

Version 4  
Council (Final)

# Budget Setting Report 2016/17



February  
2016

2016/17

Cambridge City Council

# Version Control

	Version No.	Revised version / updates for:	Content / Items for Consideration
—	1	Strategy & Resources Scrutiny Committee (18 January 2016)	Initial budget overview and budget proposals
		The Executive (21 January 2016)	Proposals of The Executive
—	2	Special Strategy & Resources Scrutiny Committee (8 February 2016)	Amendments to Executive proposals Opposition budget amendment proposals
	3	Council (25 February 2016)	Final Proposals to Council Incorporating updates relating to; <ul style="list-style-type: none"> <li>- Final Local Government Finance Settlement 2016/17 and grant determinations</li> <li>- Head of Finance final Section 25 report</li> </ul>
Current	4	Council (Final)	Approved Budget Setting Report incorporating <ul style="list-style-type: none"> <li>- Decisions of Council</li> <li>- Appendix A(b) Council Tax Setting following receipt of County Council, Police and Fire Authority precepts</li> </ul>

## Anticipated Precept Setting Dates

Cambridgeshire Police and Crime Commissioner	Cambridgeshire & Peterborough Fire Authority	Cambridgeshire County Council
3 February 2016	11 February 2016	16 February 2016

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

Last year, the incoming Labour administration undertook a fundamental review of the council's underlying resources, which resulted in over £21m of underutilised cash being freed up for investment in the revenue streams that are required to protect our long-term financial position in the face of the expectation that the Government will cut to nil the annual Revenue Support Grant by 2020. Taking action to remedy this was part of a wider three-pronged financial strategy:

- To free up underutilised cash and assets and review Treasury Management in order to use the proceeds to invest in commercial and residential property and other investment opportunities that will provide the income that is needed to protect services.
- To move towards the radically transformed methods of delivering services, in particular shared services and trusts, which allow us to continue to deliver excellent services with fewer resources.
- To review our back-office and support services in order to ensure that frontline services are protected and bureaucracy is busted, not services.

This budget represents a continuation of that strategy, a strategy that has as its core objectives the preservation of our basic services and the investment and service transformation required to ensure that this council relentlessly focusses on helping those on low incomes who really struggle to make ends meet in this city. All of this is being pursued within the context of a tough national funding settlement that was harsher than we expected.

This strategy is already seeing huge fruits in terms of the savings and income that are allowing us to preserve core services, all at a time when local authorities almost everywhere else are making painful and damaging cuts. This administration's investment has already realised income to the tune of £650k per annum. That is sustainable revenue income that means we do not have to make £650k of cuts that otherwise we would have been compelled to impose on the city.

This budget provides the means by which, by re-targeting our investment and utilising better our cash resources and property assets, a further £280k will be raised in revenue income by 2018, with that figure almost certain to rise even further in future budgets as the revenue implications of projects such as developing Park Street Car Park and Mill Road depot become clearer. This is partly due to the clear General Fund Development programme set out in this BSR, more details of which will be outlined in a separate report coming to Strategy and Resources in January. This programme will allow us to utilise the resources that last year were allocated to the Invest for Income fund. This programme will also have the effect of helping us provide more housing for rent at sub-market rents, contributing to our effort to tackle Cambridge's housing crisis.

The increased revenue income projected as part of this budget is also partly due to phase II of the Office Accommodation Strategy, which will not only make long-term revenue savings, but allow us to free up substantial capital receipts within the next 2 years, all while ensuring that the council's accommodation needs are more efficiently provided for. This, as well as additional investment to drive forward the council's business transformation programme, will involve some one-off costs, met from general fund reserves. This will bring general fund reserves down from their current very high levels. However, general fund reserves will remain well above target level, and the investment is crucial to ensuring the continued successful implementation of the savings that our transformation programme will bring in.

In terms of other elements of our financial strategy, this budget represents consolidation and sustainable progress. A huge programme of shared services and business transformation is currently being implemented, from Shared Waste to the Support Services Review. The lack of downwards adjustment to previous ambitious savings targets contained in the last budget reflects the successful realisation of these projects, and indeed we saw achievement of income at levels above target in some of these areas in the Mid-Year Financial Review.

This budget also heralds new developments in this area, such as a new corporate management review, which will save £80k per annum by reducing the senior management team in line with the fact that shared services and other transformation projects are reducing our direct responsibility for certain services. In addition, a modest new set of efficiency savings in services such as Children & Young Persons (ChYpPs) and the Sports Development service will allow us to continue to provide an excellent service, and indeed a service more tailored to the needs of lower income residents, while being more financially sustainable.

All of this allows us to take some essential steps to protect and enhance services in the city while still balancing the budget. We will step in to prevent some of the more damaging cuts being made by the County Council, working with them to prevent the streetlights switch off and saving the Shopmobility service. We will achieve this all while setting aside money to deal with the rising homelessness caused by this government's welfare cuts, and investing more funds to promote our campaign against domestic violence.

We will also be able to find the cash to continue to properly fund our Anti-Poverty Strategy, the centrepiece of this council's ambition to tackle inequality in Cambridge. This will allow us to continue to support, and indeed extend our support, for organisations such as the CAB, maintain and expand our digital accessibility strategy, increase our support for credit unions, and develop further our scheme to tackle fuel and water poverty. In addition, cash will be found to bolster the Climate Change Fund, which will allow us to continue to reduce our carbon footprint and make our contribution towards tackling the greatest global threat to all of our futures.

The future remains uncertain and difficult, and considerable challenges will remain in future years. Future New Homes Bonus payments are uncertain, and could be significantly reduced in the long-term. The continuing cuts to Revenue Support Grant will mean that we will have to extend and deepen our current strategy of investment and transformation in order to continue to minimise cuts and continue to provide high-quality services. The future of Business Rates Retention is another uncertain factor, and we will have to await the results of government consultations on this and other elements of local government finance and review our position continually in the future. We cannot be complacent, and it will not be possible to wish away difficult choices. Despite this, we can look forward with more confidence than many local authorities, and our determination to continue to adapt to the difficult national climate and protect Cambridge will remain undimmed.

Despite this context, we are determined to do everything we can to avoid cuts to frontline services, to step in to pick up some of the pieces left by County cuts where we are able to and see a clear and overwhelming case for doing so, and to deliver extra funding on our priorities, such as tackling poverty and climate change. All of this is only possible and will only continue to be possible due to our ambition, our financial prudence, and our determination to prioritise social justice. These things are not contradictory imperatives; rather, they go hand in hand in helping us to deliver One Cambridge, Fair for All.

Cllr Lewis Herbert, Leader

Cllr George Owers, Executive Councillor for Finance and Resources





# Section 1

## Introduction

### Purpose

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

On 22 October 2015 the council approved the Mid-year Financial Review (MFR). The MFR set out the financial strategy for the council in light of local and national policy priorities, external economic factors and the outlook for public sector funding. The MFR also reviewed key assumptions and risks, thereby confirming the framework for detailed budget work for 2016/17 and beyond.

The BSR reviews the impacts of developments since the MFR and sets the financial context for the consideration of detailed recommendations and budget finalisation to be made at council on 25 February 2016. The document proposes a detailed budget for the next financial year, and indicative budget projections for the following four years.

### Background

The financial planning context for the BSR is set by the MFR. This identified a total net savings requirement of £4.2m over the next 5 years, after taking into account £895k of pressures and £1,305k of savings identified at that time.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Net savings requirement	0.589	(0.255)	0.461	1.713	1.713	4.221

These savings requirements stem from the expectation of significant reductions in government funding, unavoidable cost increases and pressures, including that arising from increases to Employers' Class 1 National Insurance Contributions as a result of the abolition of the second state pension. Whilst the council has a record of identifying and delivering savings through service reviews and value for money improvements, many such savings have already been delivered and it is becoming more difficult to identify and deliver further savings and efficiencies.

As a result, the council has embarked on a long-term programme of transformation of the way it delivers services and interacts with residents, tenants and other parties. This programme was introduced in BSR 2015, and has already delivered some cashable benefits for the authority. This BSR builds on what has been achieved, with particular emphasis on the continuing delivery of transformation projects, including shared services with neighbouring councils and the consolidation and improvement of the council's office accommodation.

## Key dates

The key member decision-making dates are as follows:

<b>Date</b>	<b>Task</b>
<b>2016</b>	
18 January	Strategy and Resources Scrutiny Committee considers BSR
21 January	The Executive recommends BSR to Council
8 February	Special Strategy and Resources Scrutiny Committee considers any budget amendment proposals
25 February	Council approves the budget and sets the Council tax for 2016/17

# Section 2

## Local and national policy context

### Local policy context

The local policy context and priorities for the council are agreed each year through the adoption by council of an Annual Statement. The Annual Statement for 2015/16 was approved in June 2015, and can be accessed on the council's web site at:

<https://www.cambridge.gov.uk/annual-statement>

The political leadership of the council changed from Liberal Democrat to Labour in May 2014. This resulted in changes to the council's budget strategy and spending plans through the MFR 2014 and the BSR in February 2015. Emphasis was given to delivering sustainable prosperity and fair shares for all, partly through the creation of the Sharing Prosperity Fund. The capital programme and reserve balances were reviewed and amounts identified to be used to generate on-going income to make the council more self-sufficient in a time of decreasing funding from government.

MFR 2015 included a foreword by the Leader of the Council and the Executive Councillor for Finance and Resources which supplemented the Annual Statement and confirms the direction of travel for the council which responds to the future financial outlook. This is reflected in the detailed framework for the budget work.

### Corporate Plan

The Corporate Plan sets out the strategic objectives for Cambridge City Council for the years 2016-19. It replaces the seven separate portfolio plans that have been used in previous years. The plan sets out the key activities the Council will undertake in order to achieve its strategic objectives and deliver its vision. Success measures and key performance indicators (KPIs) are shown, as are lead Executive Councillors and officers. The Corporate Plan provides a key component of the local policy context looking forward over the three year period it covers. This is included as Appendix H to this report (Council version only).

## 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.

Projected increases in the number of dwellings within the Greater Cambridge area could amount to 22% over the next five years. Services consider and scenario-plan for the impacts of this growth. The direct budgetary impact of increased population could be a simple proportional uplift of service costs. However in other cases, a review of the current model of service delivery may be required, factoring in not only growth in population and dwellings, but also changes in demand, changes in the nature of that demand and the available funding envelope.

## City Deal

The City Council, in partnership with Cambridgeshire County Council, South Cambridgeshire District Council, The University of Cambridge and the Greater Cambridge Greater Peterborough Enterprise Partnership, signed a City Deal with central government in June 2014. The deal promises significant additional investment in the Greater Cambridge area, up to £500m of grant funding from central government for infrastructure, to be released in three tranches subject to achieving certain outcomes (2015 – 2020 £100m; 2020 – 2025 £200m; after 2025 £200m).

The City Deal will help Greater Cambridge to maintain and grow its status as a prosperous economic area. The deal is working to:

- create an infrastructure investment fund
- accelerate the delivery of 33,000 planned homes
- enable delivery of 1,000 extra new homes on rural exception sites
- deliver over 400 new Apprenticeships for young people
- provide £1bn of local and national public sector investment, enabling an estimated £4bn of private sector investment in the Greater Cambridge area
- create 45,000 new jobs
- create a governance arrangement for joint decision making between local councils

The City Deal is governed by an executive board comprising the leaders of Cambridge City Council, Cambridgeshire County Council, South Cambridgeshire District Council, and nominated representatives from the University of Cambridge, and the Greater Cambridge Greater Peterborough Local Enterprise Partnership. The board co-ordinates the overall strategic vision and brings together expertise to assess projects and to administer the necessary funds. The board is supported by a fifteen person joint assembly comprising a mix of elected members and wider stakeholders from the business and education fields. The joint assembly acts as an advisory committee for the executive board.

The council, with the other local authority partners, have agreed to create an Investment and delivery fund from a proportion of New Homes Bonus (NHB). As a result of this, the BSR considers the application of funds from NHB, but earmarks part of future uncommitted funding in line with the expected levels of contribution to the fund. This is covered further in Section 4, below.

## **Devolution**

The government has opened a debate about devolution with a number of areas of the country. At its heart, this debate is about devolving the powers and functions that could more effectively be carried out at a more local level, rather than by national government and its agencies. In Cambridgeshire and Peterborough, the councils and other major public services have come together to identify the current barriers to economic growth, and the opportunities for further efficiency in major public services.

Cambridge City Council has been at the heart of this debate. We will work with partners to negotiate with government with the intention of securing a deal that allows for greater local decision making, greater freedom and greater control over the services and decisions that underpin sustainable growth and quality of life. Any deal is unlikely to be concluded before spring 2016.

# National policy context

## **Economic factors**

The main economic forecasts have changed little since the budget in July 2015. Gross Domestic Product (GDP) growth has remained relatively steady, with the strength of the UK and other developed economies, being balanced by weaknesses elsewhere. The Office

for Budget Responsibility (OBR) now forecasts growth to be 2.4% in 2015, 2.4% in 2016, and 2.5% in 2017.

Inflation remains subdued, with CPI moving up towards its 2% target over time. Annual CPI inflation hovered around 0% in the first half of 2015, against the Bank of England's target rate of 2%. The difference can be attributed to external factors including falls in global commodity prices and domestic factors, such as subdued wages growth and price competition in the supermarket sector. The OBR now predicts inflation to increase sharply at the end of 2015 as the impact of falls in energy prices drop out of the calculation. It is then forecast to rise slowly towards the target rate.

## Interest rates

Interest rates are set by the Bank's Monetary Policy Committee. The MPC sets an interest rate it judges will enable the inflation target to be met. On 12 February 2014, as unemployment approached 7%, the MPC issued its most recent guidance statement on the setting of monetary policy once that unemployment threshold had been reached:

"The MPC sets policy to achieve the 2% inflation target, and, subject to that, to support the Government's economic policies, including those for growth and employment. Despite the sharp fall in unemployment, there remains scope to absorb spare capacity further before raising Bank Rate. When the Bank Rate does begin to raise, the appropriate path so as to eliminate slack over the next two to three years and keep inflation close to the target is expected to be gradual. The actual path of Bank Rate over the next few years will, however, depend on economic developments. Even when the economy has returned to normal levels of capacity and inflation is close to the target, the appropriate level of Bank Rate is likely to be materially below the 5% level set on average by the Committee prior to the financial crisis. The MPC intends to maintain the stock of purchased assets at least until the first rise in Bank Rate. Monetary policy may have a role to play in mitigating risks to financial stability, but only as a last line of defence if those risks cannot be contained by the substantial range of policy actions available to the Financial Policy Committee and other regulatory authorities."

Latest projections for interest rates from the council's treasury management advisors (Capita) as at November 2015, set out below, show the first rise in base rate (an increase to 0.75%) in June 2016. There has been no change in this expectation since MFR 2015.

	2015/16			2016/17				2017/18				2018/19			
	NOW	Dec	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec	Mar	Jun	Sep	Dec	Mar
Bank Rate	0.50	0.50	0.50	0.75	0.75	1.00	1.00	1.25	1.50	1.50	1.75	1.75	2.00	2.00	2.00
3 mnth LIBID	0.52	0.60	0.70	0.80	0.90	1.10	1.30	1.40	1.50	1.80	1.90	1.90	2.00	2.00	2.10
6 mnth LIBID	0.66	0.80	0.90	1.00	1.10	1.30	1.50	1.60	1.70	2.00	2.10	2.10	2.20	2.20	2.30
12 mnth LIBID	0.98	1.10	1.20	1.30	1.40	1.60	1.80	1.90	2.00	2.30	2.40	2.40	2.50	2.50	2.70
5 yr PWLB	2.23	2.30	2.40	2.60	2.70	2.80	2.80	2.90	3.00	3.20	3.30	3.40	3.50	3.50	3.60
10 yr PWLB	2.88	2.90	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.80	3.90	4.00	4.10	4.10
25 yr PWLB	3.57	3.60	3.70	3.80	3.90	4.00	4.10	4.10	4.20	4.30	4.30	4.40	4.40	4.40	4.50
50 yr PWLB	3.43	3.50	3.60	3.70	3.80	3.90	4.00	4.00	4.10	4.20	4.20	4.30	4.30	4.30	4.40

*Interest rates projection at November 2015(Capita)*

## The 2015 Autumn Statement and Spending Review

The Government published the Autumn Statement and Spending Review on 25 November 2015.

In the light of benign economic forecasts and improved predictions for tax receipts, the government expect to eliminate the budget deficit with a £10bn surplus by 2019/20. This has provided some flexibility allowing the Chancellor to scrap proposed changes to tax credits and improve and flatten out the trajectory for Department Expenditure Limits (DEL).

The overall cut being applied to local government DEL over the parliament is 46% in cash terms or 56% in real terms. Adding in business rates at the retention target and council tax assuming maximum permitted increases, generates a small (£0.2bn) cash increase for local government over the next four years. However, these forecasts are not without risk.

The statement contained a number of items which are relevant to consideration of the BSR:

- Revenue Support Grant (RSG) will be phased out over the period, as expected.
- 100% business rated retention will be rolled out. However, there were few details on how this will be done, or on what responsibilities will transfer to local government alongside this additional funding.
- There are proposals to reduce the funding for NHB by £800m, a cut of about two-thirds. The government will consult on proposals for the reform of NHB. Overall, changes are expected to shift funding from lower to upper tier councils.

- The government will consult on changes to the local government finance system to rebalance support including to those authorities with social care responsibilities. Again, this is likely to have a redistributive effect.
- An apprenticeship levy was announced.
- Changes to the funding for homelessness services are promised for 'investing in innovative ways of preventing and reducing homelessness'.
- The government will allow authorities to use the proceeds of asset sales to finance revenue costs of transformation.



# Section 3

## Public budget consultation

### Context and approach

The Council has carried out a budget consultation exercise annually since 2002. Last year, the council used a tool called "YouChoose", in which residents were asked to say how they would increase or decrease the budget across a range of council services, to meet the council's savings targets and set a balanced budget. In the YouChoose exercise, residents identified a number of services where they thought the biggest savings could be made. These included planning services, managing parks and public spaces, waste collection and recycling, running community centres, street cleaning, and enforcing environmental standards.

This year, the council asked a group of residents and businesses to take part in workshops to look in more detail at where savings could be made from the services picked out last year. BMG Research, an independent research agency, was commissioned to conduct deliberative workshops to explore their views. Three workshops involving a representative sample of residents and local businesses were run in August and early September 2015. Participants were asked to:

- Indicate how they perceived the council and the services it provides.
- Give their initial views on a long-list of services (23) that make-up the five key service areas.
- Talk about their experiences of using the services (23).
- Discuss how they valued the services, and whether there were opportunities for doing things in a different way.
- Vote on the importance of services where ideas for savings (8) had been put forward.
- Give their initial views on the savings ideas.
- Consider the ideas for savings in a bit more depth.

The full report<sup>1</sup> sets out the key findings from the research. The following section highlights the views of participants in the workshops, outlining similarities or differences between the views of resident and business representatives.

# Key consultation findings

## Perceptions of level of “importance” and use of services

Participants mostly believe that the council and the services it provides are both important and necessary. They felt the services offered were important to their daily lives, such as waste collection and street cleansing. Businesses were more likely to be positive about the council than residents. The services that residents and businesses felt were more important were parks maintenance and waste and recycling services. Participants felt that as a tourist destination Cambridge's parks and open spaces should be well maintained, to uphold its current image. This was particularly important to businesses that saw tourists as valued clientele.

Planning services were also seen as important to businesses and residents (even if they do not use the service) as they are aware of the growth of the city and how it can and could impact on the wider environment and communities in Cambridge. Recycling services were seen as particularly improved, with many businesses and residents saying that they believed they received a very good service and that this was much better than the service offered in other areas. However, some businesses did feel that the council's commercial waste service should widen the recycling options available to include difficult to dispose of items, like batteries.

Issues that were of broader concern to participants were:

- Ensuring walkways in housing estates are accessible for all and free of tripping hazards.
- That planning decisions increase the supply of affordable housing for local people;
- Traffic congestion is relieved (sometimes the result of construction projects), and;
- The behaviour of cyclists is improved and cycle-ways used rather than pavements.

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<sup>1</sup> <https://www.cambridge.gov.uk/budget-consultation>

It should be noted that Cambridge City is in a two-tier local authority area, which means that there are two local authorities, Cambridge City Council (operating at a district level) and Cambridgeshire County Council, each responsible for delivering a different range of services in the locality. Areas of concern, like alleviating congestion, are wider issues that require multi-agency cooperation to resolve and the council is presently working in partnerships, such as the City Deal body, to bring about change. The ability of the City council to tackle some of these issues in the short-term, and on its own, is therefore limited.

## **Views on ideas for savings**

Participants in the workshops, after a brief explanation giving some context, were then asked to respond to 8 ideas for savings and the importance of the services they fell in. The 8 ideas for savings were:

- If a bin collection round is missed because of a bank holiday, should the next collection be on the following planned round two weeks later?
- Should the city council collect green bins once a month rather than fortnightly during the winter, when green waste production is lower?
- Should the present "out of hours" service, which allows people to report noise problems and other statutory nuisance, be reduced or stopped?
- Should the council reduce the amount of time it spends negotiating improvements with developers in their submissions?
- Should the council be more reactive in its approach to conservation in the city and respond to problems as they arise rather than preventing them from happening?
- Can the number of local playgrounds in the city be reduced?
- Should the council be providing and cleaning 20 public toilets in the city?
- Could the council re-allocate some of the resources currently tied up in its community centres to deliver a more flexible, targeted form of community development and support; or to develop services and centres in currently less-well-supported parts of the city and growth sites?

The most important service for businesses was ensuring all bins were collected during the weeks bank holidays fell. Businesses felt the additional rounds on Saturdays were important to them as bank holidays created lots of excess waste. They believed this waste needed to be collected promptly to ensure local areas continue to look presentable. In addition fly-tipping was a problem for some businesses. It was felt that delayed collections for residents may encourage this.

Community centres were the most important service for residents. Most believed this service was crucial for vulnerable families, children, those with disabilities, and the elderly.

Both residents and businesses shared the same views on what they thought were the least important services. These were the "out-of-hours environmental health service" and providing public toilets. Participants did not use these at all or as frequently as other services.

The clearest consensus was reached in support of the following suggestions: "the council should collect green bins once a month rather than fortnightly during the winter", and "the out of hours environmental health service should be reduced". Participants were mostly in support of these suggestions because they felt very few households would be affected by restricting green bin collections in the winter and that if they were affected by noise nuisance the police would be there first point of contact, out of hours.

Participants were less supportive of the suggestions relating to planning including "being more reactive in protecting and promoting the historic environment", and "reducing negotiation time with developers". The main reasons for was that participants felt it is important to protect Cambridge's heritage, plan for growth and ensure Cambridge remains attractive to tourists.

Importantly, across all the ideas for savings, residents and businesses felt they needed more information to be able to say more. For example, they wanted to know the specific community centres that might be affected by any changes but appreciated that they were only considering ideas for savings and that no "in-depth" work had yet been carried out.

## **Next steps**

The findings from this budget consultation have been used by the council's executive members to help inform the way they set budgets for the services they are responsible for. Senior managers will also use the research when reviewing services. A full methodology showing the approach can be found in the research report.

A number of the suggestions favoured by residents in this consultation as potential savings will need further work to ensure that they represent viable and fair proposals, and can be carried out in a sensitive manner with specific consultation. As such, they are not ready for inclusion in this budget, but will be reviewed in the coming year for potential inclusion in

future budgets. In a number of cases, such as our provision of community centres and toilets, reviews are already underway but will report later in 2016. In the case of winter green bin collections, any changes will have to be considered within the context of the development of the shared waste service.

# Section 4

## General Fund resources

### Local government finance settlement 2016/17

The provisional finance settlement was published on 17 December 2015. It provided provisional figures for 2016/17 and indicative figures for the following three years. The final finance settlement was announced on 8 February 2016. However, considerable uncertainty remains for 2017/18 and beyond, as the government will consult on changes to NHB and business rates, and a full revaluation of business properties is to be done for April 2017.

#### Core spending power

In previous years the government has used spending power as the key measure of a council's funding. This has been redefined as core spending power, as shown in the table below:

Element of core spending power	2015/16 £000	2016/17 (provisional) £000	2016/17 (final) £000	Change (final / 2015/16)
Settlement Funding Assessment (SFA):				
- Revenue Support Grant (RSG)	3,013	1,950	1,954	-35.1%
- Business rates baseline	3,877	3,910	3,910	0.9%
	<b>6,890</b>	<b>5,860</b>	<b>5,864</b>	<b>-14.9%</b>
New Homes Bonus (NHB) grant	4,963	6,323	6,323	27.4%
NHB – Returned funding	13	-	-	-
Council tax income	7,060	7,369	7,480	5.9%
<b>Core spending power</b>	<b>18,926</b>	<b>19,552</b>	<b>19,667</b>	<b>3.9%</b>

These figures imply an increase of 3.9% over 2015/16, including a confirmed increase of over 27% for NHB. It should be noted that the future size of the NHB income stream is under

review, see below, and that government projections are based on assumptions relating to council tax yields (a combination of increases in council tax and in the tax base). The core spending power measure, based on illustrative amounts for NHB, therefore shows a decline of 12.4% over the four years.

MFR 2015 assumed a SFA of £6,004k, giving a shortfall against projections of £140k (provisional settlement, £144k) for 2016/17.

The increase in council tax income between the provisional and final settlements reflects amendments to the referendum limit, allowing the council to increase band D council tax by £5 (2.8%), rather than being limited to less than 2%. The council estimates this change to be worth around £60k, in contrast to the government figure of £111k allowed for in the table above. To ensure prudence, £60k has been used in subsequent budget calculations.

## Future prospects

The provisional settlement provides indicative amounts for the SFA and NHB and therefore core spending power for the three years after 2016/17. However, these are indicative only. Government has offered to guarantee funding for councils for the four years on the agreement of efficiency plans, but the requirements for these plans have not yet been set out.

	PROPOSED	INDICATIVE		
SFA	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Provisional finance settlement	5,860	5,090	4,670	4,240
MFR 2015 projection	6,004	5,224	4,545	3,954
<b>Shortfall (-) / Excess (+)</b>	<b>-144</b>	<b>-134</b>	<b>125</b>	<b>286</b>
NHB				
Provisional finance settlement	6,323	6,367	4,000	3,838
MFR 2015 projection	6,017	6,956	8,225	9,388
<b>Shortfall (-) / Excess (+)</b>	<b>306</b>	<b>-589</b>	<b>-4,225</b>	<b>-5,550</b>

The provision of indicative funding up to and including 2019/20, has allowed update of the financial projections on which the council's future savings requirements are based. The

removal of RSG by 2019/20 in line with the previous projections has now been confirmed. The assumption that the business rates baseline will continue to increase by RPI or 2%, whichever is lower remains.

Proposals to allow councils to retain 100% of business rates income locally will be consulted on in summer 2016. The mechanism of top-ups and tariffs will remain, and additional responsibilities will be transferred to local government to reflect this additional funding. No changes have been made to the council's funding projections as the impact of these changes cannot yet be assessed.

## **Local retention of business rates**

The SFA approach enables local authorities to benefit directly from supporting local business growth. The assessment includes a baseline level of business rates receivable (indexed linked from an initial assessment in 2013/14) with the level of rates receivable above that being taken by government as a 'tariff' – which will be used to 'top-up' local authorities who would receive less than their funding level. Government intends that this will be fixed until 2020.

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

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

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

Forecasting the effects and timing of new development and redevelopment on the city's tax base remains difficult. Significant development is forecast in future years, for example



on the Cambridge Biomedical campus and at the station. However, there are significant uncertainties around the operation of the business rates retention scheme in the next few years. These include:

- Confirmation in the Autumn Statement that the CLG will consult on changes to the local government finance system to pave the way for the implementation of 100% business rate retention by the end of the parliament. The consultation in 2016 will take into account the main resources currently available to councils, including council tax and business rates. This review may rebalance the distribution of business rates away from district councils towards those authorities with social care responsibilities, for example by changing the tariff and top-up payments, or the relative shares of income between the tiers of local government. The government has also indicated that 100% retention will mean the transfer of additional funding burdens to local government. The exact timing of the change or whether it will be phased in is not clear.
- A rates revaluation at 1 April 2017. At this stage both the rateable value of properties and the business rates multiplier will be revised so that the overall national business rates bill will only rise in line with inflation. Although intended to be fiscally neutral overall, it will be difficult for the impact of the revaluation to be completely neutral for every authority.

The appeals position remains difficult to forecast accurately, with appeals settled elsewhere in the country having knock-on effects nationally. For example, significant additional provision had to be made in respect of purpose built doctor's surgeries during 2015, following a change in valuation basis determined by the Valuation Tribunal.

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

In addition to the current national business rates retention scheme the government announced a pilot 100% retention scheme for Cambridgeshire in spring 2015. This scheme additionally allows the council to retain an extra 50% of any growth above the 15/16 baseline, inflated by the multiplier and 0.5% each year. The detailed regulations covering this have yet to be made, but initial estimates are that any amounts will be relatively modest in the next few years. As this money may be pooled with similar amounts from

other local authority partners and allocated to joint projects, the BSR has not assumed any contribution from the pilot.

## **New Homes Bonus**

The final allocation of NHB for 2016/17 was announced by the DCLG on 18 December 2015 and forms the basis for BSR 2016/17. Illustrative amounts for the following three years were provided within the provisional finance settlement, see above. Considerable uncertainty remains over these future amounts as:-

- A cut of approximately two-thirds of the funding available for NHB was announced in the spending review
- A technical consultation has been launched on the future of the scheme
- The level of receipts relies on future housing completions

If NHB receipts fall to the extent that all commitments cannot be funded, as illustrated in the provisional finance settlement, it will be necessary to review allocations in the light of competing priorities at the time. However, the working assumption is that allocations to the council's budgets will be protected in the first instance and contributions to the investment and delivery fund will be adjusted.

The table below shows estimates of future NHB receipts and commitments against these estimates, as presented in MFR 2015, updated for the confirmed 2016/17 allocation. No adjustment has been made to this table for the illustrative amounts in the provisional settlement due to the level of uncertainty described above. The impact of that adjustment would be:-

- The contribution to the City Deal investment and delivery fund at 50% of gross NHB receipts would not be possible from 2018/19
- The contribution towards the mitigation of the effects of A14 upgrade could not be met in full in 2019/20, but could be funded from uncommitted amounts from 2016/17 and 2017/18.
- Limited funding, at 39% and 37% of gross NHB receipts, could be made towards the investment and delivery fund in 2018/19 and 2019/20 respectively.
- Total contributions to the investment and delivery fund would reduce from £15.3m to £9.3m over the 4 years from 2016/17.

<b>New Homes Bonus</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>
<b>Confirmed NHB funding at February 2015 BSR</b>	<b>(4,963)</b>	<b>(4,963)</b>	<b>(4,176)</b>	<b>(3,441)</b>	<b>(2,878)</b>	<b>(1,587)</b>
<b>Add</b>						
Confirmed NHB receipts for 2016/17	-	(1,360)	(1,360)	(1,360)	(1,360)	(1,360)
Estimated NHB receipts for 2017/18	-	-	(1,726)	(1,726)	(1,726)	(1,726)
Estimated NHB receipts for 2018/19	-	-	-	(2,004)	(2,004)	(2,004)
Estimated NHB receipts for 2019/20	-	-	-	-	(1,726)	(1,726)
Estimated NHB receipts for 2020/21	-	-	-	-	-	(1,573)
<b>Potential New Homes Bonus Total</b>	<b>(4,963)</b>	<b>(6,323)</b>	<b>(7,262)</b>	<b>(8,531)</b>	<b>(9,694)</b>	<b>(9,976)</b>
<b>Commitments against NHB</b>						
Funding for officers supporting growth e.g. within planning	785	785	785	785	785	785
Replacement of Homelessness Prevention Funding subsumed into the SFA	564	564	564	564	564	564
Public Realm Officer - Growth X3782	-	35	35	35	-	-
Direct revenue funding of capital	1,170	1,075	1,075	1,075	1,075	1,075
Contribution to City Deal Investment and Delivery Fund	1,985	3,162	3,631	4,266	4,847	4,988
Contribution to A14 mitigation Fund	-	-	-	-	1,500	-
<b>Total commitments against NHB</b>	<b>4,504</b>	<b>5,621</b>	<b>6,090</b>	<b>6,725</b>	<b>8,771</b>	<b>7,412</b>
<b>NHB uncommitted</b>	<b>(459)</b>	<b>(703)</b>	<b>(1,172)</b>	<b>(1,807)</b>	<b>(923)</b>	<b>(2,564)</b>

## Earmarked and specific funds

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

In 2014/15 these funds were reviewed and a number were closed to future bids and contributions, releasing savings and balances for investment. It was agreed that existing commitments should be honoured. A number of funds still remain with residual balances

and commitments; however these will be closed as soon as the commitments are delivered. The Sharing prosperity fund and the Climate change fund, which are major policy-led funds were retained. An Invest for income fund was created. The major earmarked and specific funds are listed below.

## **Existing funds**

### **Invest for income fund**

This fund was set up at BSR 2015 with contributions of £8m over three years. The purpose of the fund is to invest to create income streams to support service delivery in future years. Since inception, work has been undertaken to identify, investigate and evaluate a number of investment proposals.

Early work focussed on the installation of solar photo voltaic (SPV) panels on the council's commercial properties and council housing stock. Extensive work was undertaken to identify suitable buildings and assess the feasibility of SPV installation. This included assessment of roof condition, orientation and potential light obstruction. Leasing arrangements, tenant consultation, right to buy complexities and maintenance schedules were considered and detailed proposals developed. The total potential investment identified was in the order of £4m, with an overall return of greater than 5%.

At the end of August 2015 the government consulted on the future of SPV, proposing reductions in feed in tariff (FIT) rates from 11.3p/kWh to 1.63p or their cessation altogether from January 2016. The reductions in FIT rates caused a rush to complete commissioned installations, increased installation costs and the risk of failing to gain registration for installations once installed. These factors raised the risk profile of the investment and a decision not to proceed with the SPV investment proposals was made in September 2015.

Work was also done on investing in renewable energy schemes by means of a green bond. Officers undertook due diligence of the schemes in operation and on offer. However, the changes to the SPV FIT and government announcements about changes in its support for wind farms had an immediate negative effect on projected returns for such schemes making them unsuitable for investment.

Investment opportunities have been identified from within the GF commercial portfolio. Sites that are producing sub-optimal revenue returns and/or have emerging issues in respect of repair and fitness for purpose have the potential to generate additional revenues. Ten schemes have been prioritised for attention, with consideration to be given

to developing residential or mixed use schemes where this would be beneficial. These schemes include:

- Gwydir Enterprise Centre
- Mill Road Depot
- Park Street Car Park
- Cambridge Northern Fringe East

Initial high level estimates indicate that the 10 sites could generate additional returns of around £1m by year 10. Three schemes are considered to be deliverable almost immediately, with estimated capital cost and additional income generated as follows:

<b>Property</b>		<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Return %</b>
Gwydir Enterprise Centre	Cost	200			
	Additional income		(20)	(20)	10.0
Potential development in Abbey Ward*	Cost	450	680		
	Additional income		(32)	(64)	5.7
Potential development in East Chesterton Ward*	Cost	70	1,040		
	Additional income			(58)	5.2
<b>Total</b>	<b>Cost</b>	<b>720</b>	<b>1,720</b>		
	<b>Additional income</b>		<b>(52)</b>	<b>(142)</b>	

\* Note: The cost and projected income from the Gwydir Enterprise Centre scheme are included in this BSR. The other two schemes are under development and will be brought forward for funding from the Invest for income fund as described below.

The Invest for income fund could be used to fund schemes where there is a high likelihood of achieving returns of 5% or more. Larger schemes would need to combine several sources of funding.

A formal remit for the scheme, aligned with the revised capital approval processes, is now proposed for approval:

### **Invest for income fund: Formal remit**

To provide the resources to develop and invest in significant projects that will generate revenue income streams for the council, achieving 5% or more return measured on an accounting basis. Significant projects are those where the total investment (revenue and capital) is in excess of £1,000,000, or if smaller, provide significantly greater returns within a short period of time.

In accordance with the Council's delegation and approval processes outlined in Part 3 Section 9.3 of the Council's Constitution, approval of allocations to be made from the Invest for income fund will differ depending on the amount of funding requested and whether it is capital or revenue.

#### **Capital projects**

Enabling expenditure, including feasibility studies, solution development and other work leading up to a decision, can be funded from the Invest for Income Fund, provided that the accounting rate of return for the project including this expenditure is projected to be 5% or more.

Projects may be part funded by the Invest for Income Fund provided that they meet the required rate of return, or in the case of larger, more complex projects, the portion funded by the Fund is expected to produce that rate of return after allowance for any cross-subsidies.

- Projects costing up to and including £300k in total will be considered in the first instance by the Capital Programme Board and then submitted for approval by the Executive Councillor for Finance and Resources.
- Projects with a total cost of over £300k will be considered in the first instance by the Capital Programme Board and reviewed at Strategy and Resources Committee before approval, subject to the need to make urgent decisions.

Enabling expenditure will be allocated from the fund by the Capital Programme Board on the basis of:

- Outline business case (Part A) and cost estimates

- Enabling expenditure is less than 2% of total estimated project expenditure
- An upper limit of 5% of the Fund is allocated to enabling expenditure

### **Revenue projects**

Revenue projects will follow similar approval processes as capital projects, except that the role of the Capital Programme Board will be undertaken by the Director of Transformation and Head of Finance.

### **Sharing prosperity fund**

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

- Helping people on low incomes to maximise their income and minimise their costs
- Making the move into work easier
- Helping low income families with the cost of raising a child
- Breaking the link between poor health and poverty
- Ensuring that vulnerable older people get the services that they need and reducing the social isolation they can experience
- Helping people with high housing costs and improving the condition of people's homes
- Working in partnership to tackle wider barriers to employment and engagement (e.g. transport, learning and skills)

### **Climate change fund**

The fund is used to finance projects that will contribute to the achievement of the council's vision of caring for the planet through climate change and carbon reduction measures. Activities to be supported include infrastructure, equipment, feasibility studies or promotional activities that contribute towards energy and fuel efficiency, sustainable transport, waste minimisation or management of climate change risks.

### **City Deal investment and delivery fund**

The Council has committed to pooling a proportion of gross NHB receipts with its local authority partners to provide funding to enable delivery of City Deal objectives which will support and address the impacts of growth. Depending on the level of future NHB receipts and subject to existing commitments, 50% of gross receipts will be placed into the fund. The governance of the fund will be aligned with the governance of the City Deal.

### **Developer contributions**

These are contributions made by developers towards the costs associated with their developments, for example community infrastructure. The majority of the unspent contributions are held as capital contributions unapplied. Schemes funded from these monies, in part or in whole, will be brought forward as capital bids and subject to the review and scrutiny process applied to all capital schemes.

### **Development plan fund**

There is an ongoing need for the Development plan fund to enable the City Council to fulfil its statutory plan-making function. The council was required to update its local plan by 2014. The draft plan is currently subject to public examination. The major investment required means that it is prudent to accrue an appropriate sum over a period of years to meet costs that fall over a short period of time.

### **Asset replacement funds**

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

## **New funds**

### **Office accommodation strategy fund**

The council has undertaken a review of its administrative buildings in light of the significant service changes required by changing demands and reducing funding. The proposed strategy works towards consolidating the council's city centre office accommodation at the Guildhall (Phase 2), and developing longer term options for building rationalisation.

Phase 2 sets targets to vacate Hobson House and Mill Road depot by March 2017 or before. Hobson House based staff will relocate to Mandela House, the Guildhall and elsewhere. The depot will be released by relocating operational services to new depot facilities elsewhere in Cambridge and to Waterbeach Shared Waste and Garage sites.

A significant amount of cultural change in how and where staff work will be required. This will include smart working, changes in how teams are managed, reductions in space per desk and desk to staff ratios. These will need to be underpinned by investment in smart working technology and further roll out of data and records management regimes.



These changes will require investment. However, this investment will release capital receipts and reduce the ongoing running costs of administrative buildings. Proposals for both revenue and capital expenditure to deliver Phase 2 of the office accommodation strategy are included in this BSR. These proposals, if approved, will be funded from GF reserves, matching one-off costs with this funding source, enables the council to deliver significant change without compromising on the funding that supports frontline services.

The individual capital projects within the strategy are yet to be defined, developed and costed. However, to expedite the funding and delivery of these projects, it is proposed to create a temporary earmarked reserve by transferring the estimated capital expenditure for Phase 2 of the strategy to the Office accommodation strategy fund from GF reserves. Projects within the strategy will be taken through the new capital approval process and put forward for funding in line with the proposed fund remit below.

#### **Office accommodation strategy fund: Formal remit**

To provide the resources to deliver the capital aspects of the Office accommodation strategy.

In accordance with the Council's delegation and approval processes outlined in Part 3 Section 9.3 of the Council's Constitution, approval of allocations to be made from the Office accommodation strategy fund will differ depending on the amount of funding requested.

- Projects costing up to and including £300k in total will be considered in the first instance by the Capital Programme Board and then submitted for approval by the Executive Councillor for Finance and Resources.
- Projects with a total cost of over £300k will be considered in the first instance by the Capital Programme Board and reviewed at Strategy and Resources Committee before approval, subject to the need to make urgent decisions.

## Tax base and council tax

### **Tax base**

The tax base is one element in determining both the level of council tax to be set and the amount it is estimated will be collected. This calculation is governed by regulation and the

formal setting of the tax base is delegated to the Head of Finance to enable notification to be made to the major precepting authorities during January each year.

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

The tax base for 2016/17 has been calculated as 40,932.1 and details of its calculation are given in Appendix A(a) and will form the basis of the final approved level for tax setting and precepting purposes. This reflects a 2.5% increase in the tax base compared with 2015/16.

## **Collection fund**

### **Operation of the fund**

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

### **Forecast position at 31 March 2016**

The collection fund for council tax is projected to have a deficit at the end of the current year of £769,821. The City council's share of this projected year-end deficit is £86,853 and this will need to be taken into account in setting the council's budget for 2016/17. The position for business rates was described in Section 3.

## **Council tax thresholds**

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

In recent years this threshold has been set at 2%. This level has been confirmed for 2016/17, except that councils such as the City council, who charge less than £250 at band D, can increase that charge by £5. This concession may be available in future years, but this has not been confirmed. Therefore, for future years, increases of 2% have been retained in projections of council tax income.

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

## Council tax level

Financial projections of the Council tax level made for the September 2015 MFR included the assumption of an increase of approximately 2% per annum from 2016/17.

In light of the position with regard to the Council tax threshold, as described above, the BSR incorporates a Council tax increase in 2016/17 of £5 for band D and proportionately for other bands.

Section 52Z of the Local Government Finance Act 1992 requires the authority to consider whether the relevant basic amount of Council tax for the financial year in question is excessive, based on the principles determined by the Secretary of State. As noted above, the threshold set for 2016/17 is that an increase is excessive where it is more than £5 on the band D charge, which means that the city's proposed increase would not be deemed excessive.

The table below shows the City council element of Council tax for 2015/16 for each property band together with the proposed levels for 2016/17:

Band	City Council tax		Difference £
	2015/16 £	2016/17 £	
A	117.83	121.17	3.34
B	137.47	141.36	3.89
C	157.11	161.56	4.45
<b>D</b>	<b>176.75</b>	<b>181.75</b>	<b>5.00</b>
E	216.03	222.14	6.11
F	255.31	262.53	7.22
G	294.58	302.92	8.34
H	353.50	363.50	10.00

# Section 5

## General Fund revenue budgets

### Revised budget 2015/16

GF revenue budgets for the current year (2015/16) were reviewed as part of the MFR. It should be noted that the revised budget includes carry forward approvals from 2014/15. No adjustment of 2015/16 revenue budgets is proposed, as budgets are monitored monthly through the review of variances and forecast outturns, and management actions taken to ensure that spending is controlled and income optimised.

### Budget proposals

The GF revenue projections for 2016/17 to 2020/21 as presented in the MFR have been reviewed and changes proposed. Proposals have arisen from policy initiatives, additional income opportunities balanced by additional staffing costs where appropriate, on-going service transformations, unavoidable increases in costs and savings opportunities. The impact of these proposals is shown below. The detailed proposals are set out in Appendices B(a),B(b) and B(d).

#### Performance against savings target

Savings Targets	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>MFR 2015 - Current Savings Target (new savings each year)</b>	<b>589</b>	<b>(255)</b>	<b>461</b>	<b>1,713</b>	<b>1,713</b>
Previous year savings not achieved / (over achieved)	-	(103)	-	-	-
<b>Revised savings target</b>	<b>589</b>	<b>(358)</b>	<b>461</b>	<b>1,713</b>	<b>1,713</b>
New pressures in year	634	508	(207)	(394)	-
<b>Revised savings target including pressures</b>	<b>1,223</b>	<b>150</b>	<b>254</b>	<b>1,319</b>	<b>1,713</b>
New deliverable savings found in year	(1,326)	24	82	28	-
<b>Savings still to be found</b>	<b>(103)</b>	<b>174</b>	<b>336</b>	<b>1,347</b>	<b>1,713</b>

This shows that the savings target for 2016/17 should be achieved in year. For the purposes of this table, it has been assumed that where there are savings still to be found they will be achieved in the year, and will not therefore roll forward to later years. It should be noted that the Council has embarked on a long-term programme of savings and income generation, which will require an on-going focus on delivery. Work is already in progress to identify more projects to contribute to savings requirements going forward.

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

- Resulted in a total level of net savings of £0.7m across the period from 2016/17 to 2020/21.
- Resulted in a net savings requirement of £107k for the next budget year (2017/18), and £337k net savings requirement for the year after that. These comparatively low levels of savings in the first two years of the budget period will provide time for the delivery of longer term, more challenging transformational projects that are now required.

## **Review of significant proposals**

### **Transformation programme savings**

A number of proposals reflect savings and costs arising from on-going and planned projects within the transformation programme. Projects include the creation of alternative delivery models, shared services and the exploitation of technology to support service delivery. Proposals are included once costs, savings and timescales can be assessed with reasonable certainty.

### **Park Street Car Park redevelopment**

Proposals include a temporary, but significant, loss of revenue from Park Street Car Park during redevelopment in 2017/18 and 2018/19. The car park is now over 50 years old and is approaching the end of its useful life. Repairs could be undertaken to extend its life by up to 15 years. However, the car park no longer meets customer expectations and repairs are not considered a cost effective option. Proposals are being developed to provide an underground car park, with commercial and residential property above ground, and will be brought forward for consideration and funding in due course. For prudence, the loss of revenue has been included as soon as it can reasonably be estimated.

### **Housing company**

The council has established a housing company on a three year pilot basis. The company will provide housing at sub-market rents to tenants who do not qualify for social housing, but cannot afford full market rent. The company will be funded by a loan from the council, with the net increase in interest received on the balance being included as additional income to the council.

### **Non-cash limit items**

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

### **Office accommodation strategy**

The Office accommodation strategy, described in Section 4, seeks to rationalise the council's office accommodation and its use. It is proposed that the one-off revenue costs of this work are funded from reserves, enabling on-going savings of building running costs to be achieved.

### **Funding for the Business transformation programme**

A bid has been made for additional resources to deliver current and future projects in this complex and cross-cutting programme of change. Work done in the current year has enabled the scale of costs and savings from the programme to be more accurately defined.

### **Contributions to the Climate change and Sharing prosperity funds**

Bids have been made for additional funding for use in delivering the policy objectives of these two funds.

### **Funding variances**

Differences in funding allocations and outturns from previous estimates are actioned as non-cash limit items, for example, differences on the local government finance settlement (SFA and NHB) and the council's share of the council tax collection fund deficit.

# Bids for external or earmarked funds

As set out in Section 4, in addition to general reserves, the council maintains a number of earmarked and specific funds held to meet major expenditure of a non-recurring nature or where the income has been received for a specific purpose but not yet spent. Appendix B(c) provides details of the bids against these funds, or to external funding sources, as part of the 2016/17 budget process.

The affordability of these bids is demonstrated in the statement of fund balances contained within Appendix E.

# Section 6

## General Fund: Expenditure and funding 2015/16 to 2020/21

Description	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>Expenditure</b>						
Net service budgets	19,631	18,396	19,095	20,208	21,277	23,245
Revenue Budget Proposals - MFR including removing PPF	-	366	65	(210)	(310)	(410)
Revenue Budget Proposals - BSR	-	(692)	(160)	(286)	(651)	(651)
Capital accounting adjustments	(5,422)	(5,422)	(5,422)	(5,422)	(5,422)	(5,422)
Capital expenditure financed from revenue	10,726	1,787	1,798	1,798	1,786	1,786
Contributions to earmarked funds	11,026	9,107	6,822	6,349	7,541	6,687
Revised net savings requirement	-	103	(174)	(336)	(1,347)	(1,713)
Contribution to reserves	-	-	-	185	342	56
<b>Net spending requirement</b>	<b>35,961</b>	<b>23,645</b>	<b>22,024</b>	<b>22,285</b>	<b>23,216</b>	<b>23,578</b>
<b>Funded by:</b>						
Settlement Funding Assessment (SFA)	(6,890)	(5,864)	(5,090)	(4,670)	(4,240)	(4,320)
Locally Retained Business Rates – Growth Element	(800)	(800)	(800)	(800)	(800)	(800)
Other grants from central government	-	-	-	-	-	-
New Homes Bonus (NHB)	(4,963)	(6,323)	(7,262)	(8,531)	(9,694)	(9,976)
Appropriations from earmarked funds	(14,803)	(549)	(382)	(382)	(382)	(382)
Council Tax	(7,060)	(7,292)	(7,709)	(7,902)	(8,100)	(8,100)
Contributions from reserves	(1,446)	(2,817)	(781)	-	-	-
<b>Total funding</b>	<b>(35,961)</b>	<b>(23,645)</b>	<b>(22,024)</b>	<b>(22,285)</b>	<b>(23,216)</b>	<b>(23,578)</b>



# Section 7

## Capital

### Introduction

The council's asset portfolio as at 1 April 2015 is shown below.

Category	Value £000	%
<b>Operational assets:</b>		
Council dwellings	538,100	66.5
Other land and buildings	122,855	15.2
Vehicles, plant and equipment	8,520	1.1
Infrastructure assets	3,125	0.4
Community assets	1,151	0.1
<b>Total operational assets</b>	<b>673,751</b>	<b>83.3</b>
<b>Non-operational assets</b>		
Investment properties	121,765	15.1
Surplus properties	197	0.0
Assets under construction	13,290	1.6
<b>Total non-operational assets</b>	<b>135,252</b>	<b>16.7</b>
<b>Overall total</b>	<b>809,003</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 be fit for the purpose for which it is used.

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

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

## Review of capital plan

The review of the capital plan and capital approval processes, first proposed in MFR 2014, is now complete. The review addressed a number of concerns, as listed below:

- Capacity to deliver projects to time, cost and quality;
- Dependency on revenue funding; and
- Inclusion of items, such as unallocated funds, projects at an early stage of development, and items more properly treated as small enhancements or maintenance spend.

Phase 1 sought to remove projects from the plan that were not fully specified and/or not deliverable. Phase 2 proposed and implemented new processes and procedures, including a Capital Programme Board to review and approve the planning and deliverability of schemes prior to funding approval. The operation of the board and the new processes will be kept under review to ensure effectiveness.

All capital proposals in this BSR have been put through the new processes. Additionally, new documentation was required for schemes already on the plan but not yet started, to ensure that they are planned and deliverable. Where satisfactory documentation has not been received, it is proposed that funding is withdrawn and the schemes are moved to the projects under development (PUD) list.

A total of £291k of funding has been rephased from 2015/6 to 2016/17, making it available for new projects coming forward for funding. This amount comprises:-

- Essential repairs to car parks (£165k) - moved to PUD list
- Adaptations – Riverside river banks (£75k) – moved to PUD list
- Miscellaneous small amounts from completed projects delivered under budget.

## Financing

Capital schemes are funded from a variety of internal and external funding sources.

Internal:

- Earmarked and specific funds (e.g. R&R)
- Capital receipts
- NHB
- Revenue resources

External:

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

<b>Capital Funding Available</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>
<b>Funding available and unapplied (MFR Oct 2015)</b>	<b>(839)</b>	<b>(1,548)</b>	<b>(1,548)</b>	<b>(1,786)</b>	<b>(1,786)</b>
Schemes removed from Capital Plan	(291)	-	-	-	-
Capital Bids requiring Funding	1,079	-	-	-	-
<b>Net Funding Available</b>	<b>(51)</b>	<b>(1,548)</b>	<b>(1,548)</b>	<b>(1,786)</b>	<b>(1,786)</b>

This provides the context for considering the affordability of the capital bids which have been submitted as part of the 2016/17 budget process.

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

## **Future capital receipts**

The council has a small portfolio of potential development land that could be sold to generate significant capital sums. This would provide land for commercial or housing development to meet the growth requirement within the city and funds for reinvestment. Alternatively, the council may choose to invest its resources in some of these sites, depending on the level of returns.

Identified significant future disposals and anticipated date of capital receipt, in full or part, are shown in the table below.

Anticipated disposal	Fund	Asset	Comment
2017/18	General	Cowley Road Access Strip	This will be sold to coincide with the development of the new station
2017/18	General	Site K1, Orchard Park	Community co-housing scheme with the potential for capital receipts over several years
2017/18	General	Park Street Car Park	Potential part disposal to finance replacement car park
2018/19	General	Mill Road Depot	Potential part or whole disposal subject to outcomes of Accommodation Strategy
2019/20	General	Land at Cowley Road incl. former Park & Ride Site and Golf Driving Range	Development partner being sought with the potential for capital receipts over several years

## Capital proposals

The majority of capital bids address the on-going renewal, updating and major repairs of the council's buildings and operational assets. As such they support income generation (car parks, commercial property), and the delivery of services (vehicles, building repairs, etc). All capital proposals are shown in detail in Appendix D(a).

## Capital plan

The Council's Capital Plan shows anticipated expenditure for the next 5 years, where relevant, for each programme or scheme. Due to the flexibility in devolved decision making applicable to certain types of developer contributions (S106) and the nature of long-term programmes it is not always possible to accurately forecast future expenditure until individual projects have been identified. The current capital plan is shown in detail in Appendix D(c). The tables below summarise the capital plan and shows how it is funded.

Capital plan spending	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Programmes	11,966	1,185	312	300	0	0
Projects	9,679	1,638	251	36	0	0
<b>Sub-total</b>	<b>21,645</b>	<b>2,823</b>	<b>563</b>	<b>336</b>	<b>0</b>	<b>0</b>
Provisions	19,471	794	572	220	56	487
<b>Total Spend</b>	<b>41,116</b>	<b>3,616</b>	<b>1,135</b>	<b>556</b>	<b>56</b>	<b>487</b>

<b>Capital plan funding</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2019/20 £000</b>
<b>External support</b>						
Developer contributions	(7,028)	(519)	(343)	(121)	-	-
Other sources	(9,047)	(104)	(50)	(50)	-	-
Prudential Borrowing	(2,804)	-	-	-	-	-
Supplementary Credit Approvals (SCA)	-	-	-	-	-	-
<b>Total - External support</b>	<b>(18,879)</b>	<b>(623)</b>	<b>(393)</b>	<b>(171)</b>	<b>-</b>	<b>-</b>
<b>City Council</b>						
Developer contributions	-	-	-	-	-	-
Direct Revenue Financing (DRF) - GF services	(22)	-	-	-	-	-
Direct Revenue Financing (DRF) - Use of reserves	(10,726)	(1,787)	(1,798)	(1,798)	(1,786)	(1,786)
Earmarked reserve - Capital contributions	(7,627)	(200)	-	-	-	-
Earmarked reserve - Repair & Renewals Fund	(2,034)	(364)	(20)	(15)	-	-
Earmarked reserve - Technology Investment Fund	(4)	-	-	-	-	-
Internal borrowing - Temporary use of balances	(1,159)	(269)	(100)	(120)	(56)	(487)
Usable capital receipts	(665)	(425)	(372)	-	-	-
<b>Total - City Council</b>	<b>(22,237)</b>	<b>(3,045)</b>	<b>(2,290)</b>	<b>(1,933)</b>	<b>(1,842)</b>	<b>(2,273)</b>
<b>Total funding</b>	<b>(41,116)</b>	<b>(3,667)</b>	<b>(2,683)</b>	<b>(2,104)</b>	<b>(1,842)</b>	<b>(2,273)</b>
<b>Net Funding Available</b>	<b>-</b>	<b>(51)</b>	<b>(1,548)</b>	<b>(1,548)</b>	<b>(1,786)</b>	<b>(1,786)</b>

## Projects under development (PUD)

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

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

# Section 8

## Risks and reserves

### Risks and their mitigation

#### Risks and sensitivities

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

- Savings plans may not deliver projected savings to expected timescales;
- Assumptions and estimates, such as inflation and interest rates, may prove incorrect;
- Funding from central government (SFA, NHB and other grants) may fall below projections;
- The actual impact and timing of local growth on the demand for some services may not reflect projections used;
- Increases in council tax and business rates receipts due to local growth may not meet expectations;
- Business rates appeals, which may be backdated to 2005, may significantly exceed the provision set aside for this purpose;
- The local and national economic climate may change, impacting some of the council's incomes streams such as car parking income, commercial rents and planning fee income;
- New legislation or changes to existing legislation may have budgetary impacts; and
- Unforeseen capital expenditure, such as major repairs to offices and commercial properties, may be required.

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

## Equality impact assessment

As a key element of considering the changes proposed in this BSR, an Equality impact assessment has been undertaken covering all of the Budget 2016/17 proposals. This is included in this report at Appendix F. 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
- it should be accompanied by a reserves strategy

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

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

- MFR 2015
- The corporate plan and the budget reports to the January cycle of meetings.

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

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

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

## General reserves

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

<b>GF reserves</b>	<b>£m</b>
<b>October 2015 MFR / February 2016 BSR – Recommended levels</b>	
- Target level	6.16
- Minimum level	5.13

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

<b>Description</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2020/21 £000</b>
<b>Balance as at 1 April (b/fwd)</b>	<b>(11,525)</b>	<b>(10,079)</b>	<b>(7,262)</b>	<b>(6,481)</b>	<b>(6,666)</b>	<b>(7,008)</b>
Contribution (to) / from reserves	1,446	2,817	781	(185)	(342)	(56)
<b>Balance as at 31 March (c/fwd)</b>	<b>(10,079)</b>	<b>(7,262)</b>	<b>(6,481)</b>	<b>(6,666)</b>	<b>(7,008)</b>	<b>(7,064)</b>



# Section 9

## Future strategy and recommendations

### Future issues and prospects

The impact of a number of uncertainties and challenges outlined below are likely to become clearer in the early part of 2016/17. The new or developing issues and projects which are not clear at the time of agreeing this BSR include:-

- **Announcements made in the government's spending review** - how Business rates retention will work in practice and what changes will be made to New Homes Bonus are still unclear. The detail of how both schemes are implemented and how expenditure will be shared between counties and districts will be crucial in determining the impact on council finances.
- **Delivery of planned savings** – the council has delivered significant savings in previous years. As a result, current and future savings are more difficult to deliver and the council is undertaking a complex, cross-cutting programme of change, both on its own and with partners to achieve them. This represents a considerable challenge for the organisation.
- **Financial pressures on other partners** - as other agencies come under spending pressure there may be direct impacts on services which are currently funded by them or in partnership with them. The County council is facing significant cuts over coming years and the Cambridgeshire and Peterborough health economy continues to be under stress. Even where there are not direct cuts to city council funding there are likely to be indirect impacts on our community based services.
- **Devolution** - the council continues to explore the opportunities for devolution of government powers and spending with local partners. This could provide new opportunities to deliver services in different ways.

- **Welfare reform** – the government's plans to reform the country's system of welfare payments continue to have implications for the Council not least the introduction of Universal Credit. The timing of the handover of services is still unclear and the government has made clear its expectation that staff will not TUPE across to the Department for work and pensions and so the council will need to run down the service as elements transfer across.
- **Changes to housing policy** - the significant impact new government policy is having on the HRA will require significant in housing related savings funded by the HRA. It will also have a knock on impact on support services funded through the HRA and other housing related services funded by the GF.

# Future savings strategy

## Underlying themes

The themes that have underpinned our savings strategy and business transformation programme for the last two years still remain relevant:-

- protecting core services that residents need and value and ensuring fairness
- transforming how we deliver services, working with our committed staff team and other partners
- targeting scarce resources to help people who need help and to meet the needs of most vulnerable
- making best use of all our assets, reinvesting all available Council resources to maximise financial return and benefits for city residents, and make existing assets work harder too

## Delivery of savings strategy

There are a number of overarching actions that are underway or planned to deliver the savings the council needs to achieve balanced budgets in 2016/17 and future years:-

- We will continue to implement phase 2 of our programme to share services with other partners and seek to drive out further efficiencies in those shared services which have already been implemented in phase 1. We will also seek to maximise opportunities for service redesign and develop new opportunities for shared services as part of our joined-up approach with partners, including within the context of devolution.
- We will implement the first phase of our management restructure aimed at reducing management costs and developing the council's commercial focus. We will keep this structure under review as services continue to change and develop.
- We will continue to develop our digital strategy with the aim of enabling more residents to serve themselves where they are able to do so.
- We will continue to implement our targeted and planned programme to make best use of council assets and to increase our investment income using the general fund development programme to enable a range of complementary projects.
- We will continue to drive forward and develop a range of service reviews to ensure that all of our services are delivered as efficiently and justly as possible.
- We will maintain our focus on financial management, ensuring that spending is controlled and savings are achieved.

## Conclusions

This report presents an approach for finalising a balanced budget for 2016/17 and a continuing strategy of prudent management to maintain the council on a firm financial footing in the medium-term. However, significant financial challenges remain, with key changes in the business rates regime and NHB expected over the term of the current parliament.

As always, the proposals are not without risk, as they rely on the successful delivery of a challenging programme of transformational projects. They are also dependent on increasing levels of income which could be adversely impacted by local or national economic factors. The council currently enjoys healthy levels of reserves which give it some protection against these risks.

One of the principles expressed in the local government finance settlement is to allow authorities to spend locally what they raise locally. Increasingly, the financial health of the council and hence its ability to deliver services to local residents and visitors to the city will be under the council's control. The key will be to balance policy-driven spending with commercialism, and prudent management with well-considered risk-taking for reward.

# Section 10

## Section 25 Report

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

The rationale is to ensure that the estimates are sufficient to cover regular recurring costs plus any reasonable risks and uncertainties and, in the event of unexpected expenditure, there are adequate reserves to draw on. The calculations relate to the budget for the forthcoming year and the legal requirement may, therefore, be interpreted as reporting only on the 2016/17 estimates and reserves up to 31 March 2017.

### **Robustness of estimates**

The council has well established and robust budget processes. These have been followed when compiling the 2016/17 budget and medium-term projections.

Estimates and assumptions were reviewed during the preparation of the MFR in September 2015, and confirmed during the development of this BSR. Appendix C reviews these estimates and assumptions and indicates the sensitivity of each in financial terms.

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

- By continuing and extending the ambitious transformation programme, first set out in last year's BSR; and
- Using cash balances and earmarked reserves released in 2015/16 to generate additional income.

These actions require substantial change to be delivered within the organisation to demanding timescales. The transformation programme includes savings resulting from sharing services with other local authorities and the creation of alternative service delivery vehicles. There are, therefore,

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

## **Adequacy of reserves**

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

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

The council holds two types of general fund reserves:

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

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

A key mitigation for financial risk is the S151 officer's estimate of a prudent level of reserves. A risk assessment was undertaken in MFR 2015 to determine the level of non-earmarked general reserves required by the council. Section 8 of this report recommends no changes to the assessment at this time. In making the recommendation for the level of reserves, the S151 officer has followed guidance in the CIPFA LAAP Bulletin 77 – Guidance notes on Local Authorities Reserves and Balances. The risk analysis shows that a prudent minimum level of reserves for 2016/17 will be of the order of £5.1m.

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

**I therefore consider that the estimates for the financial year 2016/17 to be sufficiently robust and the financial reserves up to 31 March 2017 to be adequate.**

**Caroline Ryba**

**Head of Finance and S151 Officer**

# Appendix A(a)

## Calculation of Council Tax Base 2016/17

	Council Tax Bands									
	A entitled to disabled relief reduction	A	B	C	D	E	F	G	H	Total
Dwellings on the valuation list		3,451	9,857	18,652	9,368	5,356	3,450	2,958	463	53,555
Dwellings treated as exempt		(605)	(536)	(878)	(637)	(413)	(237)	(366)	(165)	(3,837)
Adjustments for disabled relief (i.e. reduced by one band)		(1)	(14)	(45)	(27)	(19)	(8)	(11)	(2)	(127)
	1	14	45	27	19	8	11	2	0	127
<b>Total chargeable dwellings</b>	<b>1</b>	<b>2,859</b>	<b>9,352</b>	<b>17,756</b>	<b>8,723</b>	<b>4,932</b>	<b>3,216</b>	<b>2,583</b>	<b>296</b>	<b>49,718</b>
<b>Number of dwellings included in the totals above:</b>										
Where there is a liability to pay 100% council tax	0	1,121	4,376	12,234	6,342	3,738	2,553	2,152	260	32,776
That are assumed to be subject to a discount or premium	1	1,738	4,976	5,522	2,381	1,194	663	431	36	16,942
<b>Dwelling Equivalents:</b>										
<b>Number of dwelling equivalents after applying discounts and premiums to calculate taxbase</b>	<b>0.8</b>	<b>2,416.0</b>	<b>8,078.3</b>	<b>16,352.0</b>	<b>8,102.0</b>	<b>4,617.8</b>	<b>3,041.0</b>	<b>2,464.3</b>	<b>283.8</b>	<b>45,355.8</b>
Ratio to Band D	5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9	
<b>Band D equivalents</b>	<b>0.4</b>	<b>1,610.7</b>	<b>6,283.1</b>	<b>14,535.1</b>	<b>8,102.0</b>	<b>5,643.9</b>	<b>4,392.5</b>	<b>4,107.1</b>	<b>567.5</b>	<b>45,242.3</b>
Band D equivalent contributions for Government properties										1.0
Allowance for Council Tax Support										(4,111.8)
<b>Tax base after allowance for Council Tax Support</b>										<b>41,131.5</b>
	Add		Estimated net growth in tax base							810.3
	Less		Adjustment for student exemptions							(470.6)
	Less		Assumed loss on collection at 1.3%							(539.1)
<b>Total Band D Equivalents – Tax base for Council Tax and Precept Setting Purposes</b>										<b>40,932.1</b>



# Appendix A(b)

## Council Tax Setting 2016/17

1. The Council calculated its Council Tax Base 2016/17 for the whole Council area as **40,932.1** [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")]
2. The Council calculates that the Council Tax requirement for the Council's own purposes for 2016/17 is **£7,439,410**
3. That the following amounts be calculated for the year 2016/17 in accordance with Sections 31 to 36 of the Act:

- |     |                     |  |
|-----|---------------------|--|
| (a) | <b>£186,409,040</b> | being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act  |
| (b) | <b>£178,969,630</b> | being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act  |
| (c) | <b>£7,439,410</b>   | being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. [Item R in the formula in Section 31B of the Act] |
| (d) | <b>£181.75</b>      | being the amount at 3(c) above (Item R), all divided by the amount at 1 above (Item T), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year.   |

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

5. That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the table below as the amounts of Council Tax for 2016/17 for each of the categories of dwellings in the Council's area.

<b>Dwelling Band</b>	<b>City Council £</b>	<b>County Council £</b>	<b>Police and Crime Commissioner £</b>	<b>Fire &amp; Rescue Authority £</b>	<b>Aggregate Council Tax £</b>
A	121.17	778.08	122.10	43.68	1,065.03
B	141.36	907.76	142.45	50.96	1,242.53
C	161.56	1,037.44	162.80	58.24	1,420.04
<b>D</b>	<b>181.75</b>	<b>1,167.12</b>	<b>183.15</b>	<b>65.52</b>	<b>1,597.54</b>
E	222.14	1,426.48	223.85	80.08	1,952.55
F	262.53	1,685.84	264.55	94.64	2,307.56
G	302.92	1,945.20	305.25	109.20	2,662.57
H	363.50	2,334.24	366.30	131.04	3,195.08

6. The Council determines that, in accordance with Section 52ZB of the Local Government Finance Act 1992, the basic amount of its council tax for 2016/17 is not excessive.

## Preface to Appendix B

### A Local Poverty Rating Index to assist in assessing Budget Proposals 2016/17

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 the first time to this year's budget proposals for 2016/17.

The Index uses three components to arrive at an Index score. The higher the score the greater positive impact the bid will have on supporting people living on low incomes in the city.

The first component is the Joseph Rowntree Foundation's (JRF) Service Classification Weighting. The JRF Service Classification is a key part of its "Cost of Cuts<sup>1</sup>" social impact tool, which was set out in its recent research report<sup>2</sup>. Local authority services are classified according to the pattern of frequency and intensity of use by population groups with varying levels of deprivation. Using the CIPFA/SLGF service headings services are placed along a pro-poor to pro-rich spectrum. Table 1 shows the JRF service headings and their classification. The JRF Service Classification in the Index is given a weighting on the spectrum from "very pro-poor" (1) to "pro-rich" (0.5).

The second and main part of the Index is a local JRF Bid Classification, which is assigned to the bid using the criteria set out in Table 2. A score is then given on the spectrum from very pro-poor (10) to pro-rich (1). This recognises that a service that is classified by JRF as being "pro-rich", such as culture and heritage services, can successfully target work at low income communities.

The third component looks at how the bid fits with the key areas of focus in the council's Anti-Poverty Strategy and applies an assessment spectrum from "very good fit" to "neutral-minus". This spectrum is then weighted.

The Index Score<sup>3</sup> is therefore the product of:

**[JRF Classification Weighting] x [Bid JRF Classification Score] x [Bid APS Assessment Weighting]**

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<sup>1</sup> The cost of the cuts: a social impact tool for local authorities by Annette Hastings, Nick Bailey, Glen Bramley, Maria Gannon and David Watkins Universities of Glasgow & Heriot Watt, 2015

<sup>2</sup> The cost of the cuts: The impact on local government and poorer communities, JRF, 2015

<sup>3</sup> Please note that EqlAs look in more depth about the impacts of service changes on vulnerable groups of people and that this approach is complementary to the Index Score.

**Table 1: JRF Service Classification**

Source:

<http://www.gla.ac.uk/schools/socialpolitical/research/urbanstudies/projects/servingdeprivedcommunitiesinarecession/datasets/>

<b>Service</b>	<b>Pattern of use/ benefit</b>
Early years	Neutral
Primary schools	Pro-Poor
Secondary schools	Neutral-Plus
Special schools & Alternative Provision	Pro-Poor
Post-16 Provision	Pro-Rich
Other Education & Community Budget	Pro-Rich
Transport, planning, policy & strategy	Back Office
Structural maintenance	Neutral-Minus
Environmental, safety and routine maintenance	Neutral-Minus
Winter service	Neutral-Minus
Street lighting (including energy costs)	Neutral-Minus
Congestion charging	Neutral-Minus
Bus lane enforcement	Neutral-Minus
Road Safety Education & safe routes	Neutral-Minus
Other	Neutral-Minus
Parking services	Pro-Rich
Statutory concessionary fares	Neutral-Plus
Discretionary concessionary fares	Neutral-Plus
Support to operators	Pro-Poor
Coordination	Pro-Poor
Airports, harbours & toll facilities	Neutral
Sure start, children's centres & early years	Very Pro-Poor
Children Looked After	Very Pro-Poor
Other children & family services	Very Pro-Poor
Family support	Very Pro-Poor
Youth Justice	Very Pro-Poor
Safeguarding children & Young people's safety	Very Pro-Poor
Asylum seekers	Very Pro-Poor
Services for young people	Very Pro-Poor
Physical support: Adults (18-64)	Pro-Poor
Physical support: Older People (65+)	Pro-Poor
Sensory support: Adults (18-64)	Pro-Poor
Sensory support: Older People (65+)	Pro-Poor
Support with memory & cognition: Adults (18-64)	Pro-Poor
Support with memory & cognition: Older People (65+)	Pro-Poor

<b>Service</b>	<b>Pattern of use/ benefit</b>
Learning disability support: Adults (18-64)	Pro-Poor
Learning disability support: Older People (65+)	Pro-Poor
Mental Health support: Adult (18-64)	Pro-Poor
Mental Health support: Older People (65+)	Pro-Poor
Social Support: Substance misuse	Pro-Poor
Social Support: Asylum seeker	Pro-Poor
Social Support: Carer	Pro-Poor
Social Support: Social isolation	Pro-Poor
Assistive Equipment & technology	Pro-Poor
Social care activities	Pro-Poor
Info & Early intervention	Pro-Poor
Commissioning & service delivery	Pro-Poor
Sexual Health Services: STI testing & treatment	Neutral
Sexual Health Services: Contraception	Neutral
Sexual Health Services: Advice, Prevention & Promotion	Neutral
Sexual Health Services: NHS Health Check programme	Neutral
Sexual Health Services: Local Authority role in health protection	Neutral
Sexual Health Services: National Child Measurement Programme	Neutral
Sexual Health Services: Public Health advice	Neutral
Obesity: Adults	Neutral
Obesity: Children	Neutral
Physical Activity: Adults	Neutral
Physical Activity: Children	Neutral
Substance Misuse: Drug Misuse Adults	Neutral
Substance Misuse: Alcohol Misuse Adults	Neutral
Substance Misuse: Drug & Alcohol - Youth Services	Neutral
Stop smoking services & interventions	Neutral
Wider tobacco control	Neutral
Children's (15-19) Public Health Programme	Neutral
Children's (0-5) Services	Neutral
Children's (0-5) Other Services	Neutral
Other	Neutral
Housing Strategy, Advice, Advances, Enabling, Renewals & Licensing	Very Pro-Poor
Homelessness	Very Pro-Poor
Housing Benefit: Rent Allowances & Rent rebates	Very Pro-Poor
Housing Benefits: Administration	Very Pro-Poor
Other Council Property - travellers sites & Non-HRA Housing	Very Pro-Poor
Housing Welfare: Supporting People	Very Pro-Poor

<b>Service</b>	<b>Pattern of use/ benefit</b>
Other Welfare Services	Very Pro-Poor
Archives	Pro-Rich
Culture & Heritage	Pro-Rich
Recreation & Sport	Neutral-Minus
Open spaces	Neutral-Minus
Tourism	Neutral-Minus
Library Service	Neutral-Plus
Cemetery, Cremation & Mortuary Services	Neutral
Trading Standards	Neutral
Water Safety	Neutral
Food Safety	Neutral
Environmental Protection, noise & nuisance	Neutral
Housing Standards	Neutral
Health & Safety	Neutral
Port Health (excluding Levies)	Neutral
Port Health - Levies	Neutral
Pest Control	Neutral
Public Conveniences	Neutral
Public Health, Infectious Disease Control	Neutral
Alcohol, Entertainment & Taxi Licensing	Neutral
Crime Reduction	Pro-Poor
Safety Services	Pro-Poor
CCTV	Pro-Poor
Defences against flooding	Neutral
Land drainage & related work - excluding levy	Neutral
Land drainage & related work - including levy	Neutral
Coast Protection	Neutral
Agriculture & Fisheries Services	Neutral
Street Cleansing	Neutral
Waste Collection	Neutral
Waste Disposal	Neutral
Trade Waste	Neutral
Recycling	Neutral
Waste Minimisation	Neutral
Climate Change Costs	Neutral
Building Control	Pro-Rich
Development Control	Pro-Rich
Planning Policy	Pro-Rich
Environmental Initiatives	Neutral
Economic Development	Neutral
Community Development	Neutral

Service	Pattern of use/ benefit
Economic Research	Neutral
Business Support	Neutral
Police Services	Very Pro-Poor
Fire Services	Pro-Poor
Coroners' Court	Neutral
Other Court Services	Neutral
Corporate & Democratic Core	Back Office
Council Tax Collection: Discounts locally funded	Back Office
Council Tax Collection: Benefits administration	Back Office
Council Tax Collection: Other	Back Office
Emergency Planning	Back Office
Other Central Services to the Public	Back Office
Retirement benefits	Back Office
Unused Shares of IT Facilities & Other Assets	Back Office
Revenue Expenditure on Surplus Costs	Back Office
Other Services	Unclassified

**Table 2: Scoring and weighting criteria**

JRF Classification Weighting	Bid JRF Classification Score	Criteria for JRF Bid Classification	APS Bid Assessment Weighting	Criteria for APS Assessment	Poverty Rating
Very pro-poor (1)	Very pro-poor (10)	The bid is targeted at people on low incomes or disadvantaged communities that are experiencing pressing and urgent problems that will affect their ability to meet their basic needs, such as housing, food, warmth and security.	Very Good Fit (1)	The service will deliver in an area of focus in the strategy and provide tangible benefits for people and families living on low incomes in the short-term.	10
Pro-poor (.9)	Pro-poor (9)	The bid will address issues that limit the ability of people and families living on low incomes to participate in community life or invest in measures that will help alleviate their experience of poverty and build community resilience.	Good Fit (.9)	The service will deliver benefits in one or more of the objectives in the strategy over the short to medium-term.	7
Neutral-plus (.8)	Neutral-plus (8)	The bid will improve universal services that people and families living in low incomes and disadvantaged communities use and benefit from.	Poor Fit (.8)	The service will deliver improvements to people and families living on low incomes but is outside the areas of focus in the strategy.	5
Neutral (.7)	Neutral (7)	The bid will not affect the level of service the public receive.	Neutral - plus (.7)	Service benefits will only be marginally improved for all users, including people living on low incomes.	3
Neutral-minus (.6)	Neutral-minus (6)	The bid will reduce the availability of the service to all users and marginally affect people living on a low income.	Neutral (.6)	The level of service will not change.	2
Pro-rich (.5)	Pro-rich (5)	The bid is likely to increase the use of the service by better-off people.	Neutral - minus (.5)	Services that are pro-poor will be reduced or restricted.	1

## 2016/17 Budget - GF - Bids &amp; reduced income

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## Bids

## City Centre &amp; Public Places

<b>B3777</b>	<b>Bill Posting and Distribution Service Vehicle</b>	0	4,500	0	0	0	Anthony French	Nil
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This proposal seeks to secure a budget for the vehicle running costs associated with the Bill Posting and Distribution service. The service transferred from Arts and Recreation to Streets and Open Spaces in April 2015 without a budget allocation for vehicle costs, despite spending in excess of £10,000 on vehicle hire costs. The service has terminated the vehicle hire contract and now uses a Council fleet vehicle, delivering an annual revenue saving of c£6k. The service is an income generating service to the Council with potential for growth in the future based on a new business plan and capital 'invest to save' plans for new digitally enabled poster display boards. 2.5

<b>B3781</b>	<b>Review of Moorings Fees and Charges</b>	0	17,500	17,500	0	0	Alistair Wilson	Nil
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The proposal links to an approved budget proposal from 2015/16, which identified an annual increase in revenue income from the moorings service of £17.5k in 2016/17 and £35k in 2017/18. This proposal adjusts the anticipated income for these two years in light of the decision on changes to moorings fees and charges not able to be taken until mid 2016. The proposed change in timetable is to allow sufficient time for the implementation and review of the effectiveness of proposed new overstay penalty and civil 'contract law' approach (as approved for consultation by Oct 2015 Scrutiny) and then the following subsequent review and implementation of the wider moorings policy and associated fees and charges in summer 2016. 2.5

<b>Total Bids in City Centre &amp; Public Places</b>	<b>0</b>	<b>22,000</b>	<b>17,500</b>	<b>0</b>	<b>0</b>			
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## Environment &amp; Waste

<b>B3783</b>	<b>Out of Hours Stray Dog Service - Contract Retainer</b>	0	9,000	9,000	9,000	0	Don Blair	Nil
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The Council has a statutory duty to provide a location/ facility for the temporary holding of stray dogs. This service, including collection, temporary kennelling and transfer of dogs to Wood Green, was previously contracted out to a supplier, who terminated their contract with no notice in 2015. Working with Procurement, secured initial 'emergency' contract for the service and then ran an invitation to bid for new 3 year (2015-18) contract for the service. In response to invitation, only received single bid and this proposal relates to the contract retainer fee for the out of hours service from the supplier, which exceeds available budget by £9k. Policy option to help offset this unavoidable pressure by increasing fees and charges for returning collected stray dogs to their owners. 3.9

<b>B3798</b>	<b>Volunteer Recycling Champion Scheme</b>	0	14,500	14,500	14,500	0	Kylie Laws	+M
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## Bids

The proposal is to continue to fund the Volunteers recycling champions scheme that is run by a part time coordinator for an additional three years. We have 183 volunteers who are sent quarterly newsletters and of which 33 are actively involved in supporting the work of the waste team. They do this by promoting waste prevention, reuse and recycling to residents through face to face contact at events, visits and door knocking. From April to July 2015 approximately 50 hours have been contributed over 15 different events, speaking to 800 people and over 500 kitchen caddies have been distributed along with information and advice on recycling and food waste services. The scheme supports sustainable waste management within Cambridge and encourages community engagement and volunteering. 5.7

## Total Bids in Environment &amp; Waste

0	23,500	23,500	23,500	0
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## Finance &amp; Resources

<b>B3800</b>	<b>Land Charges - Additional staff resource</b>	0	30,000	30,000	0	0	Paul Boucher	Nil
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Additional staffing resource (1 FTE) for a fixed term 2 year period to support the administration of Land Charges due to increase in the volumes of requests due to buoyant market conditions. This will also help to improve turnaround times for customers. Target is 100% response within 5 days and performance for 2014/15 was 89% and current forecast outturn for 2015/16 is 75%. The post is self funding through income from Land Charges fees. (Linked to Increased Income proposal I13815.) 3.8

## Total Bids in Finance &amp; Resources

0	30,000	30,000	0	0
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## Housing - GF

<b>B3769</b>	<b>Bid for an additional Housing Advisor to reduce homelessness decision times.</b>	0	35,900	35,900	35,900	35,900	David Greening	Nil
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This bid is to employ an additional FTE housing advisor with a view to further reduce homelessness decision times and offset increases in homeless applications, which have gone from an average of 164 per annum in 2008 to 2014 inclusive to 262 in 2014-15 and 101 in the first quarter of 2015-16. In particular it is anticipated that an additional FTE would help drive homelessness decision times down. This in turn will contribute to driving emergency accommodation and bed and breakfast costs down as customers are moved through temporary accommodation more quickly. In 2014-15 the Council spent £55,150 (net) on bed and breakfast and emergency accommodation. In the first quarter of 2015-16 alone in 2015-16 these costs have increased to £81,408. 10.0

## Total Bids in Housing - GF

0	35,900	35,900	35,900	35,900
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## Planning Policy &amp; Transport

<b>B3814</b>	<b>Additional staff capacity to meet increase in planning application work</b>	0	80,000	80,000	80,000	80,000	Sharon Brown	Nil
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## 2016/17 Budget - GF - Bids &amp; reduced income

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## Bids

Planning application numbers have increased by 50% since 2011/12. Staffing numbers have stayed the same over that period. The current workload requires additional staff resources to maintain performance and quality standards. £80k additional income per annum is also predicted and this would be put toward the staffing requirement. This bid is linked to a review of pre-application and other discretionary charges. 1.8

## Total Bids in Planning Policy &amp; Transport

0	80,000	80,000	80,000	80,000
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## Strategy &amp; Transformation

<b>B3771</b>	<b>Public Spaces Protection Order Signage</b>	0	3,000	0	0	0	Lynda Kilkelly	Nil
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Exploration is underway into obtaining a Public Spaces Protection Order against punt touting. If this is pursued, extensive signage will be required in specific conservation areas of the city. 2.9

<b>B3772</b>	<b>Domestic Abuse – Development work, training and awareness raising</b>	0	7,000	7,000	7,000	7,000	Lynda Kilkelly	Nil
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The City Council has committed to delivering an extensive action plan to retain our White Ribbon Campaign accreditation and to develop work to help address domestic abuse in the City. The plan involves engaging the community, including business, voluntary sector and partner agencies in working together to raise awareness, improve the availability of information and increase reporting of domestic abuse incidences. In order to do this we need to run events, produce publicity material, train staff and ensure there is dynamic and effective working with a wide range of stakeholders and a successful Domestic Abuse Forum in the City. 6.5

<b>B3821</b>	<b>Bid to keep Cambridge's streetlights on in partnership with the County Council</b>	0	45,500	45,500	45,500	45,500	Lynda Kilkelly	-M
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The County Council's proposal to dim or turn off lighting in a number of areas across the County will have a significant effect on community safety in Cambridge. This bid is a compromise offer to the County, in line with the actions of various parishes across Cambridgeshire, to fund the lights between 2am and 6am in the city if the County will fund the period between midnight and 2am. The precise nature of this bid is to be subject to the results of ongoing negotiations with the County as their budget decisions become clearer. 3.2

This proposal is on the basis that, in the agreed time period:

- (i) Lights in the city centre and University areas, including immediate walk/cycle to home routes, and from other key locations, will be kept on with a maximum of 20% dimming, and will be funded by the County
- (ii) All other lights in streets currently proposed for switch off in the city, i.e. the remaining affected streets, to be kept on with a maximum dimming of 50%

<b>B3859</b>	<b>Referrals to the Chronically Excluded Adults programme</b>	0	33,000	33,000	33,000	33,000	Lynda Kilkelly	Nil
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## 2016/17 Budget - GF - Bids &amp; reduced income

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## Bids

*It is important for both community safety and our anti-poverty strategy that citizens of Cambridge who engage in a street-based lifestyle, and who are often at risk of extremely poor health outcomes as well as being more likely to engage in anti-social behaviour, are helped to change their lives, in conjunction with appropriate enforcement when their behaviour is inappropriate or threatening. To that end, this bid gives funding for an additional full-time position in the County Council's Chronically Excluded Adult Team (CEAT), ring-fenced to enable the City Council-led Task and Target group (the multi-agency group tackling street-based anti-social behaviour) to refer individuals responsible for anti-social behaviour in the street life community for individualised support. The scheme will be measured by reductions in arrests, cautions and reports of abusive behaviour. Initially funded for 4 years.*

8.0

<b>B3860</b>	<b>Speed Test kits</b>	0	5,000	0	0	0	Lynda Kilkelly	+L
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*Funding for two lightweight speed test kits for use by residents and community groups in the city through the Police's Community Speedwatch initiative. Residents express persistent concerns about Neighbourhood Policing consultations at area committees across the city which relate closely to the City Council's own objectives in introducing 20 mph zones in residential streets. In relation to other priorities the Police have difficulty in dedicating officers to frequent speed checks, but through Community Speed Watch they do offer to residents' groups training, the loan of equipment and follow-up warning letters to speeding motorists. The availability of equipment is an important constraint on their ability to support this, in particular with the most up-to-date, lightweight equipment.*

2.5

<b>Total Bids in Strategy &amp; Transformation</b>	0	93,500	85,500	85,500	85,500
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<b>Total Bids</b>	0	284,900	272,400	224,900	201,400
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## 2016/17 Budget - GF - Bids &amp; reduced income

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## Reduced Income

## City Centre &amp; Public Places

RI3780	Bill Posting and Distribution Service income target	0	25,000	0	0	0	Alistair Wilson	Nil
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The service transferred to S&OS in April 2015, with an income target that had not been achieved in each of the past 3 years by a shortfall ranging from £21k-£34kpa. That said, the service has successfully delivered an actual budget surplus (i.e. Actual income minus actual expenditure, incl recharge costs) of £7k and £32k respectively in 2 of the past 3 years. This proposal aims to reduce the income target to a more realistic level in 2016/17 to enable us to complete a review of the service (as part of the wider S&OS phase 2 service review) and so determine whether or not it has a viable future; and if so, make the necessary investments/changes; and if not, to pursue options to divest / out-source. 2.1

## Total Reduced Income in City Centre &amp; Public Places

0	25,000	0	0	0
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## Planning Policy &amp; Transport

RI3789	Loss of external funding to Shopmobility Service	0	50,770	50,770	50,770	50,770	Sean Cleary	Nil
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Loss of external funding from County Council to Shopmobility service. Additional revenue required to maintain service level. The ambition is to review the service to see if there are costs savings in the longer-term that won't compromise the service. 3.2

RI3822	Reduction in net revenue during and post Park Street car park redevelopment	0	0	560,000	400,000	30,000	Paul Necus	Nil
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Impact on net revenue of redevelopment of Park Street car park. Based on consultants' assumptions of length of project (20 months) future direct expenditure, tariff changes, and takes account of reduction in capacity, impact of displaced parking, and phased recovery of demand on reopening of the car park in year 3. There will be a permanent reduction in income related to the reduction in capacity from 390 car parking spaces to 250 car parking spaces. 2.1

## Total Reduced Income in Planning Policy &amp; Transport

0	50,770	610,770	450,770	80,770
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## Total Reduced Income

0	75,770	610,770	450,770	80,770
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## 2016/17 Budget - GF - Bids &amp; reduced income

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## Unavoidable Revenue Pressure

## Environment &amp; Waste

URP3779	<b>Contract Manager (Building Cleaning)</b>	0	50,000	0	0	0	Joel Carre	Nil
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The Contract Manager (Building Cleaning) post was appointed on an initial 12 month fixed term basis, commencing June 2015, to manage the £1m+ Churchill building cleaning contract (City Homes; Parking; Public Toilets; Council buildings). The initial budget for the post was secured from salary underspend in Streets and Open Spaces associated with vacancies in previous Operations team structure. The Churchill contract commenced June 2015 and runs for a 5 year (plus 2) period. There is an ongoing need for contract management capacity to manage this contract, though the current level of need (1 FTE) is likely to reduce over time as Churchill addresses the current performance issues and the client: contractor relationship matures. 2.9

URP3791	<b>Recycling bins for current residents</b>	0	40,000	40,000	40,000	40,000	Kylie Laws	+M
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This is a bid for the purchase of recycling bins for houses and flats around the city. It will cover all sizes of bins as necessary and ensure residents have the bins they need to participate in the recycling and composting collections. 2.9

URP3792	<b>Commercial Waste Service - Bin Purchase</b>	0	60,000	0	0	0	Greg Hutton-Squire	Nil
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Following the discontinuation of the Repairs and Renewals Fund no allocations of maintenance funding was made to cover the purchase of Commercial Waste bins. A bid is required to purchase bins, of both reconditioned second hand as well as new bins, of varying sizes and types to supply both existing and new customers. All purchases are procured from existing ESPO suppliers on a continuous, year round basis as required by the growing service. It is proposed that this bid is a one year bid only. The funding of bin purchases after that date will be subject to a review as part of the Shared Waste Service where additional income and costs will be shared between the City Council and South Cambridgeshire District Council. 2.9

URP3799	<b>Additional cost of landfilling commercial waste due to national escalator rise and increased tonnage collected.</b>	0	123,000	123,000	123,000	123,000	Greg Hutton-Squire	+M
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Central Government Landfill Tax is expected to rise in April 2016 by an extra £1.80 per tonne. This is on top of the County Council's contractor RPI increased gate fee resulting in a total waste disposal cost to the service of £100.40 per tonne. In addition there is a projected rise of waste being collected due to an increased number of customers. This is an unavoidable cost but prices will be increased to recover these charges. 2.9

<b>Total Unavoidable Revenue Pressure in Environment &amp; Waste</b>	<b>0</b>	<b>273,000</b>	<b>163,000</b>	<b>163,000</b>	<b>163,000</b>			
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## Strategy &amp; Transformation

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## Unavoidable Revenue Pressure

URP3858	Apprenticeship Levy	0	0	96,000	96,000	96,000	Deborah Simpson	Nil
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The Government's ambition is to create 3 million apprenticeships by 2020 and it is thought that the levy will allow employers to meet ambitions for improvement in training quality while growing the number of apprentices. The apprenticeship levy will come into effect in April 2017. It will be payable by employers in the UK at 0.5% of their pay bill if it is in excess of £3 million per year. Each employer will have 2 years to use their levy funding before it expires. The levy funding is to be used for direct training and assessment costs for an apprentice. The levy funding will not support apprentice wages. All employers will receive an allowance of £15,000 to offset against payment of the levy. The General Fund element of the levy is estimated to cost £96k.

6.3

## Total Unavoidable Revenue Pressure in Strategy &amp; Transformation

0	0	96,000	96,000	96,000
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## Total Unavoidable Revenue Pressure

0	273,000	259,000	259,000	259,000
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## Report Total

0	633,670	1,142,170	934,670	541,170
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## 2016/17 Budget - GF - Savings

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## Increased Income

## Environment &amp; Waste

I13778	<b>Cambridge BID Contract 2015 - 2018</b>	0	(60,000)	(60,000)	0	0	Don Blair	Nil
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The increased income reflects the contract awarded to the Street Cleansing team to undertake additional deep cleans and provide a rapid response cleansing team within the Cambridge BID area. This is a three year contract which began in April 2015. 2.9

I13794	<b>Increasing Business Sales by the Commercial Waste Service plus the recovery of the increase cost of disposal charges</b>	0	(273,000)	(273,000)	(273,000)	(273,000)	Greg Hutton-Squire	+L
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The recovering local and national economy is reflected by the increased number of both customers and more work from existing customers. The Commercial Waste Service is ideally placed to take full advantage of the growth visible in and around the City of Cambridge. Plus extra income from the increase in prices to recover the waste disposal charges. 2.9

<b>Total Increased Income in Environment &amp; Waste</b>	<b>0</b>	<b>(333,000)</b>	<b>(333,000)</b>	<b>(273,000)</b>	<b>(273,000)</b>			
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## Finance &amp; Resources

I13762	<b>Commercial Property Additional Income</b>	0	(42,000)	(42,000)	(42,000)	(42,000)	Dave Prinsep	Nil
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Forecast additional net income reflecting expected rent reviews, lease renewals and lettings on the existing property portfolio. 2.9

I13763	<b>Additional income from improvements to Gwydir Enterprise Centre</b>	0	0	(20,000)	(20,000)	(20,000)	Dave Prinsep	Nil
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To invest in subdividing Unit 2 Gwydir Enterprise Centre to create 3 offices instead of 1 large unit to generate additional income above existing income stream. It is proposed that this be funded through the Invest for Income Fund and this scheme should deliver in excess of the target rate of return for this fund of 5%. An additional proposal for a capital bid is linked to this bid - C3761. 2.9

I13815	<b>Land Charges - Increased Income</b>	0	(30,000)	(30,000)	0	0	Paul Boucher	Nil
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Additional income expected over the next 2 years through a continued increase in Land Charges requests due to buoyant market conditions based on last 2 years income. This position will be reviewed on an annual basis as linked to a bid for additional fixed term resource to meet service demand over this period. (Linked to Bid proposal B3800.) 1.8

I13819	<b>External Interest - Additional interest earned on loan to Housing Company</b>	0	(47,700)	(29,400)	(29,400)	0	Charity Main	Nil
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## 2016/17 Budget - GF - Savings

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Reference	Item Description	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Contact	Climate Effect & Poverty Ratings
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## Increased Income

The Council is setting up a wholly owned subsidiary to let 23 homes at 80% of market rents. The Council will loan the company the cost of purchasing these properties at a rate of interest above that which could be earned on cash balances. Additional interest is included for the 3 year pilot in the first instance. (Linked to capital bid C3847.) n/a

### Total Increased Income in Finance & Resources

0	(119,700)	(121,400)	(91,400)	(62,000)
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### Non-Committee Items

II3861	<b>Council Tax Increase by £5 (rather than the original 2%)</b>	0	(60,580)	(61,790)	(63,030)	(64,290)	Caroline Ryba	Nil
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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. n/a

In recent years this threshold has been set at 2%. This level has been confirmed for 2016/17, except that councils such as the City council, who charge less than £250 at band D, can increase that charge by £5 rather than 2%, which approximately amounts to a 2.8% increase.

The Executive intends to raise this additional revenue to enable the funding of additional items and to protect the long-term tax base of the city in the light of a range of increased risks to our financial future.

### Total Increased Income in Non-Committee Items

0	(60,580)	(61,790)	(63,030)	(64,290)
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### Planning Policy & Transport

II3813	<b>Increased planning fee income</b>	0	(80,000)	(80,000)	(80,000)	(80,000)	Sharon Brown	Nil
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There has been a significant increase not only in the number of planning applications but also in chargeable pre-planning application advice. This additional workload will result in additional fee income which is anticipated to continue for the foreseeable future. 1.8

II3817	<b>Increased income relating to car park usage</b>	0	(300,000)	(300,000)	(300,000)	(300,000)	Paul Necus	Nil
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The last two years have seen a significant increase in the usage and income relating to the car parks for both standard car parking and season ticket sales. 2.1

### Total Increased Income in Planning Policy & Transport

0	(380,000)	(380,000)	(380,000)	(380,000)
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### Total Increased Income

0	(893,280)	(896,190)	(807,430)	(779,290)
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## 2016/17 Budget - GF - Savings

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Reference	Item Description	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Contact	Climate Effect & Poverty Ratings
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## Savings

## City Centre &amp; Public Places

<b>S3837</b>	<b>Parks and Open Space - Event Income</b>	0	(10,000)	(10,000)	(10,000)	(10,000)	Alistair Wilson	-L
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Increased income from commercial events and activities on Parks and Open Space. Likely events include a autumn beer festival; an observation wheel attraction (subject to permissions); and a week long paid entry marquee event. 2.4

## Total Savings in City Centre &amp; Public Places

0	(10,000)	(10,000)	(10,000)	(10,000)
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## Communities

<b>S3759</b>	<b>Children &amp; Young People's Participation Service (ChYpPs) Efficiency savings</b>	0	(25,000)	(25,000)	(25,000)	(25,000)	Paula Bishop	Nil
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a) Reduction in cost to the Council of the bigger summer activities through more partnership working i.e. less funded directly by the Council 8.1

b) An increased but still realistic income target for ChYpPs Adventures/Play Pods

c) Seek increased external funding support for special projects via commissions to replace direct funding by the Council

No reduction in service or staffing is anticipated. ChYpPs will continue to support children and families who face greatest need in the City via work focussing on opportunity, engagement and inclusion

<b>S3760</b>	<b>Re-targeting of the sports development service</b>	0	(35,000)	(35,000)	(35,000)	(35,000)	Ian Ross	Nil
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The revised Sports & Physical Activity plan approved in March 2015 has created a more targeted approach to service delivery and links with the Council's Anti Poverty Agenda to focus on activities and programmes for those people and neighbourhoods on low incomes to improve their access to health and well-being opportunities, improving the service for those who may need it most. 4.9

This targeted approach can now be achieved with fewer staff through focussed rather than generic work and the proposed reduction in FTE can be delivered via vacancy management over the remainder of 2015/16.

## Total Savings in Communities

0	(60,000)	(60,000)	(60,000)	(60,000)
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## Environment &amp; Waste

<b>S3754</b>	<b>Relocation Expenses</b>	0	(8,900)	(8,900)	(8,900)	(8,900)	Yvonne O'Donnell	Nil
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The Refuse and Environment Operational support cost centre includes a relocation expenses budget for new members of staff which has not been spent for many years. It is proposed that this is offered up as a saving. Any future requirement to claim relocation expenses for any new staff member will be funded from an underspend at that time. n/a

<b>S3795</b>	<b>Saving as a result of moving the Garage to Waterbeach</b>	0	(153,000)	(126,000)	(133,000)	(133,000)	David Cox	Nil
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## 2016/17 Budget - GF - Savings

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Reference	Item Description	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Contact	Climate Effect & Poverty Ratings
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## Savings

Following the proposal to move the garage to Waterbeach, in order to vacate the Mill road site, the restructure of the service and the bigger workshop allows for the ability to increase income levels. The initial costs and income projections are expected to result in a increased saving to the council. 2.5

<b>S3827</b>	<b>Delete Operations Manager post in Streets and Open Spaces</b>	0	(35,000)	(35,000)	(35,000)	(35,000)	Joel Carre	Nil
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It has transpired that this post, created in the new service structure but not yet filled, is not essential to delivering the requisite level of operational service, so the decision has been taken to take it out of the structure earlier than originally anticipated. n/a

<b>Total Savings in Environment &amp; Waste</b>	<b>0</b>	<b>(196,900)</b>	<b>(169,900)</b>	<b>(176,900)</b>	<b>(176,900)</b>			
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## Finance &amp; Resources

<b>S3765</b>	<b>Property Services - savings on staff costs</b>	0	(4,700)	(4,700)	(4,700)	(4,700)	Dave Prinsep	Nil
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The salary and on cost budgets include an allowance for incremental progression. As most Property Services' employees have reached the top of their pay grade there is only a limited need to allow for this. The saving represents the surplus element. n/a

<b>S3836</b>	<b>End of Diversity Advice Service Legal Agreement</b>	0	(9,400)	(9,400)	(9,400)	(9,400)	Deborah Simpson	Nil
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Diversity advice is currently provided by South Cambridgeshire District Council through a Service Level Agreement equivalent to 3 days per month. This arrangement will end in March 2016 and advice will be provided from existing staff resources. n/a

<b>Total Savings in Finance &amp; Resources</b>	<b>0</b>	<b>(14,100)</b>	<b>(14,100)</b>	<b>(14,100)</b>	<b>(14,100)</b>			
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## Housing - GF

<b>S3767</b>	<b>Deletion of one FTE Assessment &amp; Support Officer</b>	0	(6,200)	(6,200)	(6,200)	(6,200)	David Greening	Nil
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As part of the HRA Mid-Year Financial Review, it was approved to delete one full time equivalent Assessment and Support Officer in the Housing Advice Service. 75% of this saving is delivered to the HRA, with the balance of £6,200 reducing cost to the General Fund. 3.6

<b>S3768</b>	<b>Deletion of one Housing Head of Service and transfer to the Housing Development Agency</b>	0	(43,000)	(43,000)	(43,000)	(43,000)	Liz Bisset	Nil
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As part of the HRA Mid-Year Financial Review, it was agreed to delete one Housing Head of Service post, and to transfer the post holder to work for the new Housing Development Agency. This is anticipated to deliver savings to both the HRA and the General Fund, with savings now expected to be realised from April 2016. 4.9

## 2016/17 Budget - GF - Savings

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Reference	Item Description	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Contact	Climate Effect & Poverty Ratings
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## Savings

<b>S3770</b>	<b>Savings in salaries due to recruitment to vacancies at lower points on the pay scale</b>	0	(8,100)	(8,100)	(8,100)	(8,100)	Alan Carter	Nil
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Savings in salaries for existing posts, due to recruitment to vacancies at lower points on the pay scale for new employees, than exiting employees. n/a

<b>Total Savings in Housing - GF</b>	<b>0</b>	<b>(57,300)</b>	<b>(57,300)</b>	<b>(57,300)</b>	<b>(57,300)</b>
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## Strategy &amp; Transformation

<b>S3755</b>	<b>Miscellaneous savings in Democratic Services</b>	0	(7,000)	(7,000)	(7,000)	(7,000)	Gary Cliff	Nil
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A change to one post (grade and hours) will result in an on-going saving. A new printing contractor has resulted in savings on committee agenda costs. n/a

<b>S3801</b>	<b>Various operational savings from cost centre 01007 and 01006</b>	0	(7,500)	(7,500)	(7,500)	(7,500)	Andrew Limb	Nil
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Savings from operational efficiencies in cost centres 01007 (£2,500) and 01006 Corporate Policy (£5,000). Some of the efficiencies will be achieved as a result of reduced demand for consultancy support and from the current underspend on the interpreting budget. It is anticipated that the remaining budget will be sufficient to meet demand for these services. n/a

<b>S3835</b>	<b>Corporate Management Review</b>	0	(80,000)	(80,000)	(80,000)	(80,000)	Antoinette Jackson	Nil
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The Chief Executive has reviewed the council's senior management structures to reduce the number of senior managers, in the light of the number of new arm's length and shared services arrangements, which mean the council is managing fewer services directly. This saving is based on the deletion of one director and two head of service posts and replacing these with a shared Director of Planning, a two day a week project post and new head of service post. n/a

<b>Total Savings in Strategy &amp; Transformation</b>	<b>0</b>	<b>(94,500)</b>	<b>(94,500)</b>	<b>(94,500)</b>	<b>(94,500)</b>
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<b>Total Savings</b>	<b>0</b>	<b>(432,800)</b>	<b>(405,800)</b>	<b>(412,800)</b>	<b>(412,800)</b>
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<b>Report Total</b>	<b>0</b>	<b>(1,326,080)</b>	<b>(1,301,990)</b>	<b>(1,220,230)</b>	<b>(1,192,090)</b>
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## 2016/17 Budget - GF - External Bids

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Reference	Item Description	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Contact	Climate Effect & Poverty Ratings
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## External Bids

## City Centre &amp; Public Places

X3782	Public Realm Officer - Growth	0	35,000	35,000	35,000	0	Alistair Wilson	+M
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PPF funding for this post ends 31 March 2016. The post ensures that public realm assets are transferred to the Council to the required standard and with adequate financial contribution and therefore protects the Council from associated risk. The cost of the post is proposed to be met from New Homes Bonus (NHB) . 3.8

## Total External Bids in City Centre &amp; Public Places

0	35,000	35,000	35,000	0
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## Planning Policy &amp; Transport

X3825	Staffing Resources for Cambridge University Planning and Development Work	0	204,000	204,000	204,000	0	Sharon Brown	Nil
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The University has a number of projects over the next 3 to 5 years which will require the City to provide associated planning and development work. To provide the required enhanced planning work we will need to recruit 4FTE posts consisting of 1 FTE Environmental Health Officer, 0.5FTE Conservation officer 0.5FTE Urban Design Officer and 2FTE Planning Officers. The cost of providing this service will be funded by the University. n/a

## Total External Bids in Planning Policy &amp; Transport

0	204,000	204,000	204,000	0
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## Total External Bids

0	239,000	239,000	239,000	0
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## Report Total

0	239,000	239,000	239,000	0
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## 2016/17 Budget - GF - Non-Cash Limit Items

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Reference	Item Description	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Contact	Climate Effect & Poverty Ratings
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## Non-Cash Limit Items

## Finance &amp; Resources

NCL3756	Climate Change Fund	0	120,000	0	0	0	David Kidston	+H
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Additional contribution to the Climate Change Fund to support projects identified in the new Carbon Management Plan which will reduce carbon emissions by reducing energy and fuel consumption from the Council's office accommodation and operational buildings. 5.0

NCL3757	Sharing Prosperity Fund	0	100,000	100,000	0	0	David Kidston	Nil
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This bid would supplement previous contributions to the Sharing Prosperity Fund made in July 2014 and February 2015. The funding would support the delivery of projects to support residents on low incomes identified in the Anti-Poverty Strategy (APS), or new projects building successful pilot projects identified in the APS. This could include further support for credit unions, further work to tackle fuel and water poverty, and further projects to support residents experiencing mental health issues arising from debt and financial crisis. 10.0

NCL3764	Office Accommodation Strategy - earmarked reserve to fund capital	0	1,886,000	454,000	0	0	Dave Prinsep	+L
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The Office Accommodation Strategy rationalises and improves the use of property, creating revenue savings and aims to generate capital receipts. This will be combined with more flexible working practices so staff can work where they are best located. Investment in retained buildings should create a modern working environment and improve facilities for staff. Significant expenditure of circa £3.5m is anticipated. (Linked to budget proposals NCL3848 and NCL3849.) n/a

NCL3766	Re-profile Apprentice Scheme Budget between years, 2016/17 and 2017/18	0	56,000	(56,000)	0	0	Deborah Simpson	Nil
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In the 2014/15 budget provision was made for a four year apprentice programme. The Council started work on developing an apprentice scheme to recruit twenty apprentices over a four year period to support people in gaining workplace skills in Cambridge. Our experience of setting up the scheme has shown that more flexibility on wage rates is required to ensure that the scheme fulfils its objectives. Therefore we have increased the wage rates to make apprenticeships more attractive for potential apprentices. There is a need to reprofile the budget, bringing forward £56,000 from the 2017/18 budget to 2016/17 to continue to deliver the programme and to facilitate a revised programme of 15 apprentices by March 2018, paid at more appropriate rates that will allow the apprenticeship scheme to better assist those from low-income families. 6.3

NCL3848	Office Accommodation Strategy - revenue including set-up	0	1,121,000	261,000	0	0	Dave Prinsep	+L
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The Office Accommodation Strategy rationalises and improves the use of property, creating revenue savings and aims to generate capital receipts. This will be combined with more flexible working practices so staff can work where they are best located. Investment in retained buildings should create a modern working environment and improve facilities for staff. Significant expenditure of circa £3.5m is anticipated. (Linked to budget proposals NCL3764 and NCL3849.)

## 2016/17 Budget - GF - Non-Cash Limit Items

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Reference	Item Description	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Contact	Climate Effect & Poverty Ratings
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## Non-Cash Limit Items

## Total Non-Cash Limit Items in Finance &amp; Resources

0	3,283,000	759,000	0	0
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## Non-Committee Items

NCL3843	DRF released in 2015/16 by schemes removed from Capital Plan and rephased into 2016/17	0	291,000	0	0	0	John Harvey	Nil  n/a
NCL3852	Council Tax Collection Fund Deficit	0	86,900	0	0	0	Charity Main	Nil

The Collection Fund for Council Tax is projected to have a deficit at the end of the current year of £769,821. The City Council's share of this projected year-end deficit is £86,853 and this will need to be taken into account in setting the Council's budget for 2016/17. n/a

NCL3854	New Homes Bonus (NHB) additional 2016/17 allocation	0	(306,000)	(306,000)	(306,000)	(306,000)	Caroline Ryba	Nil
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Additional New Homes Bonus for 2016/17 based on 17 December notification from the Department for Communities and Local Government (DCLG). Future NHB amounts calculated based on Annual Monitoring Report (AMR) housing projections. [Linked to NCL3855 and NCL3856].

NCL3856	New Homes Bonus (NHB) – unallocated	0	118,000	118,000	118,000	153,000	Caroline Ryba	Nil
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Net additional unallocated New Homes Bonus after allocations. This takes account of the additional New Homes Bonus for 2016/17 based on 17 December notification from the Department for Communities and Local Government (DCLG), revised allocations for City Deal infrastructure investment and any further funding allocations. [Linked to NCL3854 and NCL3855].

NCL3857	Final (previously provisional) Settlement SFA	0	140,000	134,000	(125,000)	(286,000)	Caroline Ryba	Nil
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The differences from the previous assumptions implied by the provisional local government finance settlement are variable year on year, with small deficits in the first two years, and surpluses in the later years. The nature of these differences (different year on year), does not fit in well with the recurring nature of savings requirements, so the shortfall is being addressed by reducing our contributions to reserves. The final 2016/17 settlement was laid before the House of Commons in February 2016 after which our contribution was revised from £144k to £140k.

## Total Non-Cash Limit Items in Non-Committee Items

0	329,900	(54,000)	(313,000)	(439,000)
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## 2016/17 Budget - GF - Non-Cash Limit Items

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Reference	Item Description	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Contact	Climate Effect & Poverty Ratings
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## Non-Cash Limit Items

## Strategy &amp; Transformation

NCL3845	<b>Additional funding for Business Transformation Programme</b>	408,000	77,000	(72,000)	29,000	0	Ray Ward	Nil
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The Council has previously provided funding for a complex cross-cutting programme of transformational change. At the outset it is challenging to predict accurately the costs of such a change as the scale of the savings required from it and the detail of each specific project within the programme may be difficult to accurately define. As more detail of the costs, benefits and pace of the programme become available it is clear that additional funding is required. The programme is currently managing and preparing to manage projects with a combined cost saving value of £2.4m. The bid will provide for the additional change resources required to deliver these and future projects and other staffing costs associated with the programme. The bid also reflects the need to re-profile the programme budget, based on the anticipated demand in the earlier years of the programme. n/a

NCL3855	<b>Contribution to City Deal from New Homes Bonus (NHB)</b>	0	153,000	153,000	153,000	153,000	Caroline Ryba	Nil
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Contribution from New Homes Bonus to support the City Deal programme based on a contribution of 40% in 2015/16 and 50% thereafter. This incorporates the additional New Homes Bonus for 2016/17 based on 17 December notification from the Department for Communities and Local Government (DCLG) and future NHB amounts calculated based on Annual Monitoring Report (AMR) housing projections. [Linked to NCL3854 and NCL3856].

<b>Total Non-Cash Limit Items in Strategy &amp; Transformation</b>	<b>408,000</b>	<b>230,000</b>	<b>81,000</b>	<b>182,000</b>	<b>153,000</b>			
<b>Total Non-Cash Limit Items</b>	<b>408,000</b>	<b>3,842,900</b>	<b>786,000</b>	<b>(131,000)</b>	<b>(286,000)</b>			
<b>Report Total</b>	<b>408,000</b>	<b>3,842,900</b>	<b>786,000</b>	<b>(131,000)</b>	<b>(286,000)</b>			

# Appendix C

## Sensitivity Analysis

Topic	Quantum	BSR Assumption	Commentary / Risk
Bereavement services income	c.£1.8m	Current mortality rates built into BSR assumptions	<p>Falling mortality rate [yet ageing population in Cambridge]</p> <p>A planning application has been submitted by a private sector crematorium at Great Chesterford. Subject to successful planning permission, this will impact on the current business from 2017/18 although volumes are expected to recover to existing levels within 10 years assuming sub regional growth continues. Bereavement services is currently run as a Trading Account so there will be no immediate impact on reserves.</p> <p>Success of commemoration scheme and development of other commercial activities(positive)</p>
Building control fee income	c. £1.0m	Based on break-even full cost recovery position for the Building Control Shared Service	<p>Housing development levels in the sub region are not as great as anticipated or are delayed due to developers unwillingness to build</p> <p>Increased competition from approved inspectors leading to smaller market share</p> <p>Inability to recruit appropriately trained staff due to public sector pay restraints</p>
Car parking income	c. £9.5m	Based on officer and external consultants' projections of usage	<p>Customers may revert to Park &amp; Ride usage (15% reduction in use following imposition of a £1 parking charge by Cambridgeshire CC)</p> <p>Longer than anticipated build out of Park Street car park will delay recovery of our income streams</p> <p>Improving economic situation has led to increase in disposable income in those using Cambridge as a shopping destination (positive)</p>
Commercial property income	c. £6.5m	Officer assessment of current market conditions and future trends	Economic conditions lead to increase in voids, increased level of unrecoverable debts and less significant rent increases
Council taxbase	c. 40,000 Band D equivalent properties @£176.75 (2015/16)	There is an underlying assumption of 0.5% property growth within the city	Any significant growth or deceleration in building will affect the number of houses on which council tax can be charged with the associated impact on the council tax income stream which in turn informs our savings requirement



Topic	Quantum	BSR Assumption	Commentary / Risk
Council tax income	£7.0m p.a.	2% increase for 2015/16 and future years are built into projections	<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> <p>Economic climate may require an increase in enforcement activity and consequent reduction of funds available in the collection fund</p>
Developer contributions	c. £5.0m	<p>All contributions are used in compliance with terms of agreements.</p> <p>Capital bids for area-based and city-wide projects funded from developer contributions have been identified.</p>	<p>Failure to meet conditions of individual schemes leads to the requirement to repay contributions and accrued interest to developers.</p> <p>Developers seek to renegotiate current agreements in order to improve the viability of their schemes putting at risk the ability to deliver essential infrastructure.</p> <p>Reduction in total unused receipts following the introduction of the Community Infrastructure Levy (CIL)</p>
Employer's pension contribution	£35m	BSR includes provision for employer's percentage and capital payments, now updated for one-off contributions anticipated in the next triennial revaluation	Subject to the outcome of the next triennial review with effect from 1 April 2017.
Energy costs (all)	£1.2m	Officer assessment of current conditions and trends, based on latest contracts	Volatility of world market prices. The council has contracts for electricity and gas which run from October each year and takes specialist consultant advice in determining the most advantageous terms to contract for.
Future capital receipts	Income	Occasional disposal of assets as outlined in the disposal programme. Income not taken into account until received.	The council's stock land available for sale is reducing with just two large sites unsold. It is likely that one of these sites will be used for housing.
Housing benefits	£39.3m	Officer assessment of current conditions and trends	<ul style="list-style-type: none"> <li>- Council funded element of provision of the service</li> <li>- Potential increase in housing benefit fraud</li> <li>- Impact of universal credit implementation is not fully known</li> <li>- Council breached the thresholds (upper and/or lower) set by the DWP for local authority error overpayment subsidy, then this could materially affect the level of subsidy receivable on such amounts down from 100% to either 40% or 0%.</li> </ul>

Topic	Quantum	BSR Assumption	Commentary / Risk
Interest receipts from the housing company	< £100k	An estimate of additional income for the initial three year pilot has been included to reflect the higher rate applicable to this loan above the interest rate expected on our treasury management investments	The housing company is being run as a pilot for 3 years. As this is a new venture, there will be uncertainties in the timing and amount of loan advances from the council, and therefore in the quantum of interest receipts.
Investment income	+/- 1% is c. £600k for 2016/17 variable investments	These are based on a mid-range level provided by market analysts.	Rates fall further than anticipated or for a longer period.  A faster increase in bank base rates would result in increase in investment income. (positive)
Land charges income	c. £0.2m	Reductions based on latest experience have been incorporated	Increased proportion of personal searches and reduced number of overall searches due to market conditions.
Local retention of business rates	c. £5m estimated	BSR includes projections based on latest figures and guidance	Business rates are subject to the level of appeals against valuations lodged with the Valuation Office Agency (VOA) and the effects of redevelopment and growth in the city.
Market income	c. £0.8m	Officer assessment of current market conditions and future trends	Increased level of voids as a result of the current economic climate, mitigated by new traders coming to the market as we seek to widen the range of services on the market and the cost of business premises is prohibitive for start-ups.
Non-pay inflation	+/- 1% for GF is ~ £300k for either income or expenditure for 2016/17	General inflation is included at 2.0% from 2016/17 ongoing (based on the government target for CPI inflation).	General Inflation rises more quickly than anticipated placing greater pressure on cash limited budgets or on general reserves to fund those pressures.
Pay settlement	£35m	Pay award agreed (2 year award approx 2.2% w.e.f. 1 Jan 2015) and then 1% for four years to 2020 plus pay progression cost estimate.	An annual percentage allowance for incremental progression was previously included pending any detailed budget adjustments to reflect performance results. Changed to projected progression cost.
Planning fee income	c. £1.2m	Income projections for 2016/17 have been amended to reflect current market conditions.	Developers retain land stock rather than building out
Shared services	n/a	Shared services will deliver savings of 15% or more on previous expenditure levels	Delivery of savings and other non-cashable benefits is dependent on effective partnership working in a complex political and cultural environment. Savings may be delayed, may not be deliverable in full, or there may be unforeseen costs of implementation.

Topic	Quantum	BSR Assumption	Commentary / Risk
Spending review	c. £3m	The budget assumption, based on the 2015 autumn statement, is that Revenue support grant will cease from 2020/21	The budget is based on the 2015 Spending review and the level of Revenue support grant and locally retained business rates are budgeted accordingly.
Support costs charged to the HRA	c. £3m	Support costs ("Recharges") are charged based on various fixed and variable criteria which change from year to year.	<p>Recent budget and policy announcements from central government have given rise to the need to make significant savings in the HRA. It is likely that the size of the HRA will reduce in future years, and therefore the proportion of support service costs that are chargeable to the HRA will also reduce.</p> <p>Fixed costs such as administrative buildings, management structure, costs of democracy and long term contracts cannot be reduced immediately, if at all. There may be a perceived imbalance in the short term in the proportion of costs charged to the HRA until such time as a strategic decision is taken to allocate a lower level of costs recharged to the HRA with a corresponding increase in costs to the GF and thus the council tax payer. The onus is therefore on the council to make appropriate savings in rechargeable costs as the council reduces in size overall.</p>
VAT partial exemption	c. £250k if breached	No breach of partial exemption limit is anticipated for 2016/17	Potential liability if limit is breached over a seven-year moving average

## 2016/17 Budget - GF - Capital proposals

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Reference	Item Description	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Contact	Climate Effect & Poverty Ratings
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## Capital Bids

## City Centre &amp; Public Places

C3841	Cherry Hinton Hall grounds improvement	0	180,000	220,000	0	0	Alistair Wilson	+L
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This project relates to Phase 2 of the grounds improvements at Cherry Hinton Hall and will deliver elements of the whole park improvements envisaged in the site master plan. Works include dredging the lake, creation of wild flower meadows, landscaping the former propagation site, reintroduction of Victorian features of the park together with improved access and pathways. The Capital Programme Board has reviewed this project and considers that it is properly planned and ready for implementation, subject to budget approval. Developer contributions have been provisionally allocated to fund the scheme. 2.9

## Total Capital Bids in City Centre &amp; Public Places

0	180,000	220,000	0	0
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## Communities

C3842	Netherhall School: supplementary grant for gym and fitness suite facilities	45,000	193,000	0	0	0	Ian Ross	Nil
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This is an award of £238,000 to the Netherhall School Sports Centre to redevelop several areas within the Netherhall school buildings to create two new and different gyms. One for floor based traditional gym exercises and martial arts activities, and a separate gym for traditional fitness equipment and a purpose built studio for group based exercises. The project utilises specifically designated S106 developer contributions from the Bell School development for indoor sport and martial arts improvements at the school sports centre. A community use agreement will be in place to ensure public access with pay and play and affordable membership schemes, along with introduction of adaptive gym equipment to enable the gym to become another centre on the Councils GP Exercise Referral programme, delivering health and well-being opportunities for those who need it most. 4.9

## Total Capital Bids in Communities

45,000	193,000	0	0	0
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## Environment &amp; Waste

C3753	Purchase of electric van for use by the Pest Control service	0	21,600	0	0	0	Yvonne O'Donnell	+M
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Currently, the pest control service has 2 officers who have to drive around the City to fulfil the service objectives. One has a dedicated electric Council vehicle which is eco-conscious and health and safety compliant for the service. The other officer drives his own car which is a petrol vehicle and does not fully comply with the health and safety requirements for the task. To enable the pest service to be fully legally compliant and improve our air quality standards, permitting the acquisition of an electric van will satisfy this. 2.9

C3790	Vehicle Fleet Replacement [R & R]	0	348,500	0	0	0	David Cox	+M
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## 2016/17 Budget - GF - Capital proposals

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Reference	Item Description	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Contact	Climate Effect & Poverty Ratings
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## Capital Bids

The project is for the purchase of the Council's fleet vehicles, plant and equipment scheduled and required for replacement in the four year period commencing 2016/17, as part of a rolling programme necessary to replace out of life vehicles that would otherwise significantly increase maintenance costs. 2.9

Replacements due from 2017/18 onwards will be shown on the Projects Under Development (PUD) list.

<b>C3793</b>	<b>Updated cost for the purchase of the North West Cambridge Underground collection vehicle</b>	0	55,000	0	0	0	Michael Parsons	Nil
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A budget of £210k has been previously approved for the purchase of an underground collection vehicle for use at the North West Cambridge site. A tender process has since been carried out and it has indicated that the cost will be in the region of £265k. The additional budget of £55k would be funded by £7k from reserves and the balance of £48k from the University. Collections from the site are due to start in Sept 2016. Any costs over and above those of a standard collection will be met by the University in line with the s106 agreement with them. Collections will be undertaken by the City Council for all properties on this site and a formulae has been devised to ensure that any costs incurred for collections outside the boundary will be recovered from South Cambs DC. 2.9

<b>Total Capital Bids in Environment &amp; Waste</b>	<b>0</b>	<b>425,100</b>	<b>0</b>	<b>0</b>	<b>0</b>
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## Finance & Resources

<b>C3761</b>	<b>Improvements to Gwydir Enterprise Centre</b>	0	200,000	0	0	0	Dave Prinsep	Nil
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To invest in subdividing Unit 2 Gwydir Enterprise Centre to create 3 office units instead of 1 large unit to generate an additional income stream above existing. It is proposed that this be funded through the Invest for Income Fund and this scheme should deliver in excess of the target rate of return for this fund of 5%. An additional proposal for additional income is linked to this capital bid. (Linked to Increased Income proposal I13763.) 2.9

<b>C3803</b>	<b>Commercial Property Improvement Programme 2016/17 (Dales Brewery)</b>	0	143,000	0	0	0	Will Barfield	+L
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This proposal is to seek funding for major re-roofing works and improvements to the Dales Brewery site, which is a significant property within the Council's commercial portfolio. The works have been identified from recent condition surveys and are essential in order to maintain lettings, improve income streams and ensure compliance with statutory requirements. These works would previously have been funded from the commercial property repairs and renewals fund and capital bids. This is connected to the project listed on the Projects Under Development List for these works. 2.9

<b>C3808</b>	<b>Guildhall Re-roofing Works</b>	0	183,000	0	0	0	Will Barfield	Nil
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New roof coverings and associated works to the large flat roof area (including roofing over lift shaft and tank room) above the Market Square side elevation of the Guildhall and the roof to the three-storey part of the building on the Peas Hill side. 2.9

## 2016/17 Budget - GF - Capital proposals

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Reference	Item Description	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Contact	Climate Effect & Poverty Ratings
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## Capital Bids

C3847	General Fund Property Acquisition for Housing Company	7,400,000	0	0	0	0	Alan Carter	Nil
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Loan to wholly owned subsidiary company for the purchase of 23 properties at Aylesborough Close and Water Lane for rental at intermediate market rent. 8.1  
Approval given at Council in July 2015.  
[Linked to Increased Income proposal 113819]

<b>Total Capital Bids in Finance &amp; Resources</b>	<b>7,400,000</b>	<b>526,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
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## Planning Policy &amp; Transport

C3787	Grafton East car park essential roof repair	0	75,000	0	0	0	Sean Cleary	Nil
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In order to protect the car park asset and shopping centre essential roof repairs need to be conducted at the Grafton East multi storey car park 2.1

C3788	Replacement of car parking control equipment at Grafton East, West & Queen Anne Terrace multi storey car parks	0	570,000	0	0	0	Sean Cleary	Nil
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To replace the current car park operating system and equipment at Grafton East, West & Queen Anne Terrace multi storey car parks. The current life cycle of modern parking equipment has been reduced to 5 years. The current management system will be 8 years old in June 16, in parking terms this is seen as old. We have seen a significant increase in service dropouts, replacement of parts, maintenance costs have increased as well as service disruption and loss of reputation and revenue to the authority. Replacement will be with the same equipment as installed at the Grand Arcade car park giving us one seamless centralised parking system across the whole parking portfolio. 2.1

<b>Total Capital Bids in Planning Policy &amp; Transport</b>	<b>0</b>	<b>645,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
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## Strategy &amp; Transformation

C3785	Investment in dedicated Wi-fi frequency for Cambridge CCTV cameras	0	25,000	0	0	0	Paul Necus	Nil
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To procure a dedicated Wi-Fi frequency to operate CCTV cameras in Cambridge City Centre that will ensure uninterrupted communications between the cameras and the CCTV Control Room 4.4

## 2016/17 Budget - GF - Capital proposals

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Reference	Item Description	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	2019/20 Budget £	Contact	Climate Effect & Poverty Ratings
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## Capital Bids

C3786	Replacement of Redeployable CCTV camera stock	0	60,000	0	0	0	Paul Necus	Nil
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To procure six new redeployable CCTV cameras for Cambridge City Centre that are fit for purpose, replacing obsolete stock 4.4

## Total Capital Bids in Strategy &amp; Transformation

0	85,000	0	0	0
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## Total Capital Bids

7,445,000	2,054,100	220,000	0	0
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## Report Total

7,445,000	2,054,100	220,000	0	0
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2016/17 Budget

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

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

Ref	Project	Climate Change Indicator	Priority score	2015/16	2016/17	2017/18	2018/19	2019/20	Poverty rating	Linked to / Funding / Comments	2015/16	2016/17	2017/18	2018/19	2019/20
<b>General Fund</b>															
C3753	Purchase of electric van for use by the Pest Control service	+M	Y 3.0		16,000				2.9	Funding: £5,600 Government grant CPB 27 Oct: Parts A + B		21,600			
C3761	Improvements to Gwydir Enterprise Centre	Nil	N 4.3						2.9	Linked to: I13763. Funding: £200k Invest for Income Fund CPB 27 Oct: Parts A + B		200,000			
C3785	Investment in dedicated Wi-fi frequency for Cambridge CCTV cameras	Nil	Y 1.7		25,000				4.4	CPB 27 Oct: Parts A + B		25,000			
C3786	Replacement of Redeployable CCTV camera stock	Nil	Y 1.4		60,000				4.4	CPB 27 Oct: Parts A + B		60,000			
C3787	Grafton East car park essential roof repair	Nil	Y 3.0		75,000				2.1	CPB 27 Oct: Parts A + B		75,000			
C3788	Replacement of car parking control equipment at Grafton East, West & Queen Anne Terrace multi storey car parks	Nil	Y 1.9		570,000				2.1	CPB 27 Oct: Parts A + B		570,000			
C3790	Vehicle Fleet Replacement [R & R]	+M	-						2.9	Funding: R & R CPB 23 Nov: Parts A + B		348,500			
C3793	Updated cost for the purchase of the North West Cambridge Underground collection vehicle	Nil	Y 1.3		7,000				2.9	Funding: £48k from the University CPB 27 Oct: Parts A + B		55,000			
C3803	Commercial Property Improvement Programme 2016/17 (Dales Brewery)	+L	Y 1.1		143,000				2.9	CPB 27 Oct: Part A CPB 23 Nov: Part B		143,000			
C3808	Guildhall Re-roofing Works	Nil	Y 1.3		183,000				2.9	CPB 27 Oct: Part A CPB 23 Nov: Part B		183,000			
C3841	Cherry Hinton Hall grounds improvement	+L	N 1.0						2.9	Funding: S106 CPB 23 Nov: Revised Part B		180,000	220,000		



Capital Projects Requiring Funding From Reserves

(2 pages)

Budget Setting Report - Appendix D(b)

2016/17 Budget

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

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

Ref	Project	Climate Change Indicator	Priority score	2015/16	2016/17	2017/18	2018/19	2019/20	Poverty rating	Linked to / Funding / Comments	2015/16	2016/17	2017/18	2018/19	2019/20
C3842	Netherhall School: supplementary grant for gym and fitness suite facilities	Nil	N 1.9						4.9	Funding: S106 CPB 23 Nov: Parts A + B	45,000	193,000			
C3847	General Fund Property Acquisition for Housing Company	Nil	-						8.1	Linked to: I13819. Funding: Loan	7,400,000				
<b>Total Funding Required from Reserves : General Fund</b>					1,079,000						7,445,000	2,054,100	220,000		

# Appendix D(c)

## Capital Plan 2015/16 to 2020/21

Ref.	Description	Lead Officer	2015/16 (£000's)	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)
<b>Capital-GF Projects</b>								
SC034o	Netherhall School: supplementary grant for gym and fitness suite facilities (S106)	I Ross	45	193	0	0	0	0
SC391	La Mimosa Punting Station	P Doggett	2	0	0	0	0	0
SC410	Mill Road Cemetery	A Wilson	21	0	0	0	0	0
SC416	UNIform e-consultee Access Module	P Boucher	7	0	0	0	0	0
SC469	Vie Public Open Space (S106)	A Wilson	32	0	0	0	0	0
SC472	Cherry Hinton Hall Grounds Improvements (S106)	A Wilson	0	180	220	0	0	0
SC476	Water Play Area Abbey Paddling Pool (S106)	I Ross	2	0	0	0	0	0
SC477	Coleridge Paddling Pool Enhancement (S106)	I Ross	2	0	0	0	0	0
SC478	Water Play Area Kings Hedges "Pulley" (S106)	I Ross	2	0	0	0	0	0
SC492	Jesus Green Play Area (S106)	A Wilson	2	0	0	0	0	0
SC540	Electronic Market Management Software	D Ritchie	4	0	0	0	0	0
SC544	Coleridge Recreation Ground Improvements (S106)	A Wilson	70	0	0	0	0	0
SC548	Southern Connections Public Art Commission (S106)	A Wilson	25	21	11	21	0	0
SC560	Guildhall & Corn Exchange Cap Schemes RO AR9	D Kaye	98	0	0	0	0	0
SC570	Essential Structural/Holding Repairs - Park Street Multi Storey car park	S Cleary	45	0	0	0	0	0
SC571	Procurement of IT System to Manage Community Infrastructure Levy	S Saunders	20	0	0	0	0	0
SC579	Office Accommodation Strategy	F Barratt	86	0	0	0	0	0
SC586	Wide Area Network	T Allen	7	0	0	0	0	0
SC588	NW Cambridge Development Underground Collection Vehicle	M Parsons	210	55	0	0	0	0
SC589	Grand Arcade Car Park Stairwell Refurbishment	S Cleary	7	0	0	0	0	0
SC590	Structural Holding Repairs & Lift Refurbishment - Queen Anne Terrace Car Park	S Cleary	499	15	20	15	0	0
SC596	Replacement Air Cooling Systems	W Barfield	167	0	0	0	0	0
SC597	Empty Homes Loan Fund	Y O'Donnell	200	0	0	0	0	0

# Appendix D(c)

## Capital Plan 2015/16 to 2020/21

Ref.	Description	Lead Officer	2015/16 (£000's)	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)
SC599	Buchan St Shopping Area Improvements	A Wilson	28	0	0	0	0	0
SC600	Far East Prisoners of War Commemorative Plaque	A Wilson	15	0	0	0	0	0
SC601	Replacement Telecommunications & Local Area Network	T Allen	400	0	0	0	0	0
SC602	Buchan Street Community Centre - new roof replacement	I Ross	60	0	0	0	0	0
SC603	Ross Street Community Centre - new boiler system	I Ross	36	0	0	0	0	0
SC604	Replacement Financial Management System	C Ryba	81	161	0	0	0	0
SC605	Replacement Building Access Control System	J Nightingale	50	50	0	0	0	0
SC606	Garret Hostel Lane Fencing project	D Prinsep	22	0	0	0	0	0
SC607	Fleet Maintenance & Management Service at Waterbeach	S Payne	34	11	0	0	0	0
SC608	Improvements to Gwydir Enterprise Centre	D Prinsep	0	200	0	0	0	0
SC609	Electric Pest Control Van	Y O'Donnell	0	22	0	0	0	0
SC611	Grafton East car park essential roof repair	S Cleary	0	75	0	0	0	0
SC612	Car parking control equipment at multi storey car parks	S Cleary	0	570	0	0	0	0
SC613	Dedicated wi-fi frequency for Cambridge CCTV cameras	P Necus	0	25	0	0	0	0
SC614	Redeployable CCTV camera stock	P Necus	0	60	0	0	0	0
SC616	General Fund Property Acquisition for Housing Company	A Carter	7,400	0	0	0	0	0
<b>Capital-GF Projects</b>			<b>9,679</b>	<b>1,638</b>	<b>251</b>	<b>36</b>	<b>0</b>	<b>0</b>
<b>Capital-Programmes</b>								
PR010a	Environmental Improvements Programme - North Area	A Wilson	132	50	50	50	0	0
PR010b	Environmental Improvements Programme - South Area	A Wilson	143	36	36	36	0	0
PR010c	Environmental Improvements Programme - West/Central Area	A Wilson	136	36	36	36	0	0
PR010d	Environmental Improvements Programme - East Area	A Wilson	144	48	48	48	0	0
PR010di	Environmental Improvements Programme - Riverside/Abbey Road Junction	A Wilson	31	0	0	0	0	0
PR017	Vehicle Replacement Programme	D Cox	1,027	349	0	0	0	0

# Appendix D(c)

## Capital Plan 2015/16 to 2020/21

Ref.	Description	Lead Officer	2015/16 (£000's)	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)
PR020	ICT Infrastructure Programme	J Nightingale	170	0	0	0	0	0
PR023	Admin Buildings Asset Replacement Programme	W Barfield	71	183	0	0	0	0
PR024	Commercial Properties Asset Replacement Programme	W Barfield	27	143	0	0	0	0
PR027	Replacement of Parks & Open Space Waste/Litter Bins	D Blair	116	0	0	0	0	0
PR028	Litter Bin Replacement Programme	D Blair	132	0	0	0	0	0
PR030d	St Thomas Square Play Area Improvements (S106)	A Wilson	50	0	0	0	0	0
PR030e	Cavendish Rd (Mill Rd end) improvements: seating & paving (S106)	A Wilson	8	0	0	0	0	0
PR030f	Bath House Play Area Improvements (S106)	A Wilson	49	0	0	0	0	0
PR030h	Romsey 'town square' public realm improvements (S106)	A Wilson	58	0	0	0	0	0
PR030k	C3: grant for kitchen facilities & portable stage lift (S106)	J Hanson	53	0	0	0	0	0
PR031b	BMX track next to Brown's Field Community Centre (S106)	A Wilson	29	0	0	0	0	0
PR031d	Chestnut Grove play area improvements (S106)	A Wilson	50	0	0	0	0	0
PR031i	Perse Way Flats Play Area (S106)	A Wilson	25	0	0	0	0	0
PR031k	St Luke's Church: grant for refurbishment of community facilities (S106)	J Hanson	30	0	0	0	0	0
PR032e	Accordia Trim Trail & Jnr Scooter Park (S106)	A Wilson	50	0	0	0	0	0
PR032f	Cherry Hinton Baptist Church Family Centre (S106)	B Keady	111	0	0	0	0	0
PR032g	Cherry Hinton Rec Ground pavilion refurb. (S106)	I Ross	99	0	0	0	0	0
PR032h	Trumpington Bowls Club Pavilion Ext. (S106)	I Ross	70	0	0	0	0	0
PR033c	Public Art element of improvements to the entrances at Histon Rd Rec (S106)	A Wilson	31	0	0	0	0	0
PR033f	Histon Rd Rec Ground Improvements (S106)	A Wilson	55	0	0	0	0	0
PR033j	St Augustine's Church: grant for church hall side extension (S106)	J Hanson	87	0	0	0	0	0
PR034c	Drainage of Jesus Green (S106)	A Wilson	6	0	0	0	0	0
PR034d	Public Art - 150th & 400th Anniversary (S106)	A Wilson	98	0	0	0	0	0

# Appendix D(c)

## Capital Plan 2015/16 to 2020/21

Ref.	Description	Lead Officer	2015/16 (£000's)	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)
PR034p	Cambridge 99 Rowing Club: grant for kitchen facilities (S106)	I Ross	5	0	0	0	0	0
PR034q	Cambridge Canoe Club: additional boat and equipment store (S106)	I Ross	10	0	0	0	0	0
PR035	Waste & Recycling Bins - New Developments (S106)	K Laws	122	125	112	100	0	0
PR036	Additional investment in Commercial Property Portfolio	D Prinsep	8,515	0	0	0	0	0
PR037	Local Centres Improvement Programme	A Wilson	44	0	0	0	0	0
PR037a	Local Centres Improvement Programme - Cherry Hinton High Street	G Richardson	15	185	0	0	0	0
PR039	Minor Highway Improvement Programme	A Wilson	30	30	30	30	0	0
PR040a	Big Draw event 2015, Chesterton (public art grant) (S106)	A Wilson	1	0	0	0	0	0
PR040b	Rock Road library community garden (public art grant) (S106)	A Wilson	7	0	0	0	0	0
PR040c	Creating my Cambridge: clicking to connectivity (public art grant)	A Wilson	15	0	0	0	0	0
PR040d	Twilight at the Museums 2016: animated light projection (public art grant) (S106)	A Wilson	14	0	0	0	0	0
PR040e	Cambridge Sculpture Trails leaflet (public art grant) (S106)	A Wilson	3	0	0	0	0	0
PR040f	Public art grant - Syd Barrett (S106)	S Tovell	10	0	0	0	0	0
PR040g	Public art grant - Chesterton mural (S106)	S Tovell	3	0	0	0	0	0
PR040i	Public art grant - History Trails (S106)	S Tovell	20	0	0	0	0	0
PR040j	Public art grant - Sounds of Steam (S106)	S Tovell	15	0	0	0	0	0
PR040l	Public art grant - Newnham Croft stained glass window (S106)	S Tovell	12	0	0	0	0	0
PR040m	Public art grant - public art at North Cambridge Academy (S106)	S Tovell	15	0	0	0	0	0
PR040o	Public art grant - 'The place where we stand' (S106)	S Tovell	15	0	0	0	0	0
PR040p	Public art grant - Life in Trumpington (S106)	S Tovell	8	0	0	0	0	0
<b>Capital-Programmes</b>			<b>11,966</b>	<b>1,185</b>	<b>312</b>	<b>300</b>	<b>0</b>	<b>0</b>
<b>Capital-GF Provisions</b>								
PV007	Cycleways	A Wilson	275	100	100	100	0	0
PV016	Public Conveniences	A Wilson	41	0	0	0	0	0

# Appendix D(c)

## Capital Plan 2015/16 to 2020/21

Ref.	Description	Lead Officer	2015/16 (£000's)	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)
PV018	Bus Shelters	A Wilson	127	0	0	0	0	0
PV033B	Street Lighting	A Wilson	82	0	0	0	0	0
PV192	Development Land on the North Side of Kings Hedges Road	P Doggett	10	10	47	0	0	0
PV221b	Lion Yard - Contribution to Works Phase 2	P Doggett	40	40	300	0	0	0
PV526	Clay Farm Community Centre - Phase 1 (\$106)	A Carter	0	0	0	0	0	0
PV529	Upgrade facilities at 125 Newmarket Road	D Greening	88	0	0	0	0	0
PV532	Cambridge City 20mph Zones Project	A Wilson	316	0	0	0	0	0
PV549	City Centre Cycle Parking	A Wilson	190	0	0	0	0	0
PV554	Development Of land at Clay Farm	A Carter	1,159	269	100	120	56	487
PV564	Clay Farm Community Centre -Phase 2 (Construction)	A Carter	9,810	0	0	0	0	0
PV583	Clay Farm Commercial Property Construction Costs	D Prinsep	100	375	25	0	0	0
PV594	Green Deal	J Dicks	5,404	0	0	0	0	0
PV595	Green Deal - Private Rental Sector	J Dicks	1,829	0	0	0	0	0
<b>Capital-GF Provisions</b>			<b>19,471</b>	<b>794</b>	<b>572</b>	<b>220</b>	<b>56</b>	<b>487</b>
<b>Total GF Capital Plan</b>			<b>41,116</b>	<b>3,616</b>	<b>1,135</b>	<b>556</b>	<b>56</b>	<b>487</b>

## Appendix D(d)

### Capital Plan [Under Development] 2015/16 to 2020/21

Ref.	Description	Lead Officer	2015/16 (£000's)	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)
<b>Capital-GF Under Development</b>								
UD016	[No documentation] Public Conveniences	A Wilson	0	437	0	0	0	0
UD017	[Part B] Vehicle Replacement Programme	D Cox	0	0	1,798	1,275	388	0
UD020	[No documentation] ICT Infrastructure Programme	T Allen	0	90	160	110	0	0
UD023	[No documentation] Admin Buildings Asset Replacement Programme	T Burdon	0	126	0	62	0	0
UD024	[No documentation] Commercial Properties Asset Replacement Programme	D Prinsep	0	236	20	22	0	0
UD030g	[Part A] East Barnwell Comm. Centre impr. phase 1 (S106)	D Kaye	0	255	0	0	0	0
UD030j	[Part A] Cavendish Rd (Mill Rd end) improvements: public art (S106)	A Wilson	0	30	0	0	0	0
UD030l	[Part A] Sturton Street Chapel & Hall: grant for community meeting space conversion (S106)	J Hanson	0	49	0	0	0	0
UD031g	[Part A] Milton Rd Library Community Meeting Space (S106)	D Kaye	0	100	0	0	0	0
UD033k	[Part A] King's College School: grant for visitor sports changing facilities (S106)	I Ross	0	50	0	0	0	0
UD034j	[Part A] Rouse Ball Pavilion Development	A Wilson	0	250	0	0	0	0
UD034m	[Part A] King's College School: grant for visitor sports changing facilities (S106)	I Ross	0	75	0	0	0	0
UD034n	[Part A] Cambridge Gymnastics Academy: grant for warehouse conversion into gym facility (S106)	I Ross	0	65	0	0	0	0
UD034r	[Part A] Cambridge Rugby Club: grant for new changing rooms (S106)	I Ross	0	200	0	0	0	0
UD037	[No documentation] Local Centres Improvement Programme	G Richardson	0	0	195	195	195	0

## Appendix D(d)

### Capital Plan [Under Development] 2015/16 to 2020/21

Ref.	Description	Lead Officer	2015/16 (£000's)	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)
UD037b	[No documentation] Local Centres Improvement Programme - Arbury Court	G Richardson	0	195	0	0	0	0
UD038	[No documentation] Drainage and resurfacing works at the Crematorium/Huntingdon Road Cemetery and Newmarket Road Cemetery	T Lawrence	20	208	208	400	0	0
UD040	[Part A] Public art grant - Growing spaces in King's Hedges (S106)	S Tovell	2	0	0	0	0	0
UD040	[Part A] Public art grant - Mitcham's models at Christmas (S106)	S Tovell	6	0	0	0	0	0
UD040	[Part A] Public art grant - public art at Humberstone Road (S106)	S Tovell	2	0	0	0	0	0
UD475	[Part A] Nightingale Recreation Ground Pavilion Refurbishment (S106)	I Ross	0	200	0	0	0	0
UD530	[No documentation] Street Cleaning Planning Software	D Blair	15	0	0	0	0	0
UD534	[Scrutiny report] Refurbishment of Park Street Car Park	S Cleary	0	0	0	0	0	0
UD561	[No documentation] Adaptations - Riverside River Banks	A Wilson	75	0	0	0	0	0
UD574	[No documentation] Essential Repairs to Car Parks	S Cleary	165	0	0	0	0	0
UD591	[No documentation] Crematorium Data Link	T Lawrence	8	0	0	0	0	0
UD593	[No documentation] A14 mitigation schemes (previously Keep Cambridge Moving Fund contribution)	S Payne	0	0	0	0	1,500	0
UD598	[Part A] Supply and install generator at the Crematorium	T Lawrence	50	0	0	0	0	0
UD607	[Part A] Grand Arcade LED Lights	S Cleary	0	286	0	0	0	0
UD616	[Part A] Grant for refurbishment of Memorial Hall and church Hall (S106)	S Tovell	0	125	0	0	0	0



## Appendix D(d)

### Capital Plan [Under Development] 2015/16 to 2020/21

Ref.	Description	Lead Officer	2015/16 (£000's)	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)
UD616	[Part A] Guildhall Large Hall Windows refurbishment	A Muggeridge	0	0	86	0	0	0
UD617	[Part A] Grant for gym changing rooms and new health suite at Kelsey Kerridge (S106)	I Ross	0	40	0	0	0	0
UD617	[Part A] Re-roofing of Commercial Property (Folk Museum)	A Muggeridge	0	77	0	0	0	0
UD618	[Part A] Improved access to Hodson's Folly (S106)	S Tovell	0	15	0	0	0	0
UD618	[Part A] Resurfacing of commercial properties - Gwydir Street and Ronald Rolph Court	A Muggeridge	0	120	0	0	0	0
UD619	[Part A] Mill Road cemetery access and main footpath improvements (S106)	S Tovell	0	175	0	0	0	0
UD620	[Part A] Sheep's Green watercourse improvements and habitat creation	S Tovell	0	40	0	0	0	0
UD621	[Part A] Grant for Mill Road gateway sign (S106)	S Tovell	0	42	0	0	0	0
UD622	[Part A] BMX track on Coldham's Common (S106)	A Wilson	0	85	0	0	0	0
UD623	[Part A] Ditton Fields play area improvements (S106)	A Wilson	0	25	0	0	0	0
UD624	[Part A] Dudley Road play area improvements (S106)	A Wilson	0	40	0	0	0	0
UD625	[Part A] Grant for 4 tennis courts at North Cambridge Academy (S106)	A Wilson	0	100	0	0	0	0
UD626	[Part A] Grant for community facilities at Rowan Humberstone Centre (S106)	A Wilson	0	71	0	0	0	0
UD627	[Part A] Landscaping and play area improvements on green on Bateson Road (S106)	A Wilson	0	53	0	0	0	0
UD628	[Part A] Install play equipment at Dundee Close, Discovery Road and Scotland Road play areas (S106)	A Wilson	0	34	0	0	0	0

## Appendix D(d)

### Capital Plan [Under Development] 2015/16 to 2020/21

Ref.	Description	Lead Officer	2015/16 (£000's)	2016/17 (£000's)	2017/18 (£000's)	2018/19 (£000's)	2019/20 (£000's)	2020/21 (£000's)
UD629	[Part A] Tennis court upgrade on Lammas Land (S106)	A Wilson	0	45	0	0	0	0
UD630	[Part A] Bench on Warwick Road green (S106)	A Wilson	0	2	0	0	0	0
UD631	[Part A] Bench next to Coton footpath near junction with Wilberforce Road (S106)	A Wilson	0	2	0	0	0	0
UD632	[Part A] Reinforcing grass edges along paths across Parker's Piece (S106)	A Wilson	0	75	0	0	0	0
UD633	[Part A] Shelley Row play area improvements (S106)	A Wilson	0	50	0	0	0	0
UD634	[Part A] Additional play equipment, benches and landscaping at Christ Piece's play area (S106)	A Wilson	0	15	0	0	0	0
UD635	[Part A] Grant to Cambridge Gymnastics Academy for trampoline and foam pit in gym (S106)	I Ross	0	75	0	0	0	0
UD636	[No documentation] Electric Vehicle Charging Points	J Dicks	0	0	0	0	0	0
<b>Capital-GF Under Development</b>			<b>343</b>	<b>4,156</b>	<b>2,467</b>	<b>2,064</b>	<b>2,083</b>	<b>0</b>

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

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

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

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

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

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

# Appendix E

## Earmarked and Specific Funds

Fund	Balance at 1 April 2015	Planned contributions	Planned Commitments	Uncommitted balance to end of 2020/21
	£000	£000	£000	£000
City Deal Investment and Delivery Fund	0	(22,879)	0	<b>(22,879)</b>
Sharing Prosperity Fund	(493)	(200)	519	<b>(174)</b>
Climate Change Fund	(347)	(120)	467	<b>0</b>
Asset Replacement Fund (previously Repairs and Renewals)	(2,220)	(6,000)	4,803	<b>(3,417)</b>
Bereavement Services (Trading / Asset Replacement Fund)	(456)	(1,961)	1,960	<b>(457)</b>
Council Tax Earmarked for Growth	(432)	(2,906)	3,224	<b>(114)</b>
Efficiency Fund	(217)	0	127	<b>(90)</b>
Development Plan Fund	(548)	(1,202)	1,586	<b>(164)</b>
Office accommodation strategy fund	0	(3,722)	3,722	<b>0</b>
Property Strategy Fund	(61)	0	61	<b>0</b>
Invest for Income	0	(8,000)	2,440	<b>(5,560)</b>
<b>Total</b>	<b>(4,774)</b>	<b>(46,990)</b>	<b>18,909</b>	<b>(32,855)</b>

## Cambridge City Council Equality Impact Assessment



Completing an Equality Impact Assessment will help you to think about what impact your strategy, policy, plan, project, contract or major change to your service may have on people that live in, work in or visit Cambridge, as well as on City Council staff.

The template is easy to use. You do not need to have specialist equalities knowledge to complete it. It asks you to make judgements based on evidence and experience. There are guidance notes on the intranet to help you. You can also get advice from Suzanne Goff, Strategy Officer on 01223 457174 or email [suzanne.goff@cambridge.gov.uk](mailto:suzanne.goff@cambridge.gov.uk) or from any member of the Joint Equalities Group.

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

Budget 2016/ 2017 General Fund

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

To enable the City Council to set a balanced budget for 2015/16 that reflects the Council's vision and takes into account our councillor's priorities in its proposals for achieving the savings required.

This EQIA assesses the equality impacts of the General Fund element of the City Council's budget; a separate EQIA has been completed for the Housing Revenue Account (HRA) element of the Council's budget.

An Equality Impact Assessment (EqIA) has been completed for budget proposals that are likely to result in service changes. This EqIA sets out the material information from most of the 9 EqIAs attached to individual budgets bids. Some EqIAs identify very small or neutral impacts and therefore have not been included.

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

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

### **RI3789 Additional revenue required to maintain service level of Shopmobility service.**

Cambridgeshire County Council contributes money towards the Cambridge City Council Shopmobility Service. As part of their budget cuts, Cambridgeshire County Council are considering withdrawing this funding in order to make savings from April 2016 onwards. This bid proposes that the City Council covers the immediate shortfall (£50,770) to maintain the current service levels. In the longer term, there will be a review of the service to identify any cost savings or efficiencies that could be made.

### **B3772 Domestic Abuse – White Ribbon Campaign running costs**

The City Council has committed to delivering year two of an extensive action plan to retain our [White Ribbon Campaign](#) accreditation and to help address domestic abuse in the City. The plan involves engaging the community, including business, voluntary sector and partner agencies in working together to raise awareness, improve the availability of information and increase reporting of domestic abuse incidences. This bid will be used to run events, produce publicity material and ensure there is a dynamic and effective Domestic Abuse Forum in the City.

### **S3759 Children & Young People's Participation Service (ChYpPs) Efficiency savings**

ChYpPs services are free at the point of delivery, they are actively promoted in the areas of greatest need and activities encourage families to do things that they can't access elsewhere or can't afford. The proposed saving will reduce the cost to the council whilst continuing to deliver services to children and young people in the City – particularly those in greatest need – at the same level. ChYpPs will seek to replace funding through more partnership activity and raising income targets from their commercial work. While no reduction in service is anticipated, there are some risks in moving further towards commercial work as this may mean having to be influenced by where there are opportunities to develop income streams rather than providing universal services. This will require careful monitoring to ensure an appropriate balance is maintained.

### **NCL3757 Sharing Prosperity Fund**

This bid would supplement the previous contributions to the Sharing Prosperity Fund made in July 2014 and February 2015. The funding will support the delivery of projects to support residents on low incomes identified in the [Anti-Poverty Strategy](#) (APS), or new projects that build on the successful pilot projects identified in the APS.

### **C3764 Office Accommodation Strategy**

The Office Accommodation Strategy rationalises and improves the use of property, creating revenue savings and generating receipts from Mill Road Depot and Hobson House. This will be combined with more flexible working practices so staff can work where they are best located and aims to reduce travel where possible. Investment in the retained buildings should mean improved environmental performance, welfare facilities for staff, and create a more modern working environment.

### **B3821- Bid to keep Cambridge's streetlights on in partnership with the County Council**

The County Council's proposal to dim or turn off lighting in a number of areas across the County may have a significant effect on community safety in Cambridge. This bid (£45,500) is an offer to the County, in line with the actions of various parishes across Cambridgeshire, to fund lighting between 2am and 6am in the city, if the County will fund the period between midnight and 2am. The precise nature of this bid is to be subject to the results of ongoing negotiations with the County as their budget decisions become clearer.

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

This proposal is on the basis that, in the agreed time period:

- (i) Lights in the city centre and University areas, including immediate walk/cycle to home routes, and from other key locations, will be kept on with a maximum of 20% dimming, and will be funded by the County
- (ii) All other lights in streets currently proposed for switch off in the city, i.e. the remaining affected streets, to be kept on with a maximum dimming of 50%

A full EqIA will need to be undertaken in due course.

### **C341 Cherry Hinton Grounds Improvement**

This EqIA covers the further phase of improvements to Cherry Hinton Hall and grounds – the background to this work can be found [here](#) and results from the consultation work which highlights some of the equalities issues can be found [here](#) and [here](#). The improvements to the grounds of Cherry Hinton Hall envisaged by a previously approved Master plan, contains the following key objectives which have been prioritised with the funding available:

- Introduce and re-landscape the former propagation site in the centre of the park previously inaccessible to the public.
- Re-introduce/recreate Victorian features of the park including;
- Removal of vegetation to front and rear of the Hall to allow uninterrupted views of the Hall building;
- The path network to allow easy and improved accessibility for all users;
- Improvement to parks furniture within the grounds to ensure user needs are adequately met;
- To enhance ecological properties within the park by creation of wild flower meadows, tree planting other vegetation planting.
- To dredge the lake and enlarge the current island and increase biodiversity by marginal planting

### **B3859 Referrals to the Chronically Excluded Adults programme**

A [Review](#) of Street Based Anti-Social Behaviour was conducted in 2013 and it suggests that street drinkers are not a homogenous group and there is a need to have a flexible individual person centred approach.

Street drinkers do however broadly fall into three categories; those with low needs who may be able to access private rented accommodation and be supported by the single homeless service; a second group that may have higher needs related to alcohol, drug and mental health issues and who wish to be supported and find permanent accommodation; and a third small group of people who are responsible for a significant amount of anti-social behaviour and do not presently want to engage with support services. This bid relates to the second and third groups.

Some of the street drinking is clearly linked with individuals that have a street based lifestyle. Not all members of the street life community are homeless and not all members of the groups mentioned are causing disruption. More work would need to be done to analyse the equality demographics for ASB incidents in settled and non-settled populations.

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

This bid is offering a more focused attempt to rehabilitate those with addictions and mental health issues and is likely to have a positive impact on this basis.

When looking at the potential equality impacts of this bid, generic homelessness and chronic exclusion data has been used from the last 2 years.

Comparing the two gives some ideas about the demographic of each group and therefore the potential impacts of the bid.

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

X Residents

X Visitors

X Staff

A specific client group or groups (please state):

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

X New

X Revised

X Existing

**5. Responsible directorate and service**

Directorate: Finance

Service: Accounting

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

No

X Yes - This is an assessment of the Council's budget and therefore covers all of our services. The budget also affects some of our partnership working, notably with Cambridgeshire County Council, and it has a potential impact on the voluntary and community sector.

**7. Potential impact**

Please list and explain how this strategy, policy, plan, project, contract or major change to your service could **positively** or **negatively** affect individuals from the following equalities groups.

**(a) Age** (any group of people of a particular age, including younger and older people – in particular, please consider any safeguarding issues for children and vulnerable adults)

### **B3821 Bid to keep Cambridge's streetlights on in partnership with the County Council**

If street lighting provision is reduced by the County Council, there is some concern that older and younger people might not feel safe going out in the evenings. So this bid to maintain the lighting levels in the City - keeping the street lighting on for longer - would have a potentially positive impact for these groups.

### **S359 Children & Young People's Participation Service (ChYpPs) Efficiency savings**

The proposed saving will reduce the cost to the council whilst continuing to deliver services to children and young people in the City – particularly those in greatest need – at the same level. ChYpPs will seek to replace funding through more partnership activity and raising income targets from their commercial work. There are some risks in moving further towards commercial work as this may mean having to be influenced by where there are opportunities to develop income streams rather than providing universal services. This will require careful monitoring to ensure an appropriate balance is maintained and that any potential negative impacts are avoided.

### **RI3789 Additional revenue required to maintain service level of Shopmobility service.**

At this time the service has 1332 registered users. Between September 2014 and September 2015 the service was used 8,748 times. This was split with 4,908 users taking advantage of the service at the Grand Arcade and 3,840 users at the Grafton centre. Of these users 62% were from outside the city and 38% were from inside the city. If the City Council decides to make up this shortfall, there would be a positive impact for older people with mobility difficulties – who make up the majority of customers - by continuing in the short term to provide the same level of Shopmobility service.

### **NCL3757 Sharing Prosperity Fund**

If the Sharing Prosperity Fund is used to support further work to address fuel and water poverty as part of the Council's Fuel and Water Poverty Action Plan, this could have a positive impact for some older people who are often identified as being at risk of fuel poverty and winter deaths.

### **C3841 Cherry Hinton Grounds Improvement**

The main entrance points in the hall grounds are generally very good in relation to access/egress. The additional path routes and upgrading of path surfacing will have a positive impact on the elderly who may currently find parts of the park difficult to navigate or get to by the existing formal path routing and who may also encounter uneven surfaces.

### **C3764 Office Accommodation Strategy**

Some older workers may be less likely to have the technology, skills or confidence necessary to work from home or may need support and training to do so.

### **B3859 Referrals to the Chronically Excluded Adult programme**

Based on our current information, this proposal would have a relatively small potential impact on the group's younger or older homeless people but would have a positive impact on people in their middle years.



**(b) Disability** (including people with a physical impairment, sensory impairment, learning disability, mental health problem or other condition which has an impact on their daily life)

#### **RI3789 Additional revenue required to maintain service level of Shopmobility service.**

If the City Council decides to make up the shortfall in funding, there could be a positive impact by continuing to provide the same level of Shopmobility service to people with disabilities.

#### **NCL3757 Sharing Prosperity Fund**

The SPF could support the expansion of the existing CAB Outreach project from Barnwell Medical Centre to other GP surgeries. It helps provide a longer term solution for residents and reduces the burden on GPs whilst increasing the time available to spend with other patients. The existing money funded a part-time CAB advice worker, who holds an advice session twice a week at the Medical Centre. Between May and 22 October 2015 - 50 clients have been seen. So far, the project has supported clients to claim benefits worth a total of approximately £66,500 a year. This could have a positive impact for people with mental health issues in particular.

#### **C3764 Office Accommodation Strategy**

The assessment identified there is the potential to negatively impact people with disabilities if the introduction of flexible working and reprovision of office space does not give adequate consideration to the individual needs of people with a disability.

Consideration should be given to the following:

- Design of building refurbishments, offices and lay-outs, space allocations and furniture specifications. Accessibility standards are adhered to in office and meeting room lay outs and desk design, including adaptations for furniture disability and work place assessments. Take opportunities to maximise accessibility to buildings; improving facilities for blind or partially sighted and deaf people (e.g. portable hearing loops in meeting rooms) Physical and mental health issues are considered when assessing work place assessments and individual access plans are reviewed as staff are relocated
- Reprovision of disabled parking and staff cycle parking will need to be considered within the strategy. Expanding the use of disabled toilets to a multifunctional use e.g. baby changing, unisex, disabled toilets should not adversely impact availability to disabled staff or customers. Making all future toilet provision multi-purpose e.g. to disabled toilet spec but for use by anyone could be promoted within the policy.

#### **C3841 Cherry Hinton Grounds Improvement**

There could be a positive impact for wheelchair or mobility aid users as routes are increased allowing wider networks and access to areas that people would previously have been unable to get to. New paths will have compliant widths and surfacing chosen will be suitable for wheelchair use. The need for improvements is evidenced by previous comments received during consultations on the Cherry Hinton Hall Master plan. These modifications could have a positive impact.

#### **B3859 Referrals to the Chronically Excluded Adult programme**

People who may have had difficulty staying in contact with health services or other statutory agencies or who choose not to use those services are perhaps much more likely to have chronic health issues. So a greater level of support could result in a positive impact if people were in a position to address their health needs.

### (c) Gender

#### **B3772 Domestic Abuse – [White Ribbon Campaign](#) running costs**

- Nearly 1 million women experience at least one incident of domestic abuse each year (2009/10 British Crime Survey data)
- At least 750,000 children a year witness domestic violence (DoH, (2002) *Women's Mental Health : Into the Mainstream*,
- Two women are killed each week by their partner or ex-partner (*Women's Aid (March 2011)*)
- 54 per cent of women victims of serious sexual assault were assaulted by their partner or ex-partner (*Stern, (2010) The Stern Review p.9*)
- Victims of domestic violence are more likely to experience repeat victimisation than victims of any other types of crime(*British Crime Survey Reports*)
- 76 per cent of all DV incidents are repeat (*Flatley, Kershaw, Smith, Chaplin and Moon (July 2010) BCS - Crime in England and Wales 2009/10 , Home Office, accessed at p24*)

Continuing to tackle domestic abuse could have positive impacts for women, families and children who are more likely to be affected by domestic violence.

### (d) Pregnancy and maternity

#### **C3764 Office Accommodation Strategy**

Remodelling proposals could have a temporary negative impact on pregnant women and nursing mothers if this reduces the facilities currently available to them.

### (e) Transgender (including gender re-assignment)

#### **C3764 Office Accommodation Strategy**

The assessment identified that there were very few "unisex" toilets and suggests the need to identify unisex toilet which would be accessible to people in any our office accommodation. Unisex toilets should be integrated within the design of all toilet facilities where possible so as not to stigmatise transgender staff or customers.

### (f) Marriage and Civil Partnership

No disproportionate impact on people as a result of their marital or Civil Partnership status has been identified for the proposals contained in the 2016/17 Budget Setting Report

### (g) Race or Ethnicity

No disproportionate impact on people as a result race or ethnicity status has been identified for the proposals contained in the 2016/17 Budget Setting Report

**(h) Religion or Belief****C3764 Office Accommodation Strategy**

The provision of prayer rooms and rooms for quiet contemplation are limited within the current office accommodation. The strategy will examine the level of provision necessary and the case for extending the provision. More data is needed to understand the level of provision needed so this may have a positive impact overall as the understanding of different groups or staff needs increases.

**(i) Sexual Orientation**

No disproportionate impact on people as a result race or ethnicity status has been identified for the proposals contained in the 2016/17 Budget Setting Report.

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

### **S3759 Children & Young People's Participation Service (ChYpPs) Efficiency savings**

CHYPPS services are free at the point of delivery, they are actively promoted in the areas of greatest need and activities encourage families to do things that they can't access elsewhere or can't afford. There are some risks in moving further towards commercial work as this may mean having to be influenced by where there are opportunities to develop income streams rather than providing universal services. Careful monitoring will be undertaken to ensure an appropriate balance is maintained.

### **B3798 Volunteer Recycling Champion Scheme**

Many of the recycling campaigns of recent years have been influenced by socio demographic factors and emphasis has been put on lower income wards of the city and this is still the case. The champions have been involved in the delivery of the Love Food Hate Waste Campaign, which encourages avoidance of food waste and therefore saves money, and therefore may be of particular benefit in areas of deprivation. This could have a positive impact of for people on low incomes.

### **RI3789 Additional revenue required to maintain service level of Shopmobility service.**

It is proposed that the City Council covers the immediate shortfall as the additional revenue will be required to maintain service levels. The longer term ambition is to review the service and identify any cost savings or efficiencies that could be made. In the short term, this bid would have a positive impact as the service would still be free or low cost. In the longer term, alternative ways to meet the County Councils funding gap would need to be identified and a full EqIA carried out.

### **NCL3757 Sharing Prosperity Fund**

If the Sharing Prosperity Fund is used to support further work to address fuel and water poverty as part of the Council's Fuel and Water Poverty Action Plan, this would have a positive impact on residents with low incomes. More on [Fuel Poverty Statistics](#) – an extracted chart below show composition of fuel poor households usually with a lower income.

If further SPF funding was allocated to work aimed at increasing membership of credit unions, this would help support residents on low incomes by providing access to affordable financial products and reducing dependence on pay day lenders and loan sharks.

In October 2015, SPF funding was used to promote credit and increase their membership, including: establishing an Inclusion Hub in the Customer Service Centre, providing space for credit unions, but also other organisations providing advice and support to people in financial difficulty including Citizens Advice Bureau (CAB), the Foodbank and the City Council's Financial Inclusion Officer.

### **B3859 Referrals to the Chronically Excluded Adult programme**

People who are chronically excluded and homeless people are likely to experience poverty and this bid could positively impact on supporting people. The Anti-Poverty Strategy identifies homeless people as a key target group. This bid is likely to result in a positive impact.

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

### C3764 Office Accommodation Strategy

There are links to Customer Access Strategy and Digital Strategy. Equalities issues related to the maintenance or change in customer service and equalities issues related to increasing digital access will be examined under each of these policies. Staff parking policy is not being altered by this strategy therefore staff with special parking needs will need to have their provision reassessed as part of the work place assessments.

Some staff may be impacted by the need to relocate to other premises (e.g. streets and open spaces and Estates and Facilities). There may be an economic disadvantage to those staff on low wages and examination of the impact on each group of staff needs to be assessed as proposals are firmed up.

A 'Travel Group' has been established with managers, staff from each section within the City and South Cambs Waste Service and the Unions. This Group has been asked to assist in developing a Travel Plan that supports employees to access the Waterbeach site or, alternatively, allow the design of the new shared service to take account of access issues for staff. The scope of this groups work will need to be extended to incorporate the needs for any group impacted by changes proposed by the changes to office accommodation.

## 9. Conclusions and Next Steps

- a. If you have not identified any negative impacts, please sign off this form.
- b. If you have identified potential negative actions, you must complete the action plan at the end of this document to set out how you propose to mitigate the impact. If you do not feel that the potential negative impact can be mitigated, you must complete question 8 to explain why that is the case.
- c. If there is insufficient evidence to say whether or not there is likely to be a negative impact, please complete the action plan setting out what additional information you need to gather to complete the assessment.

All completed Equality Impact Assessments must be emailed to Suzanne Goff, Strategy Officer, who will arrange for it to be published on the City Council's website.  
Email [suzanne.goff@cambridge.gov.uk](mailto:suzanne.goff@cambridge.gov.uk)

## 10. Sign off

Name and job title of assessment lead officer: Suzanne Goff – Corporate Strategy

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

Date of completion: 30<sup>th</sup> December 2015

Date of next review of the assessment: December 2016

## Action Plan

**Equality Impact Assessment title: Budget 2016/2017**

**Date of completion: All actions that have been identified are detailed within the individual EqlAs and copies of these are available on request by contacting the bid authors or Suzanne Goff ([Suzanne.goff@cambridge.gov.uk](mailto:Suzanne.goff@cambridge.gov.uk)) - December 2015**

<b>Equality Group</b>	<b>Age</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Disability</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Gender</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Pregnancy and Maternity</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Transgender</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Marriage and Civil Partnership</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Race or Ethnicity</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Religion or Belief</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Equality Group</b>	<b>Sexual Orientation</b>
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	

<b>Other factors that may lead to inequality – <u>in particular</u> – please consider the impact of any changes on low income groups or those experiencing the impacts of poverty (please state):</b>	
Details of possible disadvantage or negative impact	
Action to be taken to address the disadvantage or negative impact	
Officer responsible for progressing the action	
Date action to be completed by	



# Appendix G

## Significant Events

Topic	Indicative Value	2016/17	2017/18	2018/19	2019/20	2020/21
Garage relocation	n/a	1 April 2016				
Housing company	n/a	Expected to start trading on 1 April 2016				
Clay Farm Community Centre	£11m	Centre opens 2016/17				
Commercial Waste shared service	£2.5m	1 April 2016				
Destination Management Organisation	£1m	DMO starts trading 1 February 2016				
Pension Fund Triennial Actuarial Review	+/- 1% is GF c. £220k for 2017/18	Position at 31 March 2016 will be reviewed in 2016/17 with any adjusted contributions being made from 1 April 2017				
Park Street Car Park	Annual income c. £1.3m		The car park will be redeveloped to provide underground car parking, commercial and residential space. The redevelopment is expected to start in April 2017 and is expected to take 2 years.			
Elections	n/a	05/05/2016 - City - Police & Crime	04/05/2017 - County	03/05/2018 - City	02/05/2019 - City -European (23 May 2019 - to be confirmed)	07/05/2020 - City - Parliamentary
Building Cleaning Contract	£1.1m			June 2018 – 3 year break clause option	1 April 2019 – Contract renewal procurement review	
		Contract to June 2020 with a 2 year extension option				
Leisure contract	£0.5m	Contract to September 2020 with a 3 years extension option				
National Census	n/a	Census 2011 informs projected future demand for Council services				
Office Accommodation Strategy	c. £4m	<ul style="list-style-type: none"> <li>Exit from Hobson House – July 2016 – March 2017</li> <li>Develop temporary depot accommodation at Cowley Road – for occupation by March 2017</li> <li>Exit from Mill Road – March 2017</li> </ul>				
Shared Services	n/a	Ongoing review of shared service provision with other local authorities including Legal Services, ICT and Building Control. Anticipated start dates from 2015/16 onwards				

Cambridge City Council Corporate Plan 2016-19

Vision

The Council has a clear vision to lead a united city, ‘One Cambridge - Fair for All’, in which economic dynamism and prosperity are combined with social justice and equality. It's a vision we will share and develop, working with our citizens and partner organisations.

Corporate Plan 2016-19

Aims	Objectives	What we will do to achieve these objectives	What success will look like	Key Performance Indicators	Lead Portfolio Holders	Lead officers
One Cambridge – Fair for All	Delivering sustainable prosperity for Cambridge and fair shares for all	<ul style="list-style-type: none"> <li>i. Carry out the actions in our Anti-Poverty Strategy (APS) <a href="#">action plan</a> including supporting and promoting the services offered by credit unions in Cambridge; and promoting the living wage.</li> <li>ii. Support children and families who face greatest need in the city by providing opportunities to be included and engaged in the life of the city.</li> <li>iii. Ensure the impacts of welfare reform are managed smoothly and effectively to include the Council’s local council tax reduction scheme; and work with the DWP to support residents with the implementation of Universal Credit.</li> <li>iv. Review community-based activity and facilities, and work in partnership, to ensure that services support those in greatest need.</li> <li>v. Ensure through the planning process that new developments include community and other facilities that make them high quality places to live.</li> <li>vi. Work with partners to secure devolution of powers and funding from central Government, and expand joint delivery of public services.</li> <li>vii. Work in partnership with the new destination management organisation for Cambridge and the surrounding area to maximise the economic benefits from tourism to the city.</li> <li>viii. Work with digitally excluded tenants and residents to enable them to access online services that improve their life chances.</li> </ul>	<ul style="list-style-type: none"> <li>• People on low incomes are helped to maximise their income and minimise their costs</li> <li>• Impact of welfare reform on local people is mitigated including housing and homelessness assistance, debt advice, digital and financial inclusion.</li> <li>• Existing and new communities are connected, sustainable and thriving and have the facilities they need.</li> <li>• New shared community facilities and services (hub projects) are developed and delivered with our partners.</li> <li>• Applications for new developments that contribute to the implementation of the local plan, or support prosperity for all in the city, are dealt with efficiently through the planning process.</li> <li>• More residents are confident and able to access online services that improve their quality of life.</li> <li>• Reduced fuel poverty</li> </ul>	<ul style="list-style-type: none"> <li>• The basket of indicators in the <a href="#">APS</a> including Number of Housing Benefit and Council Tax Benefit claimants and their dependents</li> <li>• Council Tax in-year collection rates</li> <li>• Benefit speed of processing</li> <li>• Housing rent collection rates</li> <li>• Numbers of people who meet one or more of the Digital Inclusion Outcomes Framework indicators as a result of the City Council’s Digital Inclusion Strategy interventions</li> <li>• Number of visits to community centres from priority groups</li> <li>• Percentage of households in Cambridge experiencing fuel poverty</li> </ul>	George Owers Richard Johnson Kevin Blencowe	Antoinette Jackson Liz Bisset, Simon Payne Andrew Limb, David Kidston, Alison Cole
	Tackling the city’s housing crisis and delivering our planning objectives	<ul style="list-style-type: none"> <li>i. Work with partner local authorities, Registered Providers and developers to build new homes across all tenures in accordance with the local plan, with a particular focus on maximising delivery of social rent housing.</li> <li>ii. Develop a “General Fund Development Programme” to make the most of the Council’s land to provide new market, social rented and – potentially - intermediate housing, at a range of sites including, for example: <ul style="list-style-type: none"> <li>• Mill Road Depot; and</li> <li>• Park Street Car Park, also incorporating underground car parking, commercial space and a new cycle park.</li> </ul> </li> <li>iii. Continue to provide council housing, focusing on those most in housing need.</li> </ul>	<ul style="list-style-type: none"> <li>• Different types of households, with a broad range of incomes, are able to afford to live in Cambridge</li> <li>• More people can afford to live within a 45 minute journey from work in Cambridge</li> <li>• Businesses are able to recruit and retain employees who can afford to live in the travel to work area.</li> <li>• People are able to stay and live in Cambridge and live in safe and warm</li> </ul>	<ul style="list-style-type: none"> <li>• Total number of housing completions</li> <li>• Number of Affordable Housing completions</li> <li>• Number of new homes completed on City Council land</li> <li>• Planning application performance targets</li> <li>• Local Plan delivery</li> </ul>	Kevin Price Kevin Blencowe	Liz Bisset Simon Payne Alan Carter Robert Hollingsworth, Trevor Burdon Paul Necus

		<ul style="list-style-type: none"> <li>iv. Provide housing advice to reduce, and help prevent, homelessness by offering early advice on alternative housing options.</li> <li>v. Encourage private landlords to deliver good standard, energy-efficient housing and tackle those who do not.</li> <li>vi. Support health and social care partners to deliver effective community and home based support.</li> <li>vii. Seek to secure target of 40% affordable housing in new developments through the planning application process.</li> <li>viii. Support the local plans through the examination process to adoption and then joint implementation with partners, particularly in partnership with South Cambridgeshire District Council.</li> <li>ix. Ensure planning applications are dealt with within target timescales and resources.</li> </ul>	<p>housing throughout their lives.</p> <ul style="list-style-type: none"> <li>• Park Street Car Park project delivered on target and on budget</li> <li>• Residents have alternative parking or travel options during closure of Park Street Car Park.</li> <li>• Affordable housing continues to be delivered in the city.</li> <li>• The new local plan is adopted in 2017.</li> </ul>	<p>timetable</p> <ul style="list-style-type: none"> <li>• Number of families helped to prevent homelessness</li> <li>• Awards for the quality of new developments</li> </ul>		
Cambridge – a great place to live, learn & work	Making Cambridge safer and more inclusive	<ul style="list-style-type: none"> <li>i. Make the city a safer, more inclusive and welcoming place by promoting equality and diversity advice and events.</li> <li>ii. Work with County Council, Police and local residents and businesses to tackle anti-social behaviour issues, including littering, alcohol-related incidents, fly tipping and nuisance punt touts.</li> <li>iii. Ensure that Council departments, and the partners who deliver services on our behalf, meet high standards in protecting children and adults through our safeguarding activity.</li> </ul>	<ul style="list-style-type: none"> <li>• The city is perceived to be a safe, welcoming and inclusive place to live, work, study and visit.</li> <li>• Increased enforcement activity, including Fixed Penalty Notices (FPNs).</li> <li>• Reduction, over time, in Anti-Social Behaviour rates</li> </ul>	<ul style="list-style-type: none"> <li>• Numbers of Fixed Penalty Notices issued</li> <li>• Numbers of Anti-Social Behaviour incidents</li> </ul>	Lewis Herbert Richard Johnson Peter Roberts	Liz Bisset, Debbie Kaye, Joel Carre
	Investing in improving transport	<ul style="list-style-type: none"> <li>i. Work in partnership to deliver the City Deal infrastructure schemes and other transport measures that support the sustainable growth of Cambridge by reducing traffic congestion and increasing pedestrian, cycle and public transport use; and by securing additional investment from Government, transport operating companies and others.</li> <li>ii. Manage off-street parking that supports business and residents' needs, investing in modernised payment systems and improved energy efficiency and developing a partnership with the County Council's parking and enforcement roles.</li> <li>iii. Work with Cambridge Business Improvement District, local retailers and businesses and City Deal partners to develop a plan to reduce delivery vehicle movements in the city centre.</li> </ul>	<ul style="list-style-type: none"> <li>• A growing city with extra housing and jobs is supported by more sustainable and balanced transport choices, leading to reduced congestion, better quality of life (including reduced noise and pollution from traffic, and quality public realm) as well as experiencing enhanced economic growth.</li> <li>• Increased numbers &amp; proportion of people cycling, walking or using public transport to get into and around the city.</li> <li>• City Deal generates local funding to secure improvements to transport infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Numbers walking, cycling or using public transport to get to work</li> <li>• Numbers using Council car parks</li> <li>• Average journey &amp; commute times</li> <li>• City Deal projects delivery programme – “on-track and on-budget”</li> </ul>	Lewis Herbert Kevin Blencowe	Antoinette Jackson, Simon Payne, Joel Carre, Paul Necus
	Protecting our city's unique quality of life	<ul style="list-style-type: none"> <li>i. Provide swimming, sport facilities and leisure services that are accessible to everyone, targeting our resources on promoting healthy lifestyles to address health inequalities.</li> <li>ii. Engage a greater proportion of residents in the arts and cultural life of Cambridge.</li> <li>iii. Provide funding and targeted advice to voluntary organisations</li> <li>iv. Deliver capital projects that will enhance community infrastructure and quality of life for city residents in new and existing communities.</li> <li>v. Involve communities in the planning, development and management of community assets, including public land and buildings.</li> <li>vi. Maintain a high quality and accessible city centre environment by working with the County Council, Cambridge Business Improvement District and local retailers and businesses</li> <li>vii. Ensure that valuable green, natural and historic assets well-used by visitors and residents are protected and improved through the planning process.</li> <li>viii. Ensure that growth that balances economic success with quality of life and place (including in the design of new buildings) is supported, as set out in the current and emerging local plan strategy</li> <li>ix. Work with Cambridge Live, Cambridge BID and Visit Cambridge &amp; Beyond to develop and deliver a programme of outdoor public events and activities and to maximise the economic benefits from visits and tourism.</li> </ul>	<ul style="list-style-type: none"> <li>• The city is a healthy place to live for all, with health inequalities reduced.</li> <li>• A greater proportion of residents take part in and enjoy the cultural life of the city.</li> <li>• The city has a thriving community and voluntary sector which promotes opportunity and inclusivity.</li> <li>• Assets are protected and new development the city have appropriate facilities and community infrastructure.</li> <li>• More maintenance and management of open spaces and facilities is carried out by volunteers and community groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Total number of swimming and non-swimming visits to Council sports facilities</li> <li>• Numbers of entries to Council-owned leisure facilities by people holding concession membership</li> <li>• Number of children attending free swimming lessons</li> </ul>	Kevin Blencowe Carina O'Reilly Richard Johnson Peter Roberts	Simon Payne, Joel Carre, Debbie Kaye
	Protecting essential	<ul style="list-style-type: none"> <li>i. Develop, and start implementing, our Office Accommodation Strategy, working with shared service partners to achieve cost and carbon savings.</li> </ul>	<ul style="list-style-type: none"> <li>• Council buildings, land and property used more efficiently, improving service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Operational property costs/space per capita</li> </ul>	Lewis Herbert George Owers	Antoinette Jackson

	services and transforming council delivery	<ul style="list-style-type: none"> <li>ii. Generate more income from the commercial property portfolio through investment in new and existing property.</li> <li>iii. Implement, monitor and review shared ICT, Building Control and Legal Services.</li> <li>iv. Review existing, and explore new, opportunities for shared services.</li> <li>v. Review current commercial activities and skills and invest in further developing them.</li> <li>vi. Develop new business models to deliver sustainable commercial revenue streams to support essential council services, using the Council's "invest for income" fund where appropriate.</li> <li>vii. Establish a new operational depot for Streets &amp; Open Spaces and Estates &amp; Facilities.</li> <li>viii. Achieve service improvements and efficiencies by carrying out a comprehensive service review of Streets and Open Spaces.</li> <li>ix. Ensure customer contacts and queries are managed in a prompt, efficient and responsive way, adopting new self-service technologies to enable customers to access services 24/7.</li> <li>x. Explore joined up working with neighbouring councils to deliver better services and results for Cambridge residents and businesses and deliver greater efficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>and introducing new ways of working.</li> <li>• Staff able to work effectively and flexibly with good work/life balance.</li> <li>• New and improved revenue streams from commercial and activities, including new models of bereavement care &amp; CCTV services.</li> <li>• Commercialisation initiatives generate targeted income levels, and financial savings are achieved.</li> <li>• Operational service levels maintained during &amp; after transfer from Mill Road Depot</li> <li>• S&amp;OS Service review delivers improvements in service performance and significant net revenue savings</li> </ul>	<ul style="list-style-type: none"> <li>• Staff satisfaction with tools they need (accommodation, ICT and other support) to do their jobs efficiently, achieve better work/life balance</li> <li>• Total income from commercial property</li> <li>• Net revenue savings [as per transformation business cases]</li> </ul>	Peter Roberts Carina O'Reilly	Ray Ward Dave Prinsep Jonathan James
Cambridge – caring for the planet	Tackling climate change, and making Cambridge cleaner and greener	<ul style="list-style-type: none"> <li>i. Implement the actions in our <a href="#">Climate Change Strategy</a>, reducing emissions from our own estate and our property portfolio.</li> <li>ii. Work with residents, businesses and other organisations to reduce emissions in the city; including working with coach, bus and taxi operators to reduce vehicle emissions harmful to public health.</li> <li>iii. Adapt further to the impacts of climate change to increase the city's ability to cope with extreme weather, particularly for the most vulnerable.</li> <li>iv. Work with local residents and businesses with the aim of increasing waste recycling rates and reduce total waste generated per capita.</li> <li>v. Provide high quality Green Infrastructure (GI) that enhances residents' quality of life.</li> <li>vi. Ensure that new developments meet the council's policies for sustainable construction and energy and water efficiency.</li> <li>vii. Ensure that new developments provide the open space and recreational facilities that residents need.</li> <li>viii. Implement and develop the shared waste service with South Cambridgeshire DC.</li> <li>ix. Improve the general cleanliness of streets and open spaces, with greater public input on cleaning and enforcement decisions to target Cambridge's most challenging locations.</li> </ul>	<ul style="list-style-type: none"> <li>• Lower emissions and energy bills from the Council estate.</li> <li>• Greater resilience to changing climate and the consequences of climate change.</li> <li>• Increase numbers of low emission vehicles and improvements in air quality.</li> <li>• Increase tonnage of domestic and street recycling; and reductions in non-recycling rates.</li> <li>• Strategic developments and projects support provision of high quality, integrated GI, including sustainable drainage and tree planting.</li> <li>• New developments are energy efficient and support carbon reduction and climate change mitigation.</li> <li>• Green infrastructure (GI) meets the needs of people and wildlife; and supports the sustainable management and growth of the city, achieving Green Flag standard where possible.</li> <li>• Increased community engagement in keeping Cambridge's streets &amp; open spaces clean, including reporting and tackling cleansing issues and identifying the best place for bins.</li> </ul>	<ul style="list-style-type: none"> <li>• Council's own emissions</li> <li>• Per capita emissions in city</li> <li>• Number of low emission vehicle</li> <li>• Waste volumes &amp; recycling rates</li> <li>• Hectares of green space/ numbers of trees/ metres of sustainable drainage</li> <li>• Air quality at the city's main monitoring points</li> </ul>	Peter Roberts George Owers Carina O'Reilly Kevin Blencowe	Andrew Limb David Kidston Simon Payne Joel Carre Yvonne O'Donnell

**Executive Councillors:** Leader & Executive Councillor for Strategy & Transformation  
Deputy Leader & Executive Councillor for City Centre & Public Places  
Executive Councillor for Finance & Resources  
Executive Councillor for Planning & Transport  
Executive Councillor for Housing  
Executive Councillor for Waste & Environment  
Executive Councillor for Communities

Councillor Lewis Herbert  
Councillor Carina O'Reilly  
Councillor George Owers  
Councillor Kevin Blencowe  
Councillor Kevin Price  
Councillor Peter Roberts  
Councillor Richard Johnson

# Contacts

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Jackie Collinwood	Service Accountant	45 8241
Karen Whyatt	Service Accountant	45 8145
Linda Thompson	Service Accountant	45 8144
Richard Wesbroom	Service Accountant	45 8148
John Barnes	Service Accountant	45 8142
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