36,500	36,500	36,500	0	0	Nil	No Impact
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The bid is in respect of the resources required for the setting up of a Cambridgeshire County wide fraud initiative, involving the County Council, Police and Fire (the preceptors) and all District Councils. The project aim is to maximise Council Tax income through detection of fraudulent claims for Council Tax discounts and exemptions. The savings generated will be shared in the same proportions as per the current Precept shares. In addition, the City Council will receive 25% of the additional Council Tax collected on behalf of Cambridgeshire County Council and this will be re-distributed to the City Council on an annual basis. The agreement will provide for the majority of the costs being met by preceptors, with each District Council providing resources to investigate, remove and report on the removals of discounts and exemptions over the period leaving an estimated net additional revenue to the City Council of

Kevin Jay

<b>2022/23 Budget – GF Proposals – Pressures &amp; Bids</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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approximately £160k taking into account direct receipts [linked bid I14963] and increased Council Tax receipts of £54k accruing to the Council in the Collection Fund

## Finance &amp; Resources Portfolio

<b>B4898</b>	<b>Increase in hours of HDA Project Manager</b>	14,800	14,800	14,800	14,800	14,800	Nil	No Impact
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It is proposed to increase Project Manager resource by 10 hours per week in recognition of an increased number of new build schemes. This bid will be fully funded through fee income charged to the HRA new build schemes. [Linked to I14899]

Claire  
Flowers

## Housing (GF) Portfolio

<b>B4913</b>	<b>Change of fixed term post to permanent- Business Support</b>	11,500	11,500	11,500	11,500	11,500	Nil	No Impact
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The existing Business Support Officer for Waste and Environment (at Waterbeach) is currently a fixed term post until March 2022. This post helps ensure high levels of customer service and meet the increased demands on the service. It now covers domestic and commercial waste enquiries (inc Collect & Return & bin reports), by phone, webform and email. (Total cost £23,000; Shared 50:50 with City & South Cambs - already accounted for in 2021/22 base budget.)

Fiona Bryant

## Climate Change, Environment and City Centre Portfolio

<b>B4916</b>	<b>Refuse Vehicle Driver Retention</b>	55,000	55,000	0	0	0	Nil	No Impact
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To pay all HGV drivers a market supplement of 6% of their current salary which would mean approximately an additional £900 per employee per year. This is to aid retention during the driver shortage that the country is currently experiencing and this will be reviewed annually. This proposal represents the City Councils 50% share.

Fiona Bryant

## Climate Change, Environment and City Centre Portfolio

<b>B4917</b>	<b>Refuse Collection Vehicle and bin washing service, additional new commercial service, additional FTE</b>	12,500	12,500	12,500	12,500	12,500	Nil	No Impact
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Proposed new service offer which is expected to earn circa £25k in first year 2022/23. Offering scheduled and on demand binstore & bin-washing service operating 3+ days a week commercially & 2 days a week in depot cleaning RCVs and available for in-service use (eg annual recycling point cleansing). (Total cost £25,000 pa shared 50:50 across both City & South Cambridgeshire councils.) A further green initiative the service benefit to contracted commercial waste customers. New income stream, requires 1x FTE to operate. [Linked with I14918 & S4919]

Fiona Bryant

## Climate Change, Environment and City Centre Portfolio

<b>2022/23 Budget – GF Proposals – Pressures &amp; Bids</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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<b>B4931</b>	<b>Increased contribution to RECAP</b>	12,000	12,000	0	0	0	Positive/Medium Impact	No Impact
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The RECAP partnership has agreed to increase the contribution that the Partners currently make to the Partnership by 100% for 2 years which will provide resources collectively to deliver on the changes required. In order to develop an overarching project to implementation a food waste collection service from all households. There is a full Partnership agreement that sits behind the current split of contributions which recognises the size and responsibility of the Authority's role. (Total increase for the shared waste service is £24,000; Shared 50:50 across both City & South Cambridgeshire). With the outcome to deliver efficiencies and develop a Strategic approach to deal with the significant changes coming out of Central Government, working with our partners( County Council, East Cambridgeshire, Fenland, Huntingdon, South Cambs).

Fiona Bryant

Climate Change, Environment and City Centre Portfolio

<b>B4932</b>	<b>Strategic Corridor Partnership fees</b>	13,500	13,500	0	0	0	Nil	No Impact
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Membership fees for OxCam Arc organisations, to be added to corporate budgets, for review in two years time

Andrew  
Limb

Communities Portfolio

<b>B4934</b>	<b>Funding for Special Projects Manager Post for Infrastructure Schemes - Development Management</b>	26,000	26,000	0	0	0	Nil	No Impact
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Two years funding for a shared role required to coordinate Councils' input into planned infrastructure schemes, including A428, Cambridge South station, SW travel hub, EW Rail, Ely Area Capacity Study.

Stephen  
Kelly

Executive Councillor for Planning Policy &amp; Transport

<b>B4935</b>	<b>Legal Fees for Infrastructure Schemes - Development Management</b>	30,000	30,000	0	0	0	Nil	No Impact
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Two years funding for costs associated with Councils' input into planned infrastructure schemes, including A428, Cambridge South station, SW travel hub, EW Rail, Ely Area Capacity Study.

Stephen  
Kelly

Executive Councillor for Planning Policy &amp; Transport

<b>2022/23 Budget – GF Proposals – Pressures &amp; Bids</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
<b>B4939</b>	<b>Additional Core Staffing Funding - Development Management</b>	26,900	26,900	26,900	26,900	26,900	Nil	No Impact
Adjustment arising from higher workloads (and staffing requirements) in Development Management Team than previously forecast . Recurrent item.								Stephen Kelly
Executive Councillor for Planning Policy & Transport								
<b>B4940</b>	<b>Retention of Core Admin (2FTE@G3) - Operations</b>	15,000	15,000	15,000	15,000	15,000	Nil	No Impact
Resource required to maintain adequate levels of support, including around financial administration and control, administration of recruitment and staff development, performance and other monitoring and reporting.								Stephen Kelly
Executive Councillor for Planning Policy & Transport								
<b>B4946</b>	<b>Ensuring a sustainable workforce for Shared Planning Service - Operations</b>	20,000	20,000	20,000	20,000	20,000	Nil	No Impact
Improving retention through investing in the training and development of the workforce in order to support “grow our own” strategy for planning and related staff in the service and reduce staff turnover and associated agency costs, recruitment costs, disruption etc.								Stephen Kelly
Executive Councillor for Planning Policy & Transport								
<b>B4947</b>	<b>Planning Apprentices Salary Cost 2FTE - Delivery Management &amp; TSO</b>	20,000	20,000	20,000	20,000	20,000	Nil	No Impact
Start of programme to 'grow our own' planning resource by developing apprentices through the planning function. Initial postings in the Technical Support team								Stephen Kelly
Executive Councillor for Planning Policy & Transport								
<b>B4957</b>	<b>Alignment of budgets - Council Tax discounts for boat dwellers</b>	68,320	68,320	68,320	68,320	68,320	Nil	No Impact
A number of years ago, the Council agreed to give Council Tax discounts to boat-dwellers. However, the existing budget of £13,520 is no longer sufficient. An increase of £68,320 is required to align the budgets for Council Tax boat-dweller discounts to the expected cost, based on the experience of recent years.								Jody Etherington

## 2022/23 Budget – GF Proposals – Pressures & Bids

Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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<b>B4959</b>	<b>Transfer to Earmarked Reserve – interest from loans to CIP</b>	252,000	0	0	0	0	Nil	No Impact
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The council provides loans to its joint venture partnership at rates above those it could achieve by investing cash in short term deposits or money market funds. Interest from these loans to the Cambridge Investment Partnership (CIP) in excess of expected returns on short term deposits are uncertain, as they depend on the delivery of housing developments and the related cashflows of CIP. They are therefore transferred to an earmarked reserve for use once their receipt is certain. This proposal increases the transfer to the earmarked reserve reflecting increased interest receipts as a result of the latest cash flow forecasts from CIP [Linked to I14958].

Karen  
Whyatt

### Central Portfolio

<b>B4960</b>	<b>Meadows Car Park maintenance costs</b>	0	8,300	8,300	8,300	8,300	Nil	No Impact
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Annual maintenance costs associated with the new car parking system at the Meadows [Linked with CAP 4929 & I14956]

Jackie  
Hanson

### Communities Portfolio

<b>B4962</b>	<b>Planning Service Application backlog clearing team</b>	175,000	0	0	0	0	Nil	No Impact
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A one-off joint SCDC and CCC funded project to clear an accumulated backlog of planning and related applications built up through 2020/21 within the shared planning service and enable existing development management officers to focus on current proposals and the service transformation programme whilst meeting customer expectations on delayed applications. Total cost £400k, with Cambridge City Council's share being £175k.

Stephen  
Kelly

### Executive Councillor for Planning Policy & Transport

<b>B4987</b>	<b>Driver retention payment</b>	11,000	11,000	0	0	0	Nil	No Impact
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To pay all HGV drivers at the garage a market supplement to aid retention during the driver shortage that the country is currently experiencing and this will be reviewed annually.

David Cox

### Climate Change, Environment and City Centre Portfolio

Total Revenue Bids	1,106,770	577,510	420,770	354,320	354,320
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<b>Pressures &amp; Bids Total:</b>	<b>2,793,260</b>	<b>2,000,890</b>	<b>1,806,310</b>	<b>1,477,190</b>	<b>1,427,190</b>
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## 2022/23 Budget – GF Proposals – Savings

Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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### Savings

<b>S4873</b>	<b>CCTV Shared Service Contribution - Savings</b>	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	Nil	Nil
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Saving identified through business efficiency. CCTV Shared Service is consistently performing better than expected and bringing positive impact to Cambridge City Council's budgeted contribution. As a result of efficient service delivery CCTV Shared Service is forecasting a £50k ongoing saving to City's CCTV Shared Service annual budgeted contribution.

Joel Carre

Open Spaces, Sustainable Food & Community Wellbeing

<b>S4896</b>	<b>Reduced costs for Emergency Accommodation</b>	(2,800)	(2,800)	(2,800)	(2,800)	(2,800)	Nil	No Impact
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The recharge from the HRA for the provision of emergency accommodation is anticipated to be marginally lower from 2022/23 than the budgeted sum

James McWilliams

Housing (GF) Portfolio

<b>S4900</b>	<b>Centralised and Business Support Budget Savings</b>	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	Nil	No Impact
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Savings identified from a range of budget codes within the Centralised and Business Support cost centres (to include stationery and printing).

Sharon Line

Finance & Resources Portfolio

<b>S4910</b>	<b>Transport Fuel Saving</b>	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)	Positive/Lo w Impact	No Impact
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Vehicles are now fully electric so no fuel required.

Claire Adelizzi

Climate Change, Environment and City Centre Portfolio

<b>S4919</b>	<b>Bringing contracted vehicle cleaning work in-house</b>	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	Nil	No Impact
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Bringing contracted vehicle cleaning work in-house. [Linked with B4917 & I4918]

Fiona Bryant

Climate Change, Environment and City Centre Portfolio

<b>2022/23 Budget – GF Proposals – Savings</b>
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<b>S4961</b>	<b>Reduction in vehicle revenue budgets relating to growth vehicles</b>	(49,000)	(54,000)	(54,000)	0	0	Nil	No Impact
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The Greater Cambridge Shared Waste Service has reviewed its requirement for additional vehicles to support the growth of households in the district. As a result, the purchase of growth vehicles has been delayed and the associated revenue costs already in budgets are no longer needed. [Linked with CAP4844]

Fiona Bryant

Climate Change, Environment and City Centre Portfolio

<b>S4964</b>	<b>Planning Transformation Programme Savings</b>	(175,000)	(258,000)	(258,000)	(258,000)	(258,000)	Nil	No Impact
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Estimated savings from the SCDC Transformation led review of the Planning Service.

Stephen Kelly

Executive Councillor for Planning Policy & Transport

<b>S4967</b>	<b>Pension deficit funding reduction</b>	(128,400)	0	0	0	0	Nil	No Impact
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Pension deficit funding is determined at the Pension Fund triennial valuation. This proposal reduces the budget for the final year before the next valuation to match the expected cost in the year, reflecting reducing charges to the revenue account over the three years as required by accounting standards.

Karen Whyatt

Strategy and External Partnerships Portfolio

<b>S4968</b>	<b>Deletion of Feasibility Budget</b>	(94,630)	(96,530)	(98,470)	(100,450)	(102,460)	Nil	No Impact
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The feasibility budget was created to provide a source of funding for early work to develop capital schemes. Requests for funding of up to 5% of the expected cost of the capital scheme may be made but the budget is not fully utilised. It is therefore proposed to delete this budget, with services now required to fund feasibility work from within service budgets or to make specific budget bids for feasibility funding where the size of the proposed scheme justifies this.

Karen Whyatt

Central Portfolio

<b>S4971</b>	<b>Reduction in Minimum Revenue Provision</b>	(255,000)	(255,000)	(255,000)	(255,000)	(255,000)	Nil	No Impact
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Reduction in the budget for Minimum Revenue Provision (MRP) to reflect reductions in the level of MRP required, including as a result of the removal of the Lion Yard investment scheme, as agreed in the Medium-Term Financial Strategy.

Jody Etherington

Finance & Resources Portfolio



<b>2022/23 Budget – GF Proposals – Savings</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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<b>S4972</b>	<b>Reduction in Unfunded Pension Payments</b>	(68,500)	(68,500)	(68,500)	(68,500)	(68,500)	Nil	
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The council is billed annually by the Pension Fund for unfunded pension payments. These relate to employee changes in past years and are a reducing cost to the council. This savings proposal reduces the budget for these payments to the current cost level.

Karen  
Whyatt

Finance & Resources Portfolio

<b>S4984</b>	<b>Deletion of vacant Business Support Officer post</b>	(24,130)	(24,130)	(24,130)	(24,130)	(24,130)	Nil	No Impact
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Deletion of post held vacant pending further review of Business Support. Following changes to the use of office accommodation and in service delivery throughout Covid and now embedded within the service, it is proposed that this post can now be deleted.

Deborah  
Simpson

Finance & Resources Portfolio

Total Savings	(868,810)	(830,310)	(832,250)	(780,230)	(782,240)
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<b>2022/23 Budget – GF Proposals – Savings</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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## Increased Income

<b>II4841</b>	<b>Income for Emergency planning consultation work with South Cambridgeshire District Council</b>	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	Nil	No Impact
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The corporate Health & Safety manager provides consultancy for Emergency Planning for SCDC. There is an SLA in place and income received but no budget has been set up.

Lynn  
Thomas

Strategy and External Partnerships Portfolio

<b>II4893</b>	<b>Increased fee income in Housing Strategy</b>	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	Nil	No Impact
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The authority is anticipating fee income for the provision of housing related pre-application advice to developers

Helen Reed

Housing (GF) Portfolio

<b>II4899</b>	<b>Increased HDA new build fee income</b>	(14,800)	(14,800)	(14,800)	(14,800)	(14,800)	Nil	No Impact
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The level of fee income anticipated from 2022/23 will increase as a direct result of increased staff costs, subject to approval of a bid for additional Project Manager resource. [Linked with B4898]

Claire  
Flowers

Housing (GF) Portfolio

<b>II4918</b>	<b>Fleet vehicle washing &amp; bin washing new service offering</b>	(7,500)	(12,500)	(15,000)	(15,000)	(15,000)	Nil	No Impact
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Full time operative to work on service, operating 3 days a week commercially & 2 days a week on RCV washing & Depot jobs. Will become a self-financing position once established. (Total increased income £15,000 in first year, split 50:50 between South & City Councils) New service offering to enhance the existing service to both new and current customer base = new income stream, requires 1x FTE to operate. [Linked with B4917 & S4919]

Fiona Bryant

Climate Change, Environment and City Centre Portfolio

## 2022/23 Budget – GF Proposals – Savings

Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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<b>II4920</b>	<b>Increased use of the Bulky Waste Service and related income</b>	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	Nil	No Impact
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There have been increased requests for collections and therefore income is higher than expected. This is partly due to the change in the way we run the booking service and increased availability. We are able to offer up some of this additional income as a saving. This is a one off as we are unsure how changes by the County council at the Household recycling centres has impacted on use of our service. (Total increased income is £30,000 pa, shared 50:50 across City & South Cambs) The new database system results in a smoother, quicker processing of requests from residents - and therefore collect more each day.

Fiona Bryant

Climate Change, Environment and City Centre Portfolio

<b>II4921</b>	<b>Additional green bin income</b>	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	Positive/Low Impact	No Impact
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There has been an increase in the number of subscriptions for the service that we hope will be maintained for 22-23. This is a one off as changes in the management at the County Household Recycling centres may impact use of the scheme. (Total increased income £8,000; Shared 50:50 across both City & South Cambridgeshire)

Fiona Bryant

Climate Change, Environment and City Centre Portfolio

<b>II4922</b>	<b>Recycling credit income</b>	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	Positive/Low Impact	No Impact
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This year has seen an increase in the amount of recycling collected via the blue bin service and therefore a corresponding increase in the amount of income from recycling credits paid by the County Council. It is anticipated that this will continue in to next year, so some income can be offered, (please note this is not certainty). This income, totalling £20,000, is across both areas, and will be shared 50:50 between South Cambridgeshire & Cambridge City councils.

Fiona Bryant

Climate Change, Environment and City Centre Portfolio

<b>II4923</b>	<b>Additional income from increasing profitable business for the Commercial Waste Service.</b>	(12,500)	(12,500)	(12,500)	(12,500)	(12,500)	Positive/Medium Impact	No Impact
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As per our business plan & service objectives we expect to improve profitable customer base to a value of at least £25,000 pa focusing particularly on the SME & R&D business sectors. (Shared 50:50 across both City & South Cambridgeshire councils.)

Fiona Bryant

Climate Change, Environment and City Centre Portfolio

<b>2022/23 Budget – GF Proposals – Savings</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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<b>II4943</b>	<b>Increasing Commercial Revenue – Built and Natural Environment (BNE)</b>	(35,500)	(35,500)	(35,500)	(35,500)	(35,500)	Nil	No Impact
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Built and Natural Environment business plan focusses on moving BNE staff time away from applications work to revenue generating work on PPAs, Pre-Applications and other discretionary fee earning work.

Stephen  
Kelly

Executive Councillor for Planning Policy & Transport

<b>II4956</b>	<b>Income from car Parking at the Meadows Community Centre</b>	0	(15,700)	(15,700)	(15,700)	(15,700)	Nil	No Impact
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Income as a result of the upgrade of the parking management system at the Meadows Community Centre [ Linked to CAP4929 & B4960]

Jackie  
Hanson

Communities Portfolio

<b>II4958</b>	<b>Increased InterestIncome - Loans to CIP</b>	(350,000)	0	0	0	0	Nil	No Impact
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The council provides loans to its joint venture partnership, Cambridge Investment Partnership (CIP) to enable housing development. The amount of interest received depends on the outstanding loan balances which are determined by the delivery of housing developments and the related cashflows of CIP. This increase in expected interest income from the loans to CIP reflects the latest cash flow forecasts from the partnership. [Linked to B4959]

Jody  
Etherington

Finance & Resources Portfolio

<b>II4963</b>	<b>Council Tax Compliance and Counter Fraud Initiative</b>	(36,000)	(72,000)	(72,000)	(36,000)	0	Nil	No Impact
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Additional income in respect of the Cambridgeshire County wide fraud initiative. The project aims is to maximise Council Tax income through detection of fraudulent claims for Council Tax discounts and exemptions. The savings generated will be shared in the same proportions as per the current Precept shares. In addition, the City Council will receive 25% of the additional Council Tax collected on behalf of Cambridgeshire County Council and this will be re-distributed to the City Council on an annual basis. The agreement will provide for the majority of the costs being met by preceptors [linked to B4897]

Kevin Jay

Finance & Resources Portfolio

<b>2022/23 Budget – GF Proposals – Savings</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
II4985	Increased Rental Income - Mandela House	(25,000)	(23,000)	(23,000)	(23,000)	(23,000)	Nil	No Impact
Rental income arising from the letting of office space within Mandela House to a partner organisation, net of rental income lost from the closure of the cashpoint (ATM).								Will Barfield
Finance & Resources Portfolio								
Total Increased Income		(523,300)	(228,000)	(230,500)	(194,500)	(158,500)		
Savings Total:		(1,392,110)	(1,058,310)	(1,062,750)	(974,730)	(940,740)		

<b>2022/23 Budget – GF Proposals – Non-Cash Limit</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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### Non-Cash Limit Items

<b>NCL4966</b>	<b>Return balance of Sharing Prosperity Fund</b>	(85,000)	0	0	0	0	Nil	No Impact
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This is the release of the unspent balance of the Sharing Prosperity Fund into general reserves, reflecting alternative funding arrangement now in place for anti-poverty work.

Karen  
Whyatt

Central Portfolio

<b>NCL4990</b>	<b>Changes to business rate assumptions</b>	(186,000)	(32,000)	(32,000)	(32,000)	(32,000)	Not Applicable	No Impact
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Changes to the baseline funding level of business rates within the Settlement Funding Assessment (SFA)

Jody  
Etherington

Central Portfolio

<b>NCL4991</b>	<b>Council Tax Collection Fund surplus</b>	(89,000)	0	0	0	0	Nil	No Impact
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Council Tax Collection Fund surplus for 2021/22 released to the General Fund in 2022/23

Jody  
Etherington

Central Portfolio

<b>NCL4992</b>	<b>Change to Council Tax assumptions</b>	9,000	(123,000)	(172,000)	(137,000)	(137,000)	Not Applicable	No Impact
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Changes in council tax income as a result of changes in the forecast Council Tax base

Jody  
Etherington

Central Portfolio

<b>NCL4993</b>	<b>Additional New Homes Bonus (NHB) allocation</b>	(461,000)	0	0	0	0	Not Applicable	No Impact
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Additional New Homes Bonus (NHB) Allocation for 2022/23

Jody  
Etherington

Central Portfolio

<b>2022/23 Budget – GF Proposals – Non-Cash Limit</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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<b>NCL4994</b>	<b>Lower Tier services Grant</b>	(1,765,000)	0	0	0	0	Not Applicable	No Impact
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Lower Tier Services Grant allocation as announced in the provisional local government finance settlement

Jody  
Etherington

Central Portfolio

<b>NCL4995</b>	<b>22/23 Services Grant</b>	(294,000)	0	0	0	0	Not Applicable	No Impact
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Services Grant allocation as announced in the provisional local government finance settlement

Jody  
Etherington

Central Portfolio

<b>NCL4996</b>	<b>Additional Contribution to the Greater Cambridge Partnership investment and delivery fund</b>	46,100	0	0	0	0	Not Applicable	No Impact
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Additional 10% contribution from the New Homes Bonus to the Greater Cambridge Partnership Investment and delivery fund

Karen  
Whyatt

Strategy and External Partnerships Portfolio

Total Non-Cash Limit Items	(2,824,900)	(155,000)	(204,000)	(169,000)	(169,000)
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<b>Non - Cash Limit Items Total:</b>	<b>(2,824,900)</b>	<b>(155,000)</b>	<b>(204,000)</b>	<b>(169,000)</b>	<b>(169,000)</b>
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<b>2022/23 Budget – GF Proposals – External Bids</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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## External Bid

<b>X4825</b>	<b>Building Control New Delivery Model</b>	80,000	0	0	0	0	Nil	No Impact
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Funding to develop and establish a new model for the delivery of 3C Building Control, to ensure the service remains fit for purpose and meets the needs of the Councils, particularly around sustainability targets. No impact on general fund.

Heather Jones

Executive Councillor for Planning Policy & Transport

<b>X4826</b>	<b>Building Control Advice and Consultancy</b>	15,000	0	0	0	0	Nil	No Impact
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Professionalise our offer of advice and consultancy to other councils by developing case studies, toolkits and comms material. This will increase income and the bid is for the one-off costs to develop. No impact on general fund.

Heather Jones

Executive Councillor for Planning Policy & Transport

<b>X4925</b>	<b>Arboricultural Planning Lead Post</b>	46,420	46,420	46,420	46,420	46,420	Not Applicable	No Impact
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To be funded from the existing Arboriculture Agency Costs Budget

Alistair Wilson

Open Spaces, Sustainable Food & Community Wellbeing

<b>X4926</b>	<b>Asset Development Officer (Public Realm) Post</b>	50,750	50,750	50,750	50,750	50,750	Not Applicable	No Impact
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S&OS review business case implementation [Funded from S106 receipts] subject to consultation

Alistair Wilson

Open Spaces, Sustainable Food & Community Wellbeing

<b>X4927</b>	<b>Skilled Operative (Public Realm) Post</b>	36,830	36,830	36,830	36,830	36,830	Not Applicable	No Impact
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S&OS review business case implementation [Funded from S106 receipts] subject to consultation

Alistair Wilson

Open Spaces, Sustainable Food & Community Wellbeing



<b>2022/23 Budget – GF Proposals – External Bids</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
X4928	Technical Officer - Systems Post	41,780	41,780	0	0	0	Not Applicable	No Impact
Resource for ongoing support to, and funded from, the Yotta Capital Project (100220) - fixed term for 2 years. Currently being filled by agency staff.								Alistair Wilson
Open Spaces, Sustainable Food & Community Wellbeing								
Total External Bid		270,780	175,780	134,000	134,000	134,000		
Total:		270,780	175,780	134,000	134,000	134,000		

<b>2022/23 Budget – GF Proposals – Capital Proposals</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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## Capital Bids

<b>CAP4824</b>	<b>Building Control Software</b>	120,000	0	0	0	0	Nil	No Impact
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Existing internal software is out of date and unable to meet our ongoing needs. We plan to move to a new system for all three councils with additional functionality including mobile access. The total cost will be £120K part funded from the shared Building Control reserve held by Cambridge City Council.

Heather  
Jones

Executive Councillor for Planning Policy & Transport

<b>CAP4843</b>	<b>Waste - Electric Replacement Vehicles</b>	970,000	0	0	0	0	Positive/Medium Impact	No Impact
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A decision was made to reduce CO2 emissions to the whole fleet by using electric Refuse Collection Vehicles where possible. At the time of costing this initiative, the price obtained from our supplier was £380,000 per vehicle. Technology and increased cost of steel has pushed the current price up to £420,000 so an increase of £40,000. It is hoped that over time as more Authorities engage in this new technology and supply and demand increases, that the costs of these vehicles may fall but at the current time there is no guarantee of this. All costs will be shared with our South Cambs partners in line with the number of vehicles that each Authority owns. The figures represented are the costs relevant to Cambridge City. for 22-23 only

Fiona Bryant

Climate Change, Environment and City Centre Portfolio

<b>CAP4844</b>	<b>New Refuse Collection vehicle as a result of growth</b>	45,000	0	0	0	0	Negative/Low Impact	No Impact
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The capital cost of a new collection vehicle is £420k. £375k is already in the capital plan for 21-22. This will be rephased to 22-23. This proposal represents the additional capital costs and is in line with the growth of the partner districts.

Fiona Bryant

Climate Change, Environment and City Centre Portfolio

<b>CAP4857</b>	<b>Closed Churchyard wall repairs</b>	70,000	0	0	0	0	Nil	No Impact
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There have been reported concerns regarding boundary walls failing/in poor state of repair at two closed churchyards. Structural engineering reports have been commissioned for both and the estimates for Abbey Churchyard is £40k and St Giles Churchyard £30k. The council has a statutory responsibility to ensure the upkeep of these churchyards.

Anthony  
French

Open Spaces, Sustainable Food & Community Wellbeing

<b>2022/23 Budget – GF Proposals – Capital Proposals</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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<b>CAP4863</b>	<b>New vehicle to support S&amp;OS Assets multi skilled operatives</b>	45,000	0	0	0	0	Negative/Low Impact	No Impact
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New vehicle to support S&OS Assets multi skilled operatives and the increase in work volumes arising from open space asset adoptions

Alistair Wilson

Open Spaces, Sustainable Food & Community Wellbeing

<b>CAP4864</b>	<b>Replacement Vehicle Lift</b>	40,000	0	0	0	0	Nil	No Impact
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The workshop vehicle lift is 36 years old and was inherited by Fleet Services when they relocated to the Waterbeach premises in 2016. The heavy goods vehicle workshop has only four bays and these are in constant use almost 12 hours each day. The lift that requires replacement only has a lifting capacity of 14 tonnes, the other three workshop bays have lifting capabilities of between 28 to 45 tonnes. Most of the vehicles we maintain across our four major customers have unladen weights in excess of 14 tonnes and therefore the vehicle lift is fast becoming redundant due to its safe working load. It is imperative that we are able to use each bay due to our workload so this lift requires replacement with a modern equivalent with a vastly improved lifting capacity. In addition we can no longer source parts for this lift due to its age so any parts identified in its twice yearly service and LOLER certification (lifting operations and lifting equipment regs) have to be manufactured. This is very costly and can put the lift out of action for weeks at a time.

David Cox

Climate Change, Environment and City Centre Portfolio

<b>CAP4865</b>	<b>Replacement Roller Brake Test rollers</b>	45,000	0	0	0	0	Nil	No Impact
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The roller brake testing equipment is worn and is not supplying accurate brake efficiency readings despite its calibration status. This can lead to MOT test failures on customer's heavy goods vehicles as the brake efficiencies would show higher readings on our equipment than on official MOT testing equipment. Customer's vehicles failing MOT tests leads to loss of confidence in Fleet Services and could put their Operator Licences in jeopardy. Loss of confidence in Fleet could lead to loss of contracts so hence loss of revenue

David Cox

Climate Change, Environment and City Centre Portfolio

<b>CAP4895</b>	<b>Market Square Electrics Upgrade</b>	60,000	0	0	0	0	Nil	No Impact
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Replacement of Market Square electrics as the Market Square project is working to a different timeline. There is a Health & Safety requirement for investment within the next year. These will be in keeping with the emerging Market Square Project plan to ensure investment is future proofed.

Tim Jones

Climate Change, Environment and City Centre Portfolio

<b>2022/23 Budget – GF Proposals – Capital Proposals</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
<b>CAP4903</b>	<b>Office Accommodation</b>	75,000	0	0	0	0	Positive/Lo w Impact	No Impact

This bid is part of the Our Cambridge Business Case approved by Members in October 2021 and has been developed with the council's Property Services team. It will fund changes to our administrative buildings, delivering income and cashable savings which contribute to the £5.2m net savings identified in the Our Cambridge business case as well as capital receipts, by allowing the council to release buildings and by freeing up space for commercial use. It will also improve staff morale by maintaining a high quality working environment that meets all employees' needs. These changes will be required in advance of any major decisions in relation to property, but will enable those decisions to be taken in a timely way, and will deliver the transition to new ways of working described in Our Cambridge. These will include –• Works to offices which release space or buildings• Equipment to let staff collaborate between office and remote workers – including AV equipment – promoting efficient working and better communication between teams and sites• Works to adapt our offices to respond to the ongoing working issues caused by the pandemic and enabling our staff to work more effectively during this time. The schemes have not yet been finalised but will be confirmed by the Our Cambridge programme and will be accompanied by business cases signed off by the Our Cambridge Transformation Board. If the business cases are not agreed the funds will not be spent. If these schemes are not taken forward, the council will risk delivering the savings identified in the Our Cambridge Business Case, and may delay the realisation of significant capital receipts. The council will also lose opportunities for staff across the whole council to work more efficiently and feel supported to deliver change.

Paul  
Boucher

Finance & Resources Portfolio

<b>CAP4904</b>	<b>ICT &amp; Digital Capabilities</b>	300,000	0	0	0	0	Nil	No Impact
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This bid, part of the Our Cambridge Business Case approved by Members in October 2021, will fund digital transformation of the council's services, to ensure these meet customers' needs and will enable the delivery of the £3.4m in recurring savings identified in the Our Cambridge customer theme. The schemes will include:• software to integrate systems ('APIs') – systems to be confirmed but likely to include development to major business systems (details of which can be confirmed on request), as well as a number of smaller systems e.g. schedulers, booking systems• providing greater access to data and evidence, by creating a 'data warehouse' which pools data for analysis through business intelligence software• software to streamline and automate business processes. The schemes have not yet been finalised but will be identified by the Our Cambridge programme and will be accompanied by business cases approved through the Transformation Board and the Member reference working group. If the business cases are not agreed the funds will not be spent. These system enhancements are business-led and will fit the specific needs of the City Council. They are not part of the core ICT service offer though we will work in partnership with 3C ICT to deliver them

Paul  
Boucher

Finance & Resources Portfolio

<b>CAP4929</b>	<b>ANPR at the Meadows Community Centre Car Park</b>	37,000	0	0	0	0	Nil	No Impact
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This proposal is to upgrade the parking management system for the Meadows redevelopment. Officers have reviewed the options available and are proposing an ANPR with barrier. This will provide a revenue generation opportunity as well as a seamless customer experience for regular users of the centre and allow better car park enforcement. This has been approved by the Meadows project board. It is proposed that revenue will initially be set at 15,700 per annum for 5 years. [Linked with I14956 & B4960]

Claire  
Flowers

Housing (GF) Portfolio

<b>2022/23 Budget – GF Proposals – Capital Proposals</b>
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Reference	Item Description	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £	Climate Rating	Poverty Ratings & Contact
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<b>CAP4988</b>	<b>Sustainable Warmth Home Upgrade Grant Phase 1</b>	4,255,000	0	0	0	0	Positive/High Impact	High Positive Impact
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The Sustainable Warmth award has been received to upgrade energy efficient homes of low income households in England. This part is for the Home Upgrade Grant Phase 1 (HUG1) to support low income households off the gas grid [Linked with CAP4989]

Justin Smith

Housing (GF) Portfolio

<b>CAP4989</b>	<b>Sustainable Warmth Local Authority Delivery Phase 3</b>	1,690,000	0	0	0	0	Positive/High Impact	High Positive Impact
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The Sustainable Warmth award has been received to upgrade energy efficient homes of low income households in England. This part is for the Local Authority Delivery Phase 3 (LAD3) to support low-income households heated by mains gas [Linked with CAP4988]

Justin Smith

Housing (GF) Portfolio

Total Capital Bids	7,752,000	0	0	0	0
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<b>Capital Total:</b>	<b>7,752,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**Appendix C(b): Approvals since MTFS October 2021**

Ref.	Description	Lead Officer	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)
<b>Capital-GF Projects</b>							
SC783	S106 tree planting at Coleridge Rd rec and Lichfield Rd play areas	M Magrath	13	0	0	0	0
SC786	S106 grant for improvements at Notts Own Scout Hut, Romsey	I Ross	40	0	0	0	0
SC787	S106 Thorpe Way Rec Ground: new footpath	J Parrott	15	0	0	0	0
SC785	S106 The Art of Play	N Black	99	0	0	0	0
SC788	S106 bee banks	G Belcher	5	0	0	0	0
SC789	S106 Jubilee Gardens open space improvements	J Ogle	45	0	0	0	0
SC790	S106 Chesterton wheelchair project	P Mullord	80	0	0	0	0
SC791	S106 Coldhams common BMX track	D O'Halloran	85	0	0	0	0
SC792	S106 public art grant for Abbey's People creative canopy	N Black	20	0	0	0	0
SC692	Cromwell Road Redevelopment (GF)	C Flowers	966	0	0	0	0
SC693	Lion Yard shopping centre investment	D Prinsep	(6,000)	0	0	0	0
PR055	Depot relocation programme (Operational Hub)	J Elms	10,000	0	0	0	0
PV192	Development Land North of Kings Hedges	P Doggett	(60)	0	0	60	0
SC793	Sustainable Warmth - Local Authority Delivery Phase 3	J Smith	150	0	0	0	0
SC794	Sustainable Warmth - Home Upgrade Grant	J Smith	370	0	0	0	0
<b>Capital-GF Projects financed from Developer Contributions</b>			402	0	0	0	0
<b>Capital-GF Projects - budget update and rephasing</b>			4,906	0	0	60	0
<b>Capital-GF Projects - central government grant</b>			520	0	0	0	0
<b>Total approved since MTFS October 2021</b>			<b>5,828</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>0</b>

**Appendix C(c): Capital Plan 2021/22 to 2025/26**

Ref.	Description	Lead Officer	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)
<b>Capital-GF Projects</b>							
PR031r	S106 Chesterton Rec Ground skate and scooter park	J Richards	47	0	0	0	0
PR032w	S106 Accordia open space improvements	A Wilson	5	0	0	0	0
PR040z	S106 Public art: Historyworks: Michael Rosen Walking Trail 2	N Black	10	0	0	0	0
PR042d	S106 Romsey Mill community facility grant	I Ross	21	0	0	0	0
PR042g	S106 To the River - artist in residence	N Black	49	0	0	0	0
PR042l	S106 Public art grant - Faith and Hope	N Black	6	0	0	0	0
PR042m	S106 Public art grant - Chesterton village sign	N Black	10	0	0	0	0
PR050d	Mobile working (OAS)	D Prinsep	15	0	0	0	0
PR050g	Office optimisation (OAS)	D Prinsep	50	0	0	0	0
SC745	S106 Chestnut Grove play area: benches and bins	J Parrott	4	0	0	0	0
SC747	S106 Nightingale Avenue rec ground: new all-weather footpath	J Parrott	15	0	0	0	0
SC778	S106 Jesus Green ditch biodiversity improvements	A Wilson	53	0	0	0	0
SC548	S106 Southern Connections Public Art Commission	N Black	13	0	0	0	0
SC571	Procurement of IT System to Manage Community Infrastructure Levy	N Black	20	0	0	0	0
SC590	Structural Holding Repairs & Lift Refurbishment - Car Parks	S Cleary	199	0	0	0	0
SC627	Guildhall Large Hall Windows refurbishment	W Barfield	101	0	0	0	0
SC644	Acquisition of land adjacent to Huntingdon Road Crematorium	G Theobald	37	0	0	0	0
SC645	Electric vehicle charging points - taxis	J Dicks	356	0	0	0	0
SC601	Replacement Telecommunications & Local Area Network	E Rospigliosi	14	0	0	0	0
SC646	Redevelopment of Cambridge Junction	F Alderton	0	0	0	0	0
SC651	Shared ICT waste management software - Alloy/Yotta	J Ogle	173	0	0	0	0
SC654	Redevelopment of Silver Street Toilets	D O'Halloran	465	0	0	0	0
SC659	My Cambridge City online customer portal	E Rospigliosi	22	0	0	0	0
SC662	Shared Planning Service software implementation	S Kelly	32	0	0	0	0
SC672	Mill Road Redevelopment - Development Loan to CIP	C Ryba	5,300	0	0	0	0

Ref.	Description	Lead Officer	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)
SC674	Mill Road Redevelopment - Equity Loan to CIP	C Ryba	4,265	0	0	0	0
SC678	Crematorium - additional car park	G Theobald	339	0	0	0	0
SC679	Crematorium - cafe facilities	G Theobald	304	0	0	0	0
SC684	Property Management software	P Doggett	88	0	0	0	0
SC688	Environmental Health software	Y O'Donnell	23	0	0	0	0
SC689	Income management software	C Norman	78	0	0	0	0
SC690	Secure phone payments	C Norman	24	0	0	0	0
SC692	Cromwell Road Redevelopment (GF)	C Flowers	6,482	0	0	0	0
SC692	CHUB - community extension to Cherry Hinton library	A Conder	764	0	0	0	0
SC694	Meadows Community Hub and Buchan St retail outlet	C Flowers	3,128	2,551	158	0	0
SC695	Cromwell Road Redevelopment - equity loan to CIP	C Ryba	5,350	0	0	0	0
SC696	Cromwell Road Redevelopment - development loan to CIP	C Ryba	6,600	0	0	0	0
SC708	Replacement plantroom at Jesus Green outdoor pool	I Ross	140	0	0	0	0
SC710	Guildhall Small Hall wooden floor	F Alderton	45	0	0	0	0
SC711	Guildhall PA system	F Alderton	25	0	0	0	0
SC712	Automation of Bishops Mill sluice gate	A Wilson	90	0	0	0	0
SC713	Replacement air quality monitoring equipment	J Smith	200	0	0	0	0
SC714	Changing Places toilets at Quayside	A Wilson	100	0	0	0	0
SC715	Additional refuse vehicle for property growth shared with SCDC	M Parsons	375	0	0	0	0
SC716	Replacement telephony system with call centre	E Rospigliosi	150	0	0	0	0
SC721	Call management for 3C ICT service desk	E Rospigliosi	7	0	0	0	0
SC724	Residential electric charging points	J Dicks	100	0	0	0	0
SC727	Logan's Meadow vehicular access	A Wilson	32	0	0	0	0
SC731	Cambridge Food Hub	V Haywood	100	0	0	0	0
SC732	Park Street car park development	D Prinsep	35,700	18,534	29,396	7,173	0
SC736	S106 Grant for St George's Church improvements	I Ross	13	0	0	0	0



Ref.	Description	Lead Officer	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)
SC738	S106 Wilberforce Road artificial pitches	I Ross	250	0	0	0	0
SC739	S106 Abbey Pool improvements	I Ross	144	0	0	0	0
SC740	S106 Chesterton Rec pavilion	I Ross	167	0	0	0	0
SC741	S106 Nightingale Rec Ground pavilion	I Ross	503	0	0	0	0
SC742	L2 development loan to CIP	C Ryba	3,400	5,200	0	0	0
SC743	L2 equity loan to CIP	C Ryba	1,300	500	0	0	0
SC749	S106 Holbrook Road play area improvements	J Parrott	44	0	0	0	0
SC750	S106 Arbury Court play area improvements	J Parrott	30	0	0	0	0
SC751	S106 Robert May Close play area improvements	J Parrott	40	0	0	0	0
SC752	S106 Byron's Pool ecological mitigations	G Belcher	229	26	10	13	0
SC753	S106 Nine Wells ecological mitigations	G Belcher	80	15	0	5	10
SC754	Cambridge Corn Exchange - infrastructure improvements and upgrades	I Ross	1,000	0	0	0	0
SC755	Carbon saving investments within the Leisure portfolio	I Ross	325	0	0	0	0
SC756	EV infrastructure at the Cambridge City Council depot	S Cleary	57	0	0	0	0
SC757	Software upgrade for parking services	S Cleary	100	0	0	0	0
SC758	Charging infrastructure for electric vehicles - Cambridge City council only	M Parsons	50	0	0	0	0
SC759	Creation of a new boat pumping station at Stourbridge Common	A Wilson	0	60	0	0	0
SC760	Investment programme for public toilet re-purposed property asset	A French	50	275	300	0	0
SC761	Installation of cattle ramp on Midsummer Common	A Wilson	45	0	0	0	0
SC762	Digital signage at Mandela House	J McWilliams	6	0	0	0	0
SC763	Refurbishment of 125 Newmarket Road and refurbishment and alterations of 451 Newmarket Road	J McWilliams	60	0	0	0	0
SC764	Environmental Improvements Programme (EIP) options	A Wilson	264	264	0	0	0
SC765	Introduction of car parking charges at Cherry Hinton Hall	A French	20	0	0	0	0
SC766	Geographical Information System (GIS) test environment	E Rospigliosi	24	0	0	0	0
SC767	Mobile phone replacement	E Rospigliosi	117	0	0	0	0
SC768	Extend data capacity in shared data centre	E Rospigliosi	60	0	0	0	0

Ref.	Description	Lead Officer	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)
SC769	Network equipment refresh	E Rospigliosi	140	0	0	0	0
SC770	ICT project delivery: project management, technical resource , business analysis and change management	E Rospigliosi	40	0	0	0	0
SC771	Data and analytics - putting building blocks in place for future use of data and information management	E Rospigliosi	70	0	0	0	0
SC772	Market Square project	S French	319	0	0	0	0
SC773	Colville Rd Phase 3 - replacement of commercial units	D Prinsep	441	147	0	0	0
SC774	Information at work consolidation	E Rospigliosi	29	0	0	0	0
SC775	City centre recovery - Combined Authority grant funding	J Richards	690	0	0	0	0
SC776	BEIS grant for Parkside pools decarbonisation works	I Ross	989	0	0	0	0
SC777	BEIS grant for Abbey pool decarbonisation works	I Ross	718	0	0	0	0
SC779	Parker's Piece tree planting	M Magrath	18	0	0	0	0
SC780	S106 Darwin Green community centre equipment and furnishings	V Haywood	25	0	0	0	0
SC781	[Completed] S106 Coleridge Recreational Grounds improvements	D O'Halloran	1	0	0	0	0
SC782	Livestream/hybrid meetings at Council Chamber and Committee Rooms	G Clift	85	0	0	0	0
SC783	S106 tree planting at Coleridge Rd rec and Lichfield Rd play areas	M Magrath	13	0	0	0	0
SC785	S106 The Art of Play	N Black	99	0	0	0	0
SC786	S106 grant for improvements at Notts Own Scout Hut, Romsey	I Ross	40	0	0	0	0
SC787	S106 Thorpe Way Rec Ground: new footpath	J Parrott	15	0	0	0	0
SC788	S106 bee banks	G Belcher	5	0	0	0	0
SC789	S106 Jubilee Gardens open space improvements	J Ogle	45	0	0	0	0
SC790	S106 Chesterton wheelchair project	P Mullord	80	0	0	0	0
SC791	S106 Coldhams common BMX track	D O'Halloran	85	0	0	0	0
SC792	S106 public art grant for Abbey's People creative canopy	N Black	20	0	0	0	0
SC793	Sustainable Warmth - Local Authority Delivery Phase 3	J Smith	150	1,690	0	0	0
SC794	Sustainable Warmth - Home Upgrade Grant	J Smith	370	4,255	0	0	0
SC788	Building Control Solution	H Jones	0	120	0	0	0
SC789	Waste - Electric Replacement Vehicles	F Bryant	0	970	0	0	0

Ref.	Description	Lead Officer	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)
SC790	New Refuse Collection vehicle as a result of growth	F Bryant	0	45	0	0	0
SC791	Closed Churchyard wall repairs	A French	0	70	0	0	0
SC792	New vehicle to support S&OS Assets multi skilled operatives	A Wilson	0	45	0	0	0
SC793	Replacement Vehicle Lift	D Cox	0	40	0	0	0
SC794	Replacement Roller Brake Test rollers	D Cox	0	45	0	0	0
SC795	Market Square Electrics Upgrade	T Jones	0	60	0	0	0
SC796	ICT & Digital Capabilities	P Boucher	0	300	0	0	0
SC797	ANPR at the Meadows Community Centre Car Park	C Flowers	0	37	0	0	0
<b>Capital-GF Projects</b>			<b>84,390</b>	<b>35,249</b>	<b>29,864</b>	<b>7,191</b>	<b>10</b>
<b>Capital-Programmes</b>							
PR010a	Environmental Improvements Programme - North Area	J Richards	4	0	0	0	0
PR010b	Environmental Improvements Programme - South Area	J Richards	56	0	0	0	0
PR010c	Environmental Improvements Programme - West/Central Area	J Richards	61	0	0	0	0
PR010d	Environmental Improvements Programme - East Area	J Richards	47	0	0	0	0
PR035	Waste & Recycling Bins - New Developments (S106)	M Parsons	143	0	0	0	0
PR039	Minor Highway Improvement Programme	J Richards	64	30	0	0	0
PR050	Office Accommodation Strategy Phase 2 (OAS)	D Prinsep	12	75	0	0	0
PR051	Building works at the Guildhall to reduce carbon emissions and improve energy efficiency	W Barfield	15	0	0	0	0
PR017	Vehicle Replacement Programme	D Cox	1,009	0	0	0	0
PR010	Environmental Improvements Programme	J Richards	137	0	0	0	0
PR053	Commercial property repair and maintenance	W Barfield	372	300	300	300	300
PR054	Administrative buildings maintenance	W Barfield	285	166	166	166	400
PR055	Depot relocation programme (Operational Hub)	J Elms	10,000	0	0	0	0
<b>Capital-Programmes</b>			<b>12,205</b>	<b>571</b>	<b>466</b>	<b>466</b>	<b>700</b>
<b>Capital-GF Provisions</b>							
PV554	Development Of land at Clay Farm	P Doggett	275	14	15	705	0
PV007	Cycleways	J Richards	382	0	0	0	0

Ref.	Description	Lead Officer	2021/22 (£000's)	2022/23 (£000's)	2023/24 (£000's)	2024/25 (£000's)	2025/26 (£000's)
PV192	Development Land on the North Side of Kings Hedges Road	P Doggett	0	0	0	60	0
PV682	Local investment bond	C Ryba	2,800	0	0	0	0
Capital-GF Provisions			3,457	14	15	765	0
Total GF Capital Plan			100,052	35,834	30,345	8,422	710

# Appendix D – Principal earmarked and specific funds

Fund	Balance at 1 April 2021 £000	Anticipated contributions £000	Forecast expenditure £000	Forecast balance 31 March 2032 £000
Greater Cambridge Partnership (formerly City Deal) Investment and Delivery Fund	(5,142)	(957)	6,099	0
Sharing Prosperity Fund ***	(85)	0	85	0
Climate Change Fund	(179)	(200)	379	0
Asset Replacement Fund (R&R)	(1,221)	0	1,221	0
Bereavement Services Trading Account	(923)	(1,760)	2,683	0
Local Plan Development Fund *	(602)	(1,650)	2,252	0
A14 Mitigation Fund	(1,500)	0	1,500	0
Cambridge Live Development Plan	(213)	0	213	0
Covid Grants	(1,352)	0	1,352	0
NNDR Additional Income	(31,809)	0	31,809	0
Our Cambridge Transformation Fund **	0	(3,100)	3,100	0
Our Cambridge Contingency Fund **	0	(800)	800	0
<b>Total</b>	<b>(43,026)</b>	<b>(8,467)</b>	<b>51,493</b>	<b>0</b>

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

\*The Local Plan Development Fund is used to fund work with South Cambridgeshire District Council on the joint Local Plan.

\*\*New Transformation Funds set up MTFS October 2021

\*\*\* Sharing Prosperity Fund balance removed – NCL4966

## Appendix E

### 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 the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther, Equality and Anti-Poverty Officer at [equalities@cambridge.gov.uk](mailto:equalities@cambridge.gov.uk) or phone 01223 457046.

Once you have drafted the EqIA please send this to [equalities@cambridge.gov.uk](mailto:equalities@cambridge.gov.uk) for checking. For advice on consulting on equality impacts, please contact Graham Saint, Strategy Officer, ([graham.saint@cambridge.gov.uk](mailto:graham.saint@cambridge.gov.uk) or 01223 457044).

<b>1. Title of strategy, policy, plan, project, contract or major change to your service</b>
General Fund Budget 2022/23 proposals

<b>2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)</b>
Documents are published here on 4 <sup>th</sup> January 2022: <a href="https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=159&amp;MIId=3982&amp;Ver=4">https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=159&amp;MIId=3982&amp;Ver=4</a>

<b>3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?</b>
This Equality Impact Assessment (EqIA) assesses the equality impacts of the General Fund element of the City Council's budget.  An EqIA is undertaken on the budget proposals each year to enable the City Council to set a balanced budget for 2022/23 that reflects the Council's vision and takes into account councillors' priorities in its proposals for achieving the savings required.

This EqlA has been completed for budget proposals that are likely to result in significant service changes. For some proposals there are minimal or neutral impacts and therefore they have not been included in this document.

This approach is intended to ensure that in making decisions on the Budget, the Council is discharging its Public Sector Equality Duty under the Equality Act 2010.

The 2022/23 budget proposals that are considered as part of this impact assessment are:

Revenue bids:

- B4858 Biodiversity Officer
- B4861 Herbicide Use Reduction Plan
- B4878 Discretionary Housing Payments funding shortfall
- B4885 Anti-Poverty Responsive Budget
- B4916 Refuse Vehicle Driver Retention
- B4987 Driver retention payment

Capital bids:

- CAP4857 Closed Churchyard wall repairs
- CAP4903 Office Accommodation
- CAP4904 ICT & Digital Capabilities
- CAP4929 ANPR at the Meadows Community Centre Car Park
- CAP4988 Sustainable Warmth Home Upgrade Grant Phase 1
- CAP4989 Sustainable Warmth Local Authority Delivery Phase 3

#### 4. Responsible service

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

#### 5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service?

(Please tick all that apply)

- ☒ Residents
- ☒ Visitors
- ☒ 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

<b>6. What type of strategy, policy, plan, project, contract or major change to your service is this?</b>	Each of the proposals identified will change the level of service to be delivered.
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<b>7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
--	--

If 'Yes' please provide details below:

This is an assessment of the Council's budget proposals and therefore covers all our services. The budget also affects some of the Council's partnership working.

<b>8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?</b>
Strategy and Resources Scrutiny Committee 7 February 2022: <a href="https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=159&amp;MIId=3982&amp;Ver=4">https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=159&amp;MIId=3982&amp;Ver=4</a>

<b>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?</b>
This information is based on feedback from Council Officers that lead on the individual Budget proposals and any EqlAs they have produced.

<b>10. Potential impacts</b>
<p>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.</p>

<b>(a) Age - Please also consider any safeguarding issues for children and adults at risk</b>
<b>B4861 Herbicide Use Reduction Plan</b>  Cambridge City Council unanimously voted in favour of declaring a Biodiversity Emergency on 18th July 2019. This proposal supports the aim as part of this to reduce and remove the need to use



herbicides on Cambridge City Council owned highway footpaths and verges, and to find viable and effective alternatives. There might be a potential negative impact for older people who are more likely to have mobility impairments - as if footpaths and rights of way are not maintained to reduce weed growth, regrowth can cause obstacles increasing trips and falls.

#### **CAP4903 Office Accommodation**

This budget proposal is to support the Our Cambridge programme and ensure that the Council's office accommodation facilitates the shift to a hybrid working model, in response to the changes in our ways of working initiated as a response to the Covid-19 pandemic. It will provide employees with better working environments that foster a positive, high performing, agile and collaborative culture.

In the council the highest percentage of staff are in the 45 to 54 age group, and the average length of service is high for staff as 44.1% of staff have been with the council over 10 years (according to latest data from March 2021). It is possible that staff who have worked in a particular way for a longer period may find it more difficult to adjust to changes in work practices so they may need more support from managers. Younger workers might be more likely to live in houses of multiple occupancy, which means that hybrid working may not be of benefit to them. For office workers who cannot undertake hybrid working there will always be the option to work in an office full-time.

In relation to impacts of staff relating to Covid-19, older people are considered at a higher risk should they contract Covid-19, and the risks increase with age. Where people are concerned about risks relating to Covid-19 or returning to the office, they are encouraged to discuss this with their line manager or HR to see what reasonable adjustments could be made.

#### **CAP4904 ICT & Digital Capabilities**

This budget bid will enable the council to make greater use of digital technology to improve accessibility to services for customers. This would benefit customers from a range of equality groups and ensure there are streamlined and accessible processes for staff to support customers.

Although we are increasingly digitising services, the council recognises that older people are more likely to be digitally excluded. Support for digitally excluded people (assisted digital arrangements) is explored in the council's EqIA on the Customer Services Operating model.

### **(b) Disability**

#### **B4858 Biodiversity Officer**

This bid is for funding for the continuation of this post past December 2022. The post is needed to help deliver the council's Biodiversity Strategy. A thriving biodiverse environment is critical for our well-being with a growing evidence base to suggest that we lead healthier lives, both mentally and physically, if we have more opportunities to interact with nature. For instance, the Mental Health Foundation's Mental Health Awareness Week theme this year was nature (see: <https://www.mentalhealth.org.uk/campaigns/mental-health-awareness-week>.) Therefore, work

undertaken in this post has the potential to positively impact all groups through preventing disability or long-term illness.

#### **B4861 Herbicide Use Reduction Plan**

There might be a potential negative impact for disabled people with mobility or sight impairments relating to reducing the use of herbicides. If rights of way are not maintained to reduce weed growth, regrowth can cause obstacles that reduces accessibility and increases risk of trips and falls. On the other hand, reducing the use of herbicides reduces the use of chemicals in the environment, which might have a positive impact on people's health.

#### **B4878 Discretionary Housing Payments funding shortfall**

Discretionary Housing Payments (DHPs) support households who experience a shortfall between Housing Benefit (HB) or Universal Credit (UC) and their eligible rent. This bid is to increase the amount of funding for the council to provide DHPs in 2022/23. The proposed amount in the bid is calculated based on:

- anticipating government allocation for DHPs that will be announced close to the start of 2022/23
- and likely spend of the homelessness prevention funding that the council has used previously to top up DHP awards.

DHP assessment considers increased costs that many disabled individuals or households face. For instance, national research by Scope (2019) indicates that disabled people face extra costs of £583 a month. Disability incomes are therefore offset against these increased costs.

Disabled households are sometimes affected by Local Housing Allowance and Spare Room Subsidy restrictions as there is a lack of available accommodation to suit disability needs. Disabled households often need larger properties to accommodate wheelchairs or additional rooms for medical supplies or treatments. The easement that allows for an additional bedroom for an overnight carer does not help in these situations. DHPs often support these claimants for long periods of time.

#### **CAP4857 Closed Churchyard wall repairs**

Abbey Churchyard and St Giles Churchyard have reported concerns regarding boundary walls failing or being in poor state of repair. Addressing this is in the interest of public safety and could prevent any long-term injuries, leading to disability, that might be caused were the repairs not to be made.

#### **CAP4903 Office Accommodation**

7.11% of staff declare themselves as having a disability, according to latest available data from March 2021.

If this proposed budget bid is passed, then consideration will be given to accessibility of design of building refurbishments, offices and lay-outs, furniture specifications, and space allocations. Individual workplace assessments will identify what reasonable adjustments to the working

environment are required to enable members of staff with disabilities to perform their role via hybrid working or in relation to developing new plans for office accommodation.

The review of our use of office accommodation may lead to opportunities to maximise physical accessibility of existing buildings or, if staff are to move from working at current offices there is opportunity to find modern premises which are likely to be more accessible. Currently buildings are accessible to disabled people using wheelchairs and mobility scooters where they have individual access plans – for instance, doors are not automated, and the entrance to Mandela House is only available during hours when reception is open. There will be some disabled people who cannot move to hybrid working too – for instance, due to not having working space adjusted to their needs at home or not being able to hot desk in workplaces due to requirements of specific equipment adjusted to meet their needs.

Moreover, changes related to hybrid working and office accommodation might lead to increased stress and anxiety for staff members used to working a certain way, which could exacerbate existing mental health problems or have the potential to cause poor mental health. In the longer-term, it is hoped that opportunities to work more flexibly will have a positive impact on mental health due to a greater work/life balance.

If the council was to move to new office premises, re-provision of disabled parking and staff cycle parking, first aid rooms (with a fridge to store medication where needed, like insulin) and disabled toilets will need to be considered.

In relation to impacts of staff relating to Covid-19, people with some respiratory conditions are at greater risk if they contract covid and those who are considered clinically vulnerable or extremely clinically vulnerable to covid. Where people are concerned about risks relating to Covid-19 or returning to the office, they are encouraged to discuss this with their line manager or HR to see what reasonable adjustments could be made.

#### **CAP4904 ICT & Digital Capabilities**

Funding for this budget bid will be used to improve access to digitised services for customers and ensure access to digitised services are streamlined and accessible for staff to support customers. The council recognises disabled people are more likely to have barriers from accessing digital support. This can be tackled in part by ensuring that, in the procurement process, accessibility of new software relating to needs of disabled users is a key requirement. On the other hand, increased digitised services benefit people with some disabilities, like mobility impairments, where this means they do not need to travel to the customer service contact centre for the council to help them.

Moreover, digital software that would be funded by the bid will also enable customers contacting different services to receive more holistic support, which may benefit many disabled people with complex needs and vulnerabilities relating to their disability. The data warehouse would give us the ability to bring together data on residents with different types of need.

Note that there will be some disabled people who will still not be able to access digitised services at all, including some people with complex needs and vulnerabilities relating to their disability. The

council will still be providing face-to-face appointments for them. This is addressed in more detail in the council's EqlA on the Customer Services Operating model.

### **(c) Gender reassignment**

#### **CAP4903 Office Accommodation**

Extent of provision of gender-neutral toilets will be considered as part of this programme of work. In particular there are some floors of The Guildhall where gender-neutral toilet provision has not been an option due to its status as a listed building and space constraints. If this work leads to identification of new office accommodation as the best option, there is greater opportunity to ensure there is sufficient gender-neutral toilet provision from the outset for staff, visitors and customers.

### **(d) Marriage and civil partnership**

No equality impacts have been identified specific to this protected characteristic.

### **(e) Pregnancy and maternity**

#### **B4861 Herbicide Use Reduction Plan**

There might be potential negative impacts to reducing the use of herbicides if rights of way are not maintained to reduce weed growth. This might impact on people using pushchairs and buggies if regrowth causes obstacles that reduces their accessibility in these spaces.

#### **B4878 Discretionary Housing Payments funding shortfall**

Pregnancy and maternity are financially difficult times and although generally additional personal allowances in HB and UC are not given during pregnancy, they might be if the mother is unable to work during pregnancy. Expectant families are also sometimes affected by Local Housing Allowance and Spare Room Subsidy restrictions until the child/ren are born. DHPs can support these households during this time.

#### **CAP4903 Office Accommodation**

The council's Single Equality Scheme 2021 to 2024 includes an action to make sure all its premises are breastfeeding friendly, which would be a key part of the programme of work relating to this budget proposal. For customers and staff this means ensuring there is a comfortable place to sit and breastfeed and space people can breastfeed in private if they wish to do so. For staff, good practice is to ensure that space people might breastfeed in privately also has a fridge to store milk.

**CAP4904 ICT & Digital Capabilities**

A main aim of the budget bid is to improve access to digitised services for customers. Greater availability and accessibility of digitised services means people can address queries through the council at any time, which is of particular benefit to people with caring responsibilities including people with young children.

**(f) Race – Note that the protected characteristic ‘race’ refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.**

**B4878 Discretionary Housing Payments funding shortfall**

There are proportionally higher numbers of claims from some ethnic minority groups than others when compared to the proportion in the population. Poverty rates are higher among all ethnic minority groups compared with those among the majority White British. UK statistics find that Bangladeshi and Pakistani families have experienced much greater rates of poverty than all other ethnic groups and this has been the case for 20 years.

**CAP4903 Office Accommodation**

The council has a staff group for Black, Asian and Minority Ethnic people who can be consulted on any proposals to identify impacts relating to race.

National data identifies that Black and Asian people are more likely to contract Covid-19 and have higher risk should they contract it. Local research on Cambridge city identified that people of Bangladeshi/Indian/Pakistani ethnicities were more likely to contract Covid-19. Where people are concerned about risks relating to Covid-19 or returning to the office, they are encouraged to discuss this with their line manager or HR to see what reasonable adjustments could be made.

**CAP4904 ICT & Digital Capabilities**

A main aim of the budget bid is to improve access to digitised services for customers. Language barriers can mean that people are excluded from using digital services where English is not their first language. In procuring new software funded through this budget bid, the council would consider how these barriers can be minimised. The council also has an interpretation and translation contract to support people to access its services.

**(g) Religion or belief****CAP4857 Closed Churchyard wall repairs**

Abbey Churchyard and St Giles Churchyard have reported concerns regarding boundary walls failing or being in poor state of repair. The council needs to address these repairs as soon as is practicable

in the interests of safety of the sites which are open to the public, and to fulfil its statutory responsibility to ensure upkeep of these churchyards.

#### **CAP4903 Office Accommodation**

Reviewing use of office accommodation will also involve identifying provision of prayer room facilities.

### **(h) Sex**

#### **B4878 Discretionary Housing Payments funding shortfall**

Single parents are more likely to experience poverty, which means they have a greater need of DHPs. Women are generally more likely to be single parents in the first place (90%) according to ONS 2019. Moreover, locally, of the 1,551 single parent Council Tax Reduction claims, 1,463 are from women (94%).

#### **B4916 Refuse Vehicle Driver Retention and B4987 Driver retention payment**

The workforce of the Refuse Service is predominantly male and there are approximately 62 Grade 3 HGV driver posts and it is a shared service for Cambridge City and South Cambridgeshire that is managed by South Cambridgeshire District Council (SCDC). The proposal B4916 Refuse Vehicle Driver Retention is to pay all drivers at Grade 3 a market supplement of 6% of their current salary which would mean approximately an additional £1,200 per employee per year.

The proposal B4987 Driver retention payment is also to pay a market supplement of the current salary of drivers. This bid will impact on approximately 25 employees working at Cambridge City Council – staff with HGV licences working in the Fleet Service and in Streets and Open Spaces.

Both proposals (B4916 and B4987) are to aid retention during the driver shortage that the whole country is currently experiencing.

The change for Refuse Vehicle drivers (B4916) is likely to have a slight impact on the gender pay gap of SCDC, as it will be mainly men receiving the bonus payment due to the demographics of the service.

Similarly, B4987 Driver retention payment might have a slight impact on the gender pay gap at Cambridge City Council, as the approx. 25 employees receiving the bonus payment are men due to the demographics of the service.

#### **CAP4903 Office Accommodation**

Reviewing use of office accommodation will also ensure that adequate toilet, shower and changing facilities are available at each location to accommodate men and women. Moreover, there are 271 part time employees, of which 65.31% are female and 34.69% are male (according to latest data for March 2021). The ability to work flexibly through hybrid working can especially benefit part-time employees who may have other commitments outside of work, like caring commitments.

**(i) Sexual orientation**

No equality impacts have been identified specific to this protected characteristic.

**(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**
- **Groups who have more than one protected characteristic that taken together create overlapping and interdependent systems of discrimination or disadvantage. (Here you are being asked to consider intersectionality, and for more information see: [https://media.ed.ac.uk/media/1\\_159kt25q](https://media.ed.ac.uk/media/1_159kt25q)).**

**B4858 Biodiversity Officer**

Low-income groups or those experiencing the impacts of poverty:

This bid is funding for continuation of this post past December 2022, which is needed to help deliver the council's Biodiversity Strategy. The Biodiversity Officer explores different ways of promoting the Local Nature Reserves, Commons and public open spaces and volunteer events to ensure broad engagement. This includes working with existing community groups supporting people on low incomes, such as Abbey People, to help promote initiatives.

**B4885 Anti-Poverty Responsive Budget**

Low-income groups or those experiencing the impacts of poverty:

This proposal is to make a budget available to fund projects that align with the objectives of the City Council's Anti-Poverty Strategy that emerge in 2022/23 outside of the budget-setting and community grants bidding rounds. Although it is not aimed at supporting particular protected characteristics, it is important to note that disabled people, many ethnic minority groups and women are more likely to experience poverty (so people from these groups may especially benefit).

**B4878 Discretionary Housing Payments funding shortfall**

Discretionary Housing Payments (DHPs) support households who experience a shortfall between Housing Benefit (HB) or Universal Credit (UC) and their eligible rent. This bid is to increase the amount of funding for the council to provide DHPs.

Low-income groups or those experiencing the impacts of poverty:

It is important that families on a low income who are often less able to budget are clear about the support they will receive. Low-income households often do not have sufficient savings to allow them to choose good quality accommodation as large deposits and rent in advance are often required.

Groups who have more than one protected characteristic that taken together create overlapping and interdependent systems of discrimination or disadvantage:

According to Scope, families with disabled children on average, face extra costs of £581 a month. For 24% of families with disabled children, extra costs amount to over £1,000 a month. Also, older people are more likely to have long-term health conditions or disabilities so face extra living costs relating to having a disability.

#### **CAP4929 ANPR at the Meadows Community Centre Car Park**

Low-income groups or those experiencing the impacts of poverty:

This proposal is to upgrade the parking management system for the Meadows redevelopment. It is for an ANPR with barrier, which will also provide a revenue generation opportunity. There will be free parking for all priority use activities at the community centre (activity that supports the council's wider corporate objectives) and charges will apply to non-priority-use and commercial bookings. The costs have been benchmarked in line with other non-city centre car parks (£2.60 for 2 hours parking, £4.90 for 4 hours and £8.20 for 8 hours and above). Charges are unlikely to impact on low-income households, as activities at the centre relating to tackling poverty would be considered as meeting a wider corporate objective. Moreover, there is currently free on-street parking on St Catharine's Road and neighbouring residential streets.

#### **CAP4903 Office Accommodation**

Low-income groups or those experiencing the impacts of poverty:

Hybrid working may have impacts for staff on lower incomes, as in working from home staff will need to be able to fund broadband, energy and heating costs and have an adequate space they can work from. On the other hand, transport costs may be high for staff that cannot afford to live in the city so working from home may be more beneficial to them.

Groups who have more than one protected characteristic that taken together create overlapping and interdependent systems of discrimination or disadvantage (intersectionality):

In order to identify equality impacts relating to intersectionality, it will be important to consult staff with different protected characteristics about proposed changes as part of the Office Accommodation programme at a stage when there are clear options being considered. In relation to plans for office accommodation and the response to coronavirus, people with some protected characteristics (older people, people with respiratory problems and people from some ethnic groups) are more susceptible to and especially at risk if they were to get coronavirus. If people have more than one of these characteristics (such as an older person with respiratory issues) then they may be especially impacted. Where people are concerned about risks relating to Covid-19 or returning to the office, they are encouraged to discuss this with their line manager or HR to see what reasonable adjustments could be made.

#### **CAP4904 ICT & Digital Capabilities**

Low-income groups or those experiencing the impacts of poverty:



Funding from this budget bid would in part be used to procure a data warehouse, which would enable the council to bring together data on residents with different types of need, including relating to low-income or poverty. This information would be used by the council to develop a more holistic support offer to address needs relating to poverty and low income.

People on low incomes are more likely to be digitally excluded where they cannot afford broadband or IT equipment. Outside of the work identified in this budget bid proposal, the council continues to work with partners like the Cambridgeshire Digital Partnership to identify means we can help low-income households access this.

Groups who have more than one protected characteristic that taken together create overlapping and interdependent systems of discrimination or disadvantage (intersectionality):

The data warehouse that would be funded through the bid may help develop findings relating to needs of groups with multiple protected characteristics that overlap to create distinct needs.

Moreover, the council recognises that people may have distinct vulnerabilities due to how different elements of their identity (including protected characteristics) overlap. For instance, older people may have additional vulnerabilities relating to disability and poor health. These vulnerabilities of individuals might mean that they require face-to-face support and although the council is digitising services face-to-face appointments can still be made for vulnerable people. Staff are receiving training to better identify people who need this more tailored support and to consider broad range of circumstances and aspects of individuals' identities that may make them vulnerable.

### **CAP4988 Sustainable Warmth Home Upgrade Grant Phase 1, and CAP4989 Sustainable Warmth Local Authority Delivery Phase 3**

Low-income groups or those experiencing the impacts of poverty:

The Council has received funding from the Department for Business, Energy, and Industrial Strategy for projects as part of the Sustainable Warmth Scheme. This was a consortium bid of the Cambridgeshire local authorities, led by Cambridge City Council, working together as the Cambridgeshire Energy Retrofit Partnership (CERP). The aim of the funding is to support low-income households living in energy inefficient homes by installing energy efficiency and low carbon heating upgrades. The bid plans to support improvements to 398 properties across both funding streams. In Cambridge City the aim is to support 55 on gas properties in the owner occupied and private rented sectors to install insulation and heating upgrades with a total grant allocation of just under £500,000. The scheme will be delivered from April 2022 through to March 2023. Households are required to have a maximum household income of £30,000 to qualify. Target properties will be E, F and G EPC rated properties. Landlord eligibility does not count, it is just the tenants'. However, the grant we can allocate for rented sector is half that of the owner occupied, and the landlord has to contributed at least 1/3 of the cost.

For the projects, the eligibility criteria of £30,000 was set by BEIS, but we would be utilising benefits information/deprivation data, local groups and referral networks (for instance, health referrals) to help with targeting households that need the most support. Energy bills have raised significantly over the last year and will remain high for some time. We also have increasing levels of fuel poverty

in Cambridge that will increase due to these rising bills. People most likely to experience fuel poverty are older people, people with long term-health conditions and single parent households (the majority headed by women). It might be the case then that in tackling fuel poverty, especially of tenants in the private rented sector, these groups may be more likely to benefit from the project.

**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 EqIA accordingly.)**

Some BSR proposals might have equality impacts, which cannot be identified based on current information held. This means that further equality impact assessments on these might need to be undertaken at a later stage.

**12. Do you have any additional comments?**

**CAP4904 ICT & Digital Capabilities**

This budget bid will enable the council to make greater use of digital technology to improve accessibility to services for customers. Note that this will benefit customers generally from all equality groups and our staff by ensuring that there is a streamlined and accessible process for staff to support customers. People with complex needs are likely to benefit from funding of this bid to procure of a data warehouse to pool data and obtain better insight and information on support needed by residents and customers. Digital software that would be funded by the bid will also enable customers contacting different services receive more holistic support.

### 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: Alistair Wilson (development Manager for Streets and Open Spaces), Allison Conder (Strategic Project Manager for Community Services), Anthony French (Senior Asset Development Officer for Environmental Services), Chloe Whitehead (HR Adviser for South Cambridgeshire District Council), David Cox (Fleet Manager for Environmental Services), Dave Prinsep (Head of Property Services), David Kidston (Strategy and Partnerships Manager for Corporate Strategy), Don Blair (Senior Operations Manager for Streets and Open Spaces), Elissa Rospigliosi (Head of Transformation), Jackie Hanson (Community Funding and Development Manager for Community Services), Linda Thompson (Accountant for the Business Transformation Service), Michael Parsons (Waste Operations Manager at South Cambridgeshire District Council), Naomi Armstrong (Benefit Manager for Customer and Community Services), Paul Boucher (Transformation Project Manager for Business Transformation)

Date of EqlA sign off: 10th December 2021

Date of next review of the equalities impact assessment: An EqlA is undertaken on budget proposals annually

Date to be published on Cambridge City Council website: 4th January 2022

**All EqlAs need to be sent to Helen Crowther, Equality and Anti-Poverty Officer at [helen.crowther@cambridge.gov.uk](mailto:helen.crowther@cambridge.gov.uk).**

## Appendix F

### Budget-Setting Report (BSR) 2022/23 - Review of Charges

In the Medium-Term Financial Strategy (MTFS) October 2021 the general inflation assumption (target) for income and charges was 2.0% ongoing. All areas are required to review fees and charges (including property rental income based on detailed projections and rent reviews) and, if any specific review results in material additional or reduced income, then these are identified and included in the Budget-Setting Report (BSR) February 2022 as budget proposals.

#### Contents:

Portfolio	Charges	Contacts
Climate Change, Environment and City Centre	Environmental Services Taxi Testing Shared Waste Control of Dogs Markets	Yvonne O'Donnell David Cox Bode Esan Wendy Johnston Tim Jones
Communities	Sports and Recreation Bereavement Services	Ian Ross Glyn Theobald
Housing – General Fund	HMOs, Enforcement	Yvonne O'Donnell
Open Spaces, Sustainable Food and Community Wellbeing	Open Spaces	Joel Carre
Planning Policy and Transport	Parking	Sean Cleary
Finance & Resources	Moorings Guildhall Lettings Land Charges	Ashley Read Gary Clift Laura Prideaux-Brune
Licensing	Business Licensing Taxi Licensing Licensing & Gambling Act Animal Licensing Street Trading	Yvonne O'Donnell    Tim Jones

# Climate Change, Environment and City Centre

Charge Type and description	Charges 2021/22 £	Proposed Charges 2022/23 £	% Increase 2022/23
<b>Environmental Services</b>			
Pest Control Treatments for Businesses / Commercial per hour ( minimum half hour)	99.00	101.00	2.0%
House / Car Alarms (fee includes administration costs)	Actual Costs	Actual Costs	0.0%
Lecture Fees - per hour	87.00	89.00	2.3%
Food Surrender and Disposal	Actual Costs	Actual Costs	0.0%
Food Register - entire register printed	908.00	926.00	2.0%
Taught CIEH courses	73.00	74.50	2.1%
Online CIEH Courses	27.50	28.00	1.8%
Examination following on-line courses	22.50	23.00	2.2%
Tailored Training	Actual Costs	Actual Costs	0.0%
Mentoring Training at £85 hour	Actual Costs	Actual Costs	0.0%
Primary Authority Partnership Scheme at £85 hour	Actual Costs	Actual Costs	0.0%
Contaminated Land (per Enquiry/Polygon)	220.00	225.00	2.3%
Food Hygiene Ratings (FHRS) Rescore	194.00	198.00	2.1%
<b>Scrap Metal Dealers</b>			
Site Licence	459.00	468.00	2.0%
Conversion to collector's licence	56.00	57.00	1.8%
Change of licensee name	56.00	57.00	1.8%
Addition of site	459.00	468.00	2.0%
Removal of site	56.00	57.00	1.8%
Change of Site Manager	135.00	137.00	1.5%
Replacement of lost or damaged licence	50.00	51.00	2.0%
Collector's licence	196.00	200.00	2.0%
Conversion to site licence	398.00	405.00	1.8%
Change of name (e.g. status)	56.00	57.00	1.8%
Replacement of lost or damaged licence	50.00	51.00	2.0%
<b>Taxi Vehicle Testing by the Garage</b>			
Mechanical Fitness Test (Twice Yearly)	63.00	65.00	3.2%
Re-test if works carried out at a separate garage and returned within 10 days	31.00	33.00	6.5%
Re-test if works carried out at a separate garage and returned after 10 days	64.00	70.00	9.4%
<b>Shared Waste Service</b>			
<b>Hazardous domestic collections</b>			
Per Item (Fridge / Freeze / CRT Monitor / TV / Microwaves etc.)	25.00	25.00	0.0%
<b>Domestic collections - Bulky Collections</b>			
One to three items (excluding hazardous items)	30.00	31.00	3.3%
More than three items (per item and maximum 9 items)	5.00	5.00	0.0%
Charge to empty contaminated bin / additional empty (per bin)	30.00	31.00	3.3%
Clearance of rubbish from bin stores	By quote	By quote	0.0%
Annual 2nd green bin charge - per additional bin (October to October)	40.00	40.00	0.0%
Additional garden waste capacity for flats (per 1100l bin)	80.00	80.00	0.0%
<b>Bins</b>			
Delivery of bin(s) for new property	80.00	82.00	2.5%
Additional approved black bin - for large families etc.	50.00	50.00	0.0%
Delivery of a replacement black bin 240 litre - (damaged/stolen)	50.00	50.00	0.0%
Delivery of a replacement green/blue bin (damaged/stolen)	FREE	FREE	0.0%
Additional blue bin charge	FREE	FREE	0.0%
Recycling Kitchen Caddy Sacks (in packs of 50). Includes VAT.	3.00	3.00	0.0%
<b>Dogs</b>			
Statutory Fee for all stray dogs**	25.00	25.00	0.0%
Collection and transportation cost of stray dogs in normal office hours	69.18	70.00	1.2%
Kennels registration and vet checking fee	53.32	55.00	3.2%
Daily kennel charges	17.01	17.50	2.9%
<b>Markets</b>			
<b>Cambridge Retail Market</b>			
<b>Monday - Tuesday rents</b>			
General Market Weekday Premium	20.63	21.15	2.5%
General Market Weekday Standard	10.00	10.00	0.0%
<b>Wednesday - Friday rents</b>			
General Market Weekday Premium	20.63	21.15	2.5%
General Market Weekday Standard	17.07	17.50	2.5%
<b>General Market Weekend Premium</b>	39.62	40.61	2.5%
<b>General Market Weekend Standard</b>	32.55	33.36	2.5%

Charge Type and description	Charges 2021/22 £	Proposed Charges 2022/23 £	% Increase 2022/23
Hot Food Premium	7.33	7.51	2.5%
Casual Trading Premium	5.00	5.00	0.0%
*Storage Units	18.03	18.03	0.0%
<b>All Saints Craft Fair</b>			
Monday - Friday rents	15.86	16.26	2.5%
Saturday rent	33.56	34.40	2.5%
<b>All Markets - Administration Fees</b>			
Variations Fee - applicable for any changes that result in the production of a new licence.	30.00	30.00	0.0%
Direct Debit rebate	0.04	0.04	0.0%
For 21-22 Market fees were kept at the 20-21 level as agreed with the Exec Cllr due to the pandemic. For the period April to July 21 these were further discounted by 25%			
* These charges are shown net of VAT			
** Externally set fees and charges			

## Communities - Sport & Recreation

Charge Type and description	Charges 2021/22 £	Proposed Charges 2022/23 £	% Increase 2022/23
<b>Sports &amp; Recreation Charges (including VAT)</b>			
<b>Sports Facilities</b>			
<b>Cricket</b>			
Adult Per pitch	44.00	45.00	2.3%
Including Pavilion	60.00	61.00	1.7%
Junior per pitch (Under 16's)	28.50	29.00	1.8%
Including Pavilion	35.00	35.50	1.4%
<b>Football/Rugby/Hockey</b>			
Per pitch including Pavilion	57.50	58.50	1.7%
Junior per pitch including Pavilion (Under 16's)	31.50	32.00	1.6%
8-a-side pitch	23.50	24.00	2.1%
<b>American Football</b>			
Per pitch (including 4 changing rooms)	100.00	102.00	2.0%
Junior (Under 16's) per pitch (including 4 changing rooms)	50.00	51.00	2.0%
<b>Rounders</b>			
Per Pitch	24.50	25.00	2.0%
Per Pitch - Junior (Under 16's)	12.75	13.00	2.0%
<b>Tennis</b>			
Jesus Green - Per hour	FREE	FREE	0.0%
Nightingale Avenue, Lammas Land, Coleridge, Barnwell, Christs	FREE	FREE	0.0%
<b>Abbey Artificial Pitch (including Floodlights)</b>			
<b>Peak Time</b>			
<i>Mon-Fri 17.00-22.00/Sat 11.00-19.00/Sun 12.00-16.00</i>			
Whole Pitch	60.00	61.50	2.5%
Whole Pitch - Junior	32.50	33.00	1.5%
Half Pitch	39.50	40.00	1.3%
Half Pitch - Junior	22.00	22.50	2.3%
<b>Off-Peak Time</b>			
Whole Pitch	47.50	48.50	2.1%
Whole Pitch - Junior	31.00	31.50	1.6%
Half Pitch	32.50	33.00	1.5%
Half Pitch - Junior	19.00	19.50	2.6%
<b>Lighting Charges per hour</b>			
Whole Pitch max lux	18.00	20.00	11.1%
Half Pitch max lux	10.00	12.00	20.0%
<b>Changing Room Hire - Per Game</b>			
Additional Changing Room (per room)	12.75	13.00	2.0%
<b>Swimming Services</b>			
The charges relating to the swimming services are the <b>HEADLINE</b> prices			
These charges are the <b>MOST</b> the Leisure Contractor can charge for an activity			
The Leisure Contractor can <b>REDUCE</b> any or all of the activity prices <b>BELOW</b> the headline price if they wish.			
<b>Juniors are 17 years and under; Under 3's are FREE</b>	FREE	FREE	0.0%
<b>Parkside Pools</b>			
Adult	5.00	5.10	2.0%
Junior	2.60	2.65	1.9%
Main Pool Hire - per hour (Non Commercial)	136.00	139.00	2.2%
Main Pool Hire - per hour ( <b>Commercial</b> )	352.00	360.00	2.3%
Lane Hire	25.00	25.50	2.0%
Diving Pool - per hour (Non Commercial)	78.00	79.50	1.9%
Diving Pool - per hour ( <b>Commercial</b> )	110.00	112.50	2.3%
Children's Pool Hire - per hour (Non Commercial)	51.00	52.00	2.0%
Children's Pool Hire - per hour ( <b>Commercial</b> )	61.50	63.00	2.4%
Flumes	60.00	61.50	2.5%
Non-City LEA School Swim	2.00	2.00	0.0%
<b>Abbey Pool</b>			
Adult	5.00	5.10	2.0%
Junior	2.60	2.65	1.9%
Pool Hire - per hour (Non Commercial)	87.50	90.00	2.9%
Pool Hire - per hour ( <b>Commercial</b> )	110.00	112.50	2.3%
Learner Pool Hire - per hour (Non Commercial)	45.00	46.00	2.2%
Learner Pool Hire - per hour ( <b>Commercial</b> )	61.00	62.50	2.5%
Gala Hire - per hour (City Clubs)	166.50	170.00	2.1%

Charge Type and description	Charges 2021/22 £	Proposed Charges 2022/23 £	% Increase 2022/23
Gala Hire - per hour <b>(Commercial)</b>	225.00	230.00	2.2%
Non-City LEA School Swim	2.00	2.00	0.0%
<b>Kings Hedges Pool</b>			
Pool Hire - per hour - Non Commercial	41.75	42.50	1.8%
Pool Hire - per hour - <b>(Commercial)</b>	61.50	63.00	2.4%
<b>Jesus Green Outdoor Pool</b>			
Adult	5.00	5.10	2.0%
Adult - Season Ticket	115.00	N/A	N/A
Adult - Season Ticket with Sauna	172.00	N/A	N/A
Junior	2.60	2.65	1.9%
Junior - Season Ticket	40.00	N/A	N/A
Pool hire per Hour - Non Commercial	115.00	118.00	2.6%
Pool hire per Hour - <b>(Commercial)</b>	183.00	300.00	63.9%
<b>Health Suites</b>			
<b>Abbey Pool</b>			
Sauna & Swim	7.80	8.00	2.6%
<b>GP Referral</b>			
<b>Swimming Session - Abbey, Parkside, Kings Hedges</b>			
Induction	9.00	9.50	5.6%
Session	3.00	3.50	16.7%
<b>Membership Cards</b>			
Adult Residents (up to 30% discount)	10.00	10.00	0.0%
Adult Students & 60+ (up to 35% Discount)	7.50	7.50	0.0%
Adult Concessions (up to 50% Discount)	5.00	5.00	0.0%
Junior Residents (up to 30% discount)	5.00	5.00	0.0%
Junior Concessions (up to 50% Discount)	2.50	2.50	0.0%
<b>Cherry Hinton Village Centre</b>			
<b>Activity</b>			
Main Hall per Hour - Adult	48.00	49.00	2.1%
Main Hall per Hour - Junior (17yr & Under)	28.00	28.50	1.8%
Large Meeting Room per hour - (Community)	22.00	22.50	2.3%
Large Meeting Room per hour - <b>(Commercial)</b>	31.00	31.50	1.6%
Small Meeting Room per hour - (Community)	11.25	11.50	2.2%
Small Meeting Room per hour - <b>(Commercial)</b>	19.00	19.50	2.6%
Admission on Sports Bookings per person	0.30	0.30	0.0%
Badminton Court per hour - Adult	13.75	14.00	1.8%
Badminton Court per hour - Junior (17yr & Under)	7.75	8.00	3.2%



## Communities - Bereavement Services

Charge Type and description	Charges 2021/22 £	Proposed Charges 2022/23 £	% Increase 2022/23
<b>CAMBRIDGE CITY CREMATORIUM</b>			
Adult Direct Cremation	475.00	475.00	0.0%
Collection of deceased no cremation ( within 25 miles )	620.00	635.00	2.4%
Adult - Band 1 (before 9:30am and after 4pm)	620.00	635.00	2.4%
Adult - Band 2	850.00	880.00	3.5%
Extended Service	310.00	320.00	3.2%
Over running allotted service time by more than 5 minutes	75.00	75.00	0.0%
Adult - Saturday service by request	1,542.00	1,542.00	0.0%
<b>ADDITIONAL CHARGES (IF APPLICABLE)</b>			
Memorial Service (includes VAT)	392.00	405.00	3.3%
Audio (CD) Recording (includes VAT)	58.00	60.00	3.4%
Visual (DVD) Recording (includes VAT)	58.00	60.00	3.4%
USB Recording (includes VAT)	58.00	60.00	3.4%
Web Cast (includes VAT)	58.00	60.00	3.4%
Visual Tribute (West Chapel only) - price on application (includes VAT) (minimum charge shown)	30.00	35.00	16.7%
Visual tribute price per picture (includes VAT)	1.96	2.00	2.1%
Visual tribute price per minute of video (includes VAT)	5.50	5.50	0.0%
Additional copy of recording (includes VAT)	22.00	25.00	13.6%
Copy of VT (includes VAT)	28.00	30.00	7.1%
Include VT on recording (includes VAT)	28.00	30.00	7.1%
Duplicate Cremation Certificate (includes VAT)	21.00	21.00	0.0%
Postage & Packing (at cost)	At Cost	At Cost	0.0%
Customs Certificate (includes VAT)	21.00	21.00	0.0%
Cancelling service within 4 working days of the allotted time	180.00	180.00	0.0%
Exhumation of Ashes (includes VAT)	181.00	185.00	2.2%
<b>NEWMARKET ROAD &amp; HUNTINGDON ROAD CEMETERY</b>			
<b>Exclusive Right of Burial – Adult</b>			
Exclusive Right of Burial – Adult - 50 years	995.00	1,025.00	3.0%
Exclusive Right of Burial – Adult - 75 years	1,500.00	1,550.00	3.3%
Exclusive Right of Burial – Adult - 99 years	2,030.00	2,100.00	3.4%
5 year top up extension to reinstate Exclusive right to 50 years	100.00	105.00	5.0%
Exclusive Right of Burial – 2 years and under	170.00	170.00	0.0%
<b>All Interments - Traditional and Green burials</b>			
Adult interment Resident	892.00	920.00	3.1%
Adult - Saturday	1,100.00	1,250.00	13.6%
Ashes	202.00	210.00	4.0%
Ashes - Saturday	305.00	315.00	3.3%
Permanent (Wooden) Shoring (single depth grave)	316.00	330.00	4.4%
Permanent (Wooden) Shoring (double depth, closed boarding) (For use with oversized coffin)	1,105.00	1,150.00	4.1%
Topsoil (single depth grave)	385.00	395.00	2.6%
Headstone (up to 18"x18") plus memorial inspection fee *	106.00	106.00	0.0%
Infant Kerbside including headstone (36"l x 24"w x 24"h) plus memorial inspection fee *	140.00	140.00	0.0%
Adult Headstone (up to 36"h) plus memorial inspection fee *	205.00	210.00	2.4%
Adult Half Kerb including headstone (36"l x 36"w x 48"h) plus memorial inspection fee *	205.00	210.00	2.4%
Adult Full Kerbside including headstone (84"l x 36"w x 48"h) plus memorial inspection fee *	307.00	315.00	2.6%
Adult Full Kerbside including headstone (up to 84"l x 36"w x 54"h) plus memorial inspection fee *	463.00	475.00	2.6%
Adult Full Kerbside including headstone (up to 84"l x 36"w x 60"h) plus memorial inspection fee *	692.00	705.00	1.9%
Adult Full Kerbside including headstone (up to 84"l x 36"w x 66"h) plus memorial inspection fee *	1,035.00	1,050.00	1.4%
Memorial inspection fee (includes VAT)*	78.00	80.00	2.6%
<b>ADDITIONAL CHARGES (IF APPLICABLE)</b>			
Use of chapel - Funeral service	405.00	405.00	0.0%
Memorial service - Monday to Saturday (subject to VAT)	405.00	405.00	0.0%
Grave Plot prepurchase - Huntingdon Road (Single) 50years	2,600.00	2,655.00	2.1%
Grave Plot prepurchase - Huntingdon Road (Single) 75years	3,162.00	3,250.00	2.8%
Grave Plot prepurchase - Huntingdon Road (Single) 99years	3,774.00	3,850.00	2.0%
Assignment of grave ownership	57.00	60.00	5.3%
Transfer of Ownership	57.00	60.00	5.3%
Duplicate Deed of Grant	21.00	21.00	0.0%
Permit for cleaning and renovation only (includes VAT)	32.00	33.00	3.1%
Cancelling service after the grave has been dug	250.00	280.00	12.0%
Exhumation (subject to VAT)	Price on Application	Price on Application	0.0%
Exhumation (non-viable foetus) (includes VAT)	295.00	295.00	0.0%
Additional Inscriptions (Includes VAT)	205.00	210.00	2.4%

## Housing - General Fund

Charge Type and description	Charges 2021/22 £	Proposed Charges 2022/23 £	% Increase 2022/23
<b>Licences:</b>			
HMO Licences - New Applications	969.00	988.00	2.0%
HMO Licence - Renewals	969.00	988.00	2.0%
HMO Licence - Renewals - if submitted at least 8 weeks prior to expiry of current licence	872.00	890.00	2.1%
Assisted application	Cost	Cost	0.0%
<b>Enforcement Activity</b>			
Penalty for non compliance (not belonging to one of the approved Property Redress schemes) £5,000 maximum charge	Monthly Local Housing Allowance Rate for the property, up to a maximum of £5,000	Monthly Local Housing Allowance Rate for the property, up to a maximum of £5,000	0.0%
Subsequent offences	5,000.00	5,000.00	0.0%
Penalty for non compliance with the Smoke and Carbon Monoxide Regulations	Monthly Local Housing Allowance Rate for the property, up to a maximum of £5,000	Monthly Local Housing Allowance Rate for the property, up to a maximum of £5,000	0.0%
Fixed penalty for failure to produce an Energy Performance Certificate, EPC, as per the requirements of the Energy Act 2016	200.00	200.00	0.0%
Civil Penalty for failure to comply with The Energy Efficiency (Private Rented Property) (England & Wales) Regulations 2015, MEES	Maximum financial penalty of up to £5,000 taking into account the fine criteria and individual maximum penalties specified under Regulation 40 on a case by case basis.	Maximum financial penalty of up to £5,000 taking into account the fine criteria and individual maximum penalties specified under Regulation 40 on a case by case basis.	0.0%
Civil Penalty for non-compliance under the Housing and Planning Act 2016	Case by case basis using agreed matrix, maximum of £30,000 per offence	Case by case basis using agreed matrix, maximum of £30,000 per offence	0.0%
Charge for the service of an Improvement Notice under the Housing Act 2004	344.00	351.00	2.0%
Charge for the service of a Prohibition Order under the Housing Act 2004	312.00	318.00	1.9%
Charge for the service of an Emergency Remedial Action Notice under the Housing Act 2004	292.00	298.00	2.1%
Charge for the review of Suspended notices or orders served under the Housing Act 2004	104.00	106.00	1.9%
Financial Penalty for breach of The Electrical Safety Standards in the Private Rented Sector Regs 2020	Case by case as determined up to maximum £30,000	Case by case as determined up to maximum £30,000	0.0%
<b>Training and other services</b>			
Delivering training and other discretionary services for landlords and agents (Includes development, promotion, overheads and associated costs)	At Cost	At Cost	0.0%
Landlord training (per delegate)	105.00	107.00	1.9%
Immigration inspections	146.00	N/A	N/A

## Open Spaces, Sustainable Food and Community Wellbeing - Open Spaces

Charge Type and description	Charges 2021/22 £	Proposed Charges 2022/23 £	% Increase 2022/23
<b>Allotments</b>			
Standard size is 10 rods (300 m2)			
Allotment Full size	65.00	67.00	3.1%
Allotment Half size	32.50	33.50	3.1%
Allotment starter plot	22.00	23.50	6.8%
<b>Parks, Commons &amp; Open Spaces</b>			
<b>Grazing</b>			
Cows	67.00	68.50	2.2%
Cows - 10 or more (per beast)	43.00	44.00	2.3%
<b>Parks &amp; Open Spaces Lettings</b>			
Application Fee - all applicants (may be returnable for local events if criteria met) (Plus VAT)	125.00	125.00	0.0%
Filming on parks and open spaces (Non Commercial)	Free	Free	0.0%
Filming on parks and open spaces (Commercial)	Negotiable	Negotiable	0.0%
Daily Hire - Fairs #	495.00	505.00	2.0%
Daily Hire - Circuses #	420.00	430.00	2.4%
Setting up/Pulling down days (For events where hire fee is more)	235.00	240.00	2.1%
Ongoing business use e.g. fitness classes (per quarter)	362.00	370.00	2.2%
Non Commercial Public Events ‡	285.00	290.00	1.8%
National Charities ‡	220.00	225.00	2.3%
Local events / demos ‡	Free	Free	0.0%
Fun Runs and Charity Walks (Local Charity Run/100% beneficiary)(under 500 participants)	Free	Free	0.0%
Commercial Public Events on City Centre Parks: †	Negotiable	Negotiable	0.0%
- minimum charge for lettings up to and over 1,000 sq. metres	920.00	940.00	2.2%
- additional charge per square metre for lettings over 1,000 sq. metres	2.10	2.15	2.4%
Commercial Public Events on Other Parks & Open Spaces: †	Negotiable	Negotiable	0.0%
- minimum charge for lettings up to and over 1,000 sq. metres	490.00	500.00	2.0%
- additional charge per square metre for lettings over 1,000 sq. metres	2.10	2.15	2.4%
Use of a Premises Licence for external event providers	At Pro rata cost per day of total licence fee	At Pro rata cost per day of total licence fee	0.0%
Provision of Wi-Fi facility for commercial events	Free Where Existing	Free Where Existing	0.0%
Internal Event/Cambridge Live - No Fees	133.00	136.00	2.3%
Internal Event/Cambridge Live - Fee Paying	180.00	184.00	2.2%

‡ to include fun runs, cycle rides and charity walks, up to 500 participants

† to include fun runs, cycle rides and charity walks, over 500 participants

# A sealed bid process may be applicable where more than one application is made for dates

# Planning Policy and Transport - Parking

MULTISTOREY CAR PARKS (Pay on foot)	2021/22			
	Mondays to Fridays	Mondays to Fridays PEAK TIME	Saturdays and Sundays	Saturdays and Sundays PEAK TIME
Grand Arcade	Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
1hr	£2.60	£3.10	£2.90	£3.40
2hrs	£5.00	£6.00	£5.50	£6.50
3hrs	£7.50	£8.90	£8.10	£9.70
4hrs	£10.80	£13.00	£12.60	£14.60
5hrs	£20.70	£23.40	£22.10	£24.60
over 5 hrs	£26.70	£29.90	£27.90	£30.90
evenings & overnight	£1.20	£1.20	£1.20	£1.20

Queen Anne Terrace	Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
1hr	£1.70	£2.20	£1.70	£2.10
2hrs	£3.30	£4.30	£3.30	£4.30
3hrs	£4.50	£6.00	£4.50	£6.00
4hrs	£5.30	£7.30	£5.30	£7.30
5hrs	£7.00	£9.60	£7.00	£9.50
6hrs	£10.70	£13.70	£10.60	£13.70
over 6 hrs	£14.10	£17.80	£14.20	£17.80
evenings & overnight	£0.80	£0.80	£0.80	£0.80

Park Street	Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
1hr	£2.40	£2.90	£2.60	£3.10
2hrs	£4.10	£5.10	£5.00	£6.00
3hrs	£6.10	£7.60	£6.90	£8.50
4hrs	£10.30	£12.30	£11.20	£13.20
5hrs	£18.10	£20.70	£19.20	£21.80
over 5 hrs	£25.50	£28.80	£25.70	£28.80
evenings & overnight	£0.80	£0.80	£0.80	£0.80

Grafton East	Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
1hr	£2.40	£2.90	£2.60	£3.10
2hrs	£3.90	£4.90	£4.70	£5.70
3hrs	£6.00	£7.50	£6.60	£8.20
4hrs	£9.80	£11.90	£11.20	£13.20
5hrs	£18.10	£20.70	£19.30	£21.80
over 5 hrs	£25.70	£28.70	£25.70	£28.70
evenings & overnight	£0.80	£0.80	£0.80	£0.80

Grafton West	Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
1hr	£2.40	£2.90	£2.60	£3.10
2hrs	£3.90	£4.90	£4.70	£5.70
3hrs	£6.00	£7.50	£6.60	£8.20
4hrs	£9.80	£11.90	£11.20	£13.20
5hrs	£18.20	£20.70	£19.30	£21.80
over 5 hrs	£25.70	£28.70	£25.70	£28.70
evenings & overnight	£0.80	£0.80	£0.80	£0.80

2022/23			
Mondays to Fridays	Mondays to Fridays PEAK TIME	Saturdays and Sundays	Saturdays and Sundays PEAK TIME
Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
£2.60	£3.10	£2.90	£3.40
£5.00	£6.00	£5.50	£6.50
£7.50	£8.90	£8.10	£9.70
£10.80	£13.00	£12.60	£14.60
£20.70	£23.40	£22.10	£24.60
£26.70	£29.90	£27.90	£30.90
£1.20	£1.20	£1.20	£1.20

Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
£1.70	£2.20	£1.70	£2.10
£3.30	£4.30	£3.30	£4.30
£4.50	£6.00	£4.50	£6.00
£5.30	£7.30	£5.30	£7.30
£7.00	£9.60	£7.00	£9.50
£10.70	£13.70	£10.60	£13.70
£14.10	£17.80	£14.20	£17.80
£0.80	£0.80	£0.80	£0.80

Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
£2.40	£2.90	£2.60	£3.10
£4.10	£5.10	£5.00	£6.00
£6.10	£7.60	£6.90	£8.50
£10.30	£12.30	£11.20	£13.20
£18.10	£20.70	£19.20	£21.80
£25.50	£28.80	£25.70	£28.80
£0.80	£0.80	£0.80	£0.80

Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
£2.40	£2.90	£2.60	£3.10
£3.90	£4.90	£4.70	£5.70
£6.00	£7.50	£6.60	£8.20
£9.80	£11.90	£11.20	£13.20
£18.10	£20.70	£19.30	£21.80
£25.70	£28.70	£25.70	£28.70
£0.80	£0.80	£0.80	£0.80

Mon-Fri 10am to 7pm	If a vehicle parks between Mon to Fri 8am to 10am the following rates are payable for the duration of the stay (8am- 7pm)	Sat 9am to 7pm Sun 10am to 5pm	If a vehicle parks between 11am to 1pm the following rates are payable for the duration of the stay (Sat 11am-7pm and Sun 11am to 5pm)
£2.40	£2.90	£2.60	£3.10
£3.90	£4.90	£4.70	£5.70
£6.00	£7.50	£6.60	£8.20
£9.80	£11.90	£11.20	£13.20
£18.20	£20.70	£19.30	£21.80
£25.70	£28.70	£25.70	£28.70
£0.80	£0.80	£0.80	£0.80

2022/23 from 2021/22			
Comparisons % Change			
Mon-Fri NON PEAK	Mon-Fri PEAK	Sat-Sun NON PEAK	Sat-Sun PEAK
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%

Mon-Fri NON PEAK	Mon-Fri PEAK	Sat-Sun NON PEAK	Sat-Sun PEAK
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%

Mon-Fri NON PEAK	Mon-Fri PEAK	Sat-Sun NON PEAK	Sat-Sun PEAK
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%

Mon-Fri NON PEAK	Mon-Fri PEAK	Sat-Sun NON PEAK	Sat-Sun PEAK
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%

Mon-Fri NON PEAK	Mon-Fri PEAK	Sat-Sun NON PEAK	Sat-Sun PEAK
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%

SURFACE CAR PARKS				
<b>ADAM AND EVE STREET</b> Monday 8am to Friday 7pm Saturday 9am to 7pm Sunday 10am to 5pm	Pay and display			
Maximum stay 2 hours	2021/22	2022/23	% change	Evenings and overnight
Charges	80p for 20 mins (£2.40/hr)	80p for 20 mins (£2.40/hr)	0.0%	Free

<b>CASTLE HILL CAR PARK</b> Monday to Friday 8am to 7pm Saturday 9am to 7pm Sunday 10am to 5pm	Pay and display			
Charges	2021/22	2022/23	% change	Evenings and overnight
Up to 2 hours	£2.60	£2.60	0.0%	Free
2-4 hours	£5.00	£5.00	0.0%	
over 4 hours	£8.30	£8.30	0.0%	
Sunday - all day charge	£4.20	£4.20	0.0%	
Weekly ticket (7 days)	£36.40	£36.40	0.0%	

<b>GWYDIR STREET CAR PARK</b> Monday to Friday 8am to 7pm Saturday 9am to 7pm	Pay and display			
Maximum stay 2 hours	2021/22	2022/23	% change	Evenings and overnight
Charges	90p for 30 mins (£1.80/hr)	90p for 30 mins (£1.80/hr)	0.0%	Free
<b>RIVERSIDE CAR PARK</b> Monday to Friday 8am to 7pm Saturday 9am to 7pm	Pay and display			
Maximum stay 8 hours	2021/22	2022/23	% change	Evenings and overnight
Charges	60p for 30 mins (£1.20/hr)	60p for 30 mins (£1.20/hr)	0.0%	Free

SEASON TICKET CHARGES - Business Permits					
Park Street, Queen Anne and Grafton Centre car parks	Quarterly fee inclusive of VAT (21/22)	Quarterly fee inclusive of VAT (22/23)	% change	20% Discount for low emission [Group A] vehicles 22/23	Discounted fee (22/23)
'Night Owl' 7 days 5pm-8am (one car park*)	£236.00	£236.00	0.0%	£47.20	£188.80
24/7 Premium (Grafton car parks, Park St, Queen Anne)	£911.00	£911.00	0.0%	£182.20	£728.80
Monday-Friday 24 hour access (one car park*)	£696.00	£696.00	0.0%	£139.20	£556.80
Monday-Friday 8am -6pm (one car park*)	£553.00	£553.00	0.0%	£110.60	£442.40

Note \* excluding Grand Arcade car park

#### DISABLED BADGE HOLDERS

First three hours parking free, on production of a valid Blue Badge to the City Council at the **Grand Arcade, Park Street, Grafton East, Grafton West and Queen Anne Terrace car parks.**

At multi storey car parks durations of stay in excess of three hours the normal car park charges will apply as if from the first hour, i.e. the fourth will be charged as if it were the first

Two hours free parking during charging hours when a valid Blue Badge and time clock is displayed at **Adam and Eve and Gwydir Street car parks.**

Three hours free parking when a valid Blue Badge and time clock is displayed at **Castle Hill and Riverside car parks.**

## Finance & Resources

### Mooring Fees

Charge Type and description	Charges 2021/22 £	Proposed Charges 2022/23 £	% Increase 2022/23
<b>Mooring Fees*</b>			
Tariff Class 30 - vessel up to 5 metres	854.00	897.00	5.0%
Tariff Class 32 - vessel under 3 metres	854.00	897.00	5.0%
Tariff Class 33 - Vessel 3 to 5 metres	854.00	897.00	5.0%
Tariff Class 34 - Vessel 5 to 7.5 metres	911.00	957.00	5.0%
Tariff Class 35 - Vessel 7.5 to 10 metres	968.00	1,016.00	5.0%
Tariff Class 36 - Vessel 10 to 12.5 metres	1,026.00	1,077.00	5.0%
Tariff Class 37 - Vessel 12.5 to 15 metres	1,082.00	1,136.00	5.0%
Tariff Class 38 - Vessel 15 to 20 metres	1,139.00	1,196.00	5.0%
Tariff Class 39 - Vessel over 20 metres	1,253.00	1,316.00	5.0%
Tariff Class 51 - Any other vessel	1,253.00	1,316.00	5.0%
* All charges are subject to VAT.			
** The agreed fee increase for the 2022/23 financial year is as per the Review of Moorings Policy (March 2017) - RPIX for September 2021 - 5%			

### Guildhall Lettings

Charge Type and description	Charges 2021/22 £	Proposed Charges 2022/23 £	% Increase 2022/23
<b>Guildhall Meeting Rooms, Committee Rooms Council Chamber and Members Lounge</b>			
Guildhall Meeting Rooms (per hour)	NEW	15.00	0.0%
Committee Room (s)	NEW	30.00	0.0%
Council Chamber	NEW	100.00	0.0%
Members Lounge	NEW	15.00	0.0%
Exhibition area	NEW	10.00	0.0%
Internal City Council Hirer - Office hours	NEW	No charge	0.0%
Internal City Council Hirer - Out of office Hours, bank holiday and weekends	NEW	Actual Cost of staffing	0.0%
Shared Services/Greater Cambridge Partnership - Office hours up to half a day	NEW	No charge	0.0%
Shared Services/Greater Cambridge Partnership - Other times - per hour*	NEW	Hourly Rate as above	0.0%
Public Sector Partner - Office hours up to half a day **	NEW	No charge	0.0%
Public Sector Partner - Other times - per hour **	NEW	Hourly Rate as above	0.0%
Community & Voluntary Sector - Office hours up to half a day **	NEW	No charge	0.0%
Community & Voluntary Sector - Other times - per hour **	NEW	Hourly Rate as above	0.0%
Commercial Hires - per hour **	NEW	Hourly Rate as above	0.0%
**Includes Staffing charge			
All customers will pay for additional costs of refreshments plus the cost of external Audio Visual use support			

## Finance & Resources

### Land Charges

Charge Type and description	Charges 2021/22 £	Proposed Charges 2022/23 £	% Increase 2022/23
<b>Land Charges</b>			
LLC1 Official Search in respect of one parcel of land	25.00	39.00	56.0%
<b>Residential Search *</b>			
CON29R **	126.00	137.00	8.7%
LLC1 and CON29R (Full Residential Search)**	151.00	176.00	16.6%
Additional Parcels of Land	17.00	17.00	0.0%
Additional Parcels of Land LLC1	N/A	0.70	0.0%
<b>Commercial Search</b>			
CON29R**	185.00	241.00	30.3%
LLC1 and CON29R (Full Commercial Search)**	210.00	280.00	33.3%
Additional Parcels of Land	28.00	28.00	0.0%
Additional Parcels of Land LLC1	N/A	0.70	0.0%
<b>Additions</b>			
Additional Enquiries *	12.00	23.15	92.9%
Historic File Request (per address)	NEW	45.00	0.0%
Invalid planning applications	NEW	10% of application fee for closed or withdrawn applications	0.0%
Hard copy planning applications handling fee - Major applications (per application)	NEW	100.00	0.0%
Hard copy planning applications handling fee - General & Other applications (per application)	NEW	50.00	0.0%
<b>CON290 (Optional Enquiries) *</b>			
Q4 - Road Proposals	5.00	15.00	200.0%
Q5 - Advertisements	9.50	15.00	57.9%
Q6 - Completion Notices	6.00	15.00	150.0%
Q7- Parks & Countryside	6.00	15.00	150.0%
Q8 - Pipelines	0.00	0.00	0.0%
Q9 - House in Multiple Occupation	6.00	15.00	150.0%
Q10- Noise Abatement and other Nuisances	6.00	15.00	150.0%
Q11 - Urban Development Areas	6.00	15.00	150.0%
Q12 - Enterprise Zones	6.00	15.00	150.0%
Q13 - Inner Urban Development Areas	6.50	15.00	130.8%
Q14 - Simplified Planning Zones	6.00	15.00	150.0%
Q15 - Land Maintenance Notices	6.00	15.00	150.0%
Q16 - Mineral Consultation Areas	10.00	10.38	3.8%
Q17 - Hazardous Substance Consents	4.50	15.00	233.3%
Q18 - Environmental & Pollution Notices	6.00	15.00	150.0%
Q19 - Food Safety Notices	6.00	15.00	150.0%
Q20 - Hedgerow Notices	6.00	15.00	150.0%
Q21 - Flood Defence and Land Drainage Consents	10.00	10.38	3.8%
Q22 - Common Land, Town and Village Greens	19.60	19.98	1.9%
<b>Discretionary services (including Pre-application work and Planning and Performance Agreements (PPAs)) will be charged for on a case by case basis. This charge will be based on full recovery of the cost of delivering the agreed work. Officer time will be charged at the following rate according to the officer band:</b>	<b>Hourly Charge (£)</b>	<b>Hourly Charge (£)</b>	
City Band 2	42.00	55.00	31.0%
City Band 3	51.00	60.00	17.6%
City Band 4	58.00	66.00	13.8%
City Band 5	64.00	72.00	12.5%
City Band 6	73.00	81.00	11.0%
City Band 7	86.00	108.00	25.6%
City Band 8	91.00	124.00	36.3%
City Band 9	N/A	146.00	0.0%
City Band 10	119.00	189.00	58.8%
Executive Director	N/A	257.00	0.0%
The full direct cost of any external consultants, contractors or agency staff incurred by the Planning Service in the delivery of the discretionary service will also be included in any fees charged for the work done.			

#### Notes

\* Includes VAT

\*\* The table includes updates on the 21-22 charges that were received following the publication of the 2021 BSR

## Licensing

Charge Type and description	Charges 2021/22 £	Proposed Charges 2022/23 £	% Increase 2022/23
<b>Skin Piercing</b>			
Skin Piercing – Premises	146.00	149.00	2.1%
Skin Piercing - Practitioners	56.00	57.00	1.8%
<b>Sex Establishments</b>			
Sexual Entertainment Venues (new & variation)	3,070.00	3,131.00	2.0%
Sexual Entertainment Venues (renewal)	909.00	927.00	2.0%
Sexual Entertainment Venues (transfer)	909.00	927.00	2.0%
Sex Shop / Sex Cinema (new & variation)	2,843.00	2,900.00	2.0%
Sex Shop / Sex Cinema (renewal)	909.00	927.00	2.0%
Sex Shop / Sex Cinema (transfer)	909.00	927.00	2.0%
<b>Drivers</b>			
Disclosure & Barring Service Check (DBS) *	40.00	40.00	0.0%
Knowledge Test	68.00	68.00	0.0%
New Licence Fee	250.00	250.00	0.0%
Annual Renewal Fee	84.00	84.00	0.0%
3 Yearly Renewal Fee	230.00	230.00	0.0%
Replacement Badges	21.00	21.00	0.0%
DVLA Data Check * (New service provider)	5.52	5.52	0.0%
DVLA Data Check * (New service provider) 3 year licence	16.52	16.52	0.0%
Change of Details	15.00	15.00	0.0%
Replacement Licence	10.00	10.00	0.0%
<b>Vehicles</b>			
Hackney Carriage Licence (new)	281.00	281.00	0.0%
Private Hire Licence (new)	281.00	281.00	0.0%
Hackney Carriage Ultra Low Emission Vehicle (new)	140.00	140.00	0.0%
Private Hire Ultra Low Emission Vehicle (new)	140.00	140.00	0.0%
Hackney Carriage Zero Emission Vehicle (new)	0.00	0.00	0.0%
Private Hire Zero Emission Vehicle (new)	0.00	0.00	0.0%
Hackney Carriage Licence Renewal	245.00	245.00	0.0%
Private Hire Licence Renewal	230.00	230.00	0.0%
Hackney Carriage Ultra Low Emission Vehicle (renewal)	122.00	122.00	0.0%
Private Hire Ultra Low Emission Vehicle (renewal)	115.00	115.00	0.0%
Hackney Carriage Zero Emission Vehicle (renewal)	0.00	0.00	0.0%
Private Hire Zero Emission Vehicle (renewal)	0.00	0.00	0.0%
Plate Deposit	50.00	50.00	0.0%
Replacement Plate	26.00	26.00	0.0%
Change of Ownership	74.00	74.00	0.0%
Crest - self adhesive	6.00	6.00	0.0%
Crest - magnetic	8.00	8.00	0.0%
Replacement Licence	10.00	10.00	0.0%
Change of Details	15.00	15.00	0.0%
<b>Operators Licence</b>			
Private Hire Operators Licence (New)	292.00	292.00	0.0%
Private Hire Operators Licence (Renewal - 1 Year)	218.00	218.00	0.0%
Private Hire Operators Licence (renewal - 5 Year)	895.00	895.00	0.0%
Replacement Licence	10.00	10.00	0.0%
Change of Details	15.00	15.00	0.0%
<b>Training</b>			
Fee for Customer Awareness: Safeguarding, Equality & Protection Training	53.00	53.00	0.0%
BIIAB Level 1 Award in Responsible Alcohol Retailing	68.00	69.00	1.5%
BIIAB Level 2 Award for Personal Licence Holders	110.00	112.00	1.8%
<b>Licensing Act 2003 (**Statutory Set)</b>			
Personal Licence	37.00	37.00	0.0%
New Premises Licence (or full variation)	Various	Various	0.0%
Annual Fee	Various	Various	0.0%
Minor Variation	89.00	89.00	0.0%
Temporary Event Notice	21.00	21.00	0.0%
Change of Designated Premises Supervisor	23.00	23.00	0.0%
<b>Gambling Act 2005 (**Statutory Set)</b>			
Bingo Club (New)	2,625.00	2,625.00	0.0%
Bingo Club (Annual Fee)	900.00	900.00	0.0%
Small Society Lottery (New)	40.00	40.00	0.0%
Small Society Lottery (Annual)	20.00	20.00	0.0%
Betting Premises (New)	2,250.00	2,250.00	0.0%
Betting Premises (Annual Fee)	540.00	540.00	0.0%
Family Entertainment Centre (Annual Fee)	500.00	500.00	0.0%
Adult Gaming Centre (New)	1,500.00	1,500.00	0.0%
Adult Gaming Centre (Annual Fee)	900.00	900.00	0.0%



Charge Type and description	Charges 2021/22 £	Proposed Charges 2022/23 £	% Increase 2022/23
<b>Animal Licensing</b>			
Zoo	592.00	603.00	1.9%
Dangerous Wild Animals (Plus Vet fees)	248.50	298.00	19.9%
Variation of a licence requiring a re-inspection (Plus Vet fees)	44.00	53.00	20.5%
<b>Exhibiting animals:</b>			
Fees on application	77.50	79.00	1.9%
Initial rating or re-rating fee	132.00	135.00	2.3%
Maintenance fee (3 years)	382.50	390.00	2.0%
Variation of a licence requiring a re-inspection	132.00	135.00	2.3%
Copy of licence or change of details not requiring an inspection	11.00	11.50	4.5%
<b>Selling animals as pets:</b>			
Fees on application	77.50	79.00	1.9%
Initial rating or re-rating fee	219.00	223.00	1.8%
Maintenance fee: one year	127.50	130.00	2.0%
two years	255.00	260.00	2.0%
three years	382.50	390.00	2.0%
Variation of a licence requiring a re-inspection	219.00	223.00	1.8%
Copy of licence or change of details not requiring an inspection	11.00	11.50	4.5%
<b>Riding Establishment:</b>			
Fees on application	77.50	79.00	1.9%
Initial rating or re-rating fee ( plus additional vets fee not included)	44.00	45.00	2.3%
Maintenance fee: one year	127.50	130.00	2.0%
two years	255.00	260.00	2.0%
three years	382.50	390.00	2.0%
Variation of a licence requiring a re-inspection (plus vets fee not included)	44.00	45.00	2.3%
Copy of licence or change of details not requiring an inspection	11.00	11.50	4.5%
<b>Dog Breeding:</b>			
Fees on application	77.50	79.00	1.9%
Initial rating or re-rating fee ( plus additional vets fee not included)	44.00	45.00	2.3%
Maintenance fee: one year	127.50	130.00	2.0%
two years	255.00	260.00	2.0%
three years	382.50	390.00	2.0%
Variation of a licence requiring a re-inspection (plus vets fee not included)	44.00	45.00	2.3%
Copy of licence or change of details not requiring an inspection	11.00	11.50	4.5%
<b>Animal Boarding:</b>			
Fees on application: up to 10 animals	77.50	79.00	1.9%
Initial rating or re-rating fee	132.00	135.00	2.3%
Variation of a licence requiring a re-inspection	132.00	135.00	2.3%
Fees on application: 11- 30 animals	175.00	179.00	2.3%
Variation of a licence requiring a re-inspection	175.00	179.00	2.3%
Fees on application: 31-60 animals	219.00	223.00	1.8%
Variation of a licence requiring a re-inspection	219.00	223.00	1.8%
Fees on application: 61-99 animals	263.00	268.00	1.9%
Variation of a licence requiring a re-inspection	263.00	268.00	1.9%
Fees on application: 100 or more animals	307.00	313.00	2.0%
Variation of a licence requiring a re-inspection	307.00	313.00	2.0%
Maintenance fee: one year	127.50	130.00	2.0%
two years	255.00	260.00	2.0%
three years	382.50	390.00	2.0%
Copy of licence or change of details not requiring an inspection	11.00	11.50	4.5%
<b>Street Trading</b>			
12 month food licence pitch	2,886.00	2,886.00	0.0%
12 month retail licence pitch	2,727.00	2,727.00	0.0%
8 month food licence pitch	2,165.00	2,165.00	0.0%
8 month retail licence pitch	2,045.00	2,045.00	0.0%
4 month food licence pitch	722.00	722.00	0.0%
4 month retail licence pitch	682.00	682.00	0.0%
* These charges are shown net of VAT			
** Externally set fees and charges			
*** These 20-21 fees have been updated following consultation and differ from those included in the 2020 BSR			
<b>Please note that all licensing fees not set by statute will be approved at Licensing Committee on 31st January 2022</b>			

# Contacts

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