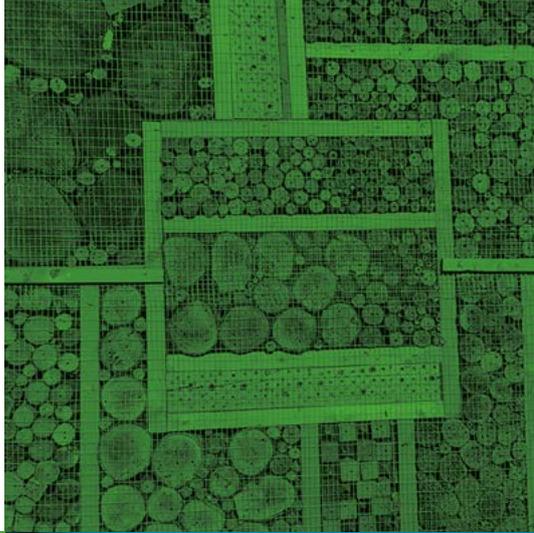




# Annual Report

2021/22



# Cambridge City Council

# Corporate Plan

# Annual Report

## 2021/22



Cambridge City Council's Corporate Plan for 2019-22 set out the key activities the council planned to undertake over that three-year period to work towards its strategic objectives and its vision of "One Cambridge, fair for all".

This annual report shows what was achieved during 2021/22 under the following priority themes:

- **Tackling poverty and inequality and helping people in the greatest need**
- **Leading Cambridge's response to the climate change emergency and biodiversity crisis**
- **Delivering quality services within financial constraints whilst transforming the council**

# 2021/22 – overview and context

**The year 2021/22 was another year in which council services were disrupted by the impacts of the global coronavirus pandemic. Restrictions waxed and waned over the course of the year – some services continued largely unaffected, others (such as the Corn Exchange and other live cultural events) were not able to operate “normally” until later in the year.**

Even when services were allowed to operate normally, the continuing presence of coronavirus in the community meant that a number of council staff had periods of sick leave and isolation, reducing the council’s capacity to deliver some services at times.

In addition to Covid-19, Britain experienced the social and economic impacts of the UK’s departure from the European Union. This contributed to some indirect impacts on city council services, such as the nationwide shortage of HGV drivers leading to a number of waste vehicle drivers taking up jobs in the private sector. The combination of Covid sickness absence and driver shortage required the Greater Cambridge Shared Waste Service to suspend green waste collections for a period, to focus on general rubbish and recycling collections.

As we moved through the year, the council continued to work closely with partners and communities to minimise and mitigate the impact of Covid on communities, for instance promoting vaccine take-up (including making the Guildhall available for use as a temporary vaccine centre) and administering around £36m of Covid business grants and rates relief.

The council also turned its attention to promoting a green and sustainable recovery from the economic and social impacts of coronavirus, producing a draft recovery strategy in the autumn.

The council also entered a period of change and transformation during 2021/22, with the arrival of a new Chief Executive, Robert Pollock, and the election of a new Leader, Cllr Anna Smith. The council also initiated an ambitious programme of transforming and modernising the way it works, the Our Cambridge Programme. This will deliver a more customer-focussed and efficient approach to service delivery, and a systems-based approach to delivering the council’s vision of “One Cambridge, Fair for all” in partnership with communities and a wide range of partners and stakeholders.

At the end of the year, the war in Ukraine presented new challenges for the council in ensuring refugee guests from



Ukraine were welcomed and safely housed and the emerging cost of living crisis raised the prospect of our many residents in the city facing further economic hardship in the months ahead. Meanwhile the COP26 Climate Change conference highlighted the ongoing and urgent need to tackle the planet's greatest threats. Set against this context of global challenges and national and local change, this report reflects the progress made by Cambridge City Council in delivering the objectives set out in its Corporate Plan, 2019-22.

Where appropriate, reporting on the council's main shared services is also reflected in this report, rather than through separate ones, whilst the individual services remain subject to their Councillor-led steering groups.

In 2021/22 the council spent just over £65m on General Fund services. This was funded by £21m of council tax, business rates and grants from central government, including nearly £2.7m of Covid-related grants and furlough income. The balance of £44m was made up of income from fees and charges.

During the year, the council spent £3.5m less than originally budgeted due to services being disrupted and delayed by Covid restrictions, and difficulties in recruiting and retaining staff. However, £2.1m of this underspend will be carried forward to support the delivery of the delayed work in 2022/23.

Alongside this, the council collected £44m of rents and service charges through the Housing Revenue Account. This was used to provide services to the council's housing tenants and leaseholders and to support the construction of new council housing and improvements to existing properties.

Alongside the financial outturn reports and statement of accounts, and the council's Annual Complaints & Feedback Report this report is part of a suite of information that the council publishes to promote transparency and accountability to taxpayers, electors and all those who live, work or study in Cambridge. In addition, a number of council teams and services also received awards or recognition through national professional awards schemes.

This year, for the first time, we are also publishing a short "state of the city" profile to present a picture of the wider social, environmental and economic picture in Cambridge. In the coming years we plan to develop this into a fuller "city portrait" with stakeholders and aim to share this each year to reflect how Cambridge is changing.

We welcome your feedback on this report.



# Tackling poverty and inequality and helping people in the greatest need

**We said we would deliver or fund projects and mainstream services that help reduce the impacts of poverty on residents and communities in Cambridge.**

- >> This year, in addition to ongoing mainstream service delivery across a wide range of services including housing and homelessness, benefits, fuel and water poverty and community services we have:
  - > Worked with Peterborough Environment City Trust to provide energy advice to 178 households using funding from UK Power Networks' "Power Partners" Scheme.
  - > Provided a wide range of free or discounted sport and leisure activities to people experiencing the greatest need, including young people, people with mental ill-health, people with disabilities, those experiencing homelessness and the long-term unemployed. Activities have included swimming, ice-skating, skateboarding, tennis, climbing and more.
  - > Facilitated the free Healthy You Virtual Festival in January – engaging with over 350 people offering 111 sessions.
  - > Offered 18 structured physical activity or nutrition programmes (72 sessions) free of charge through Healthy You.
  - > Introduced a new 'Streets to Home' service to help tackle rough sleeping in the city.
  - > Secured £1.6m of funding including support-in-kind, for the Cambridgeshire and Peterborough Region of Learning (RoL) programme to improve participation, employability and career aspirations of young people from less advantaged or low-income backgrounds to address the long-term causes of poverty.
- >> The Region of Learning programme:
  - > Supported 55 young people (aged 15-24) furthest from the labour market who are economically inactive, at risk of NEET, or unemployed.
  - > Delivered basic skills and transferable skills assessments, training and employability skills assessments, one-to-one career guidance sessions to identify skills gaps, improve career progression and reduce poverty.
  - > Worked with 10 organisations on developing pathways to wellbeing for young people, including NHS, to improve awareness and access to services and activities that improve mental or physical health outcomes.
  - > Developed the Ignite programme with Shift Momentum to support young people from low-income backgrounds to develop pathways to self-employment and business.



We helped provide energy advice to **178** households

We engaged over **350** people in the free **Healthy You** Festival

We helped secure **Region of Learning** programme funding worth **£1.6m**

- > Worked with 32 learning providers to start developing digital micro-credentials and pathways to the local offer of formal, informal and non-formal learning and skills to improve essential skills, knowledge and employability.

**We said we would ensure that adverse impacts of welfare reforms are minimised; working effectively with the DWP and other partner organisations to support residents with the implementation of Universal Credit.**

>>This year we have:

- > Committed to offering bespoke support to customers on Universal Credit by making permanent a temporary post in our Income Management Team.
- > Achieved new Housing Benefit claims processing times (10.95 days) in the upper quartile nationally (19 days national average), with exceptionally low instances of processing errors.

**We said we would support mutual aid networks and wider projects supporting individuals and households, including thematic citywide partnerships and anti-poverty projects.**

>>This year we have:

- > Distributed £100,000 funding to local food aid projects.
- > Continued to support community groups supporting their residents with Covid-recovery and financial uncertainty.
- > Supported individuals in need to access Household Support Fund funding .

**We said we would develop and implement a Greater Cambridge Housing Strategy with South Cambridgeshire District Council, setting the vision and key housing objectives and priorities across the two councils up to 2023.**

>>This year we have:

- > Introduced new policies on Build to Rent, Clustering of Affordable Housing, Affordable Rents and First Homes.
- > Produced a draft framework Local Lettings Plan for housing providers to use.
- > Secured approval of the Draft Reg 19 plan for North East Cambridge Area Action Plan.
- > Launched the North East Cambridge Core Site website and commenced community engagement on the vision and values for the core site.

**We said we would provide advice and support to people in housing need in Cambridge, in order to help them find homes that meet their needs, and to avoid becoming homeless; Bring forward a Homelessness and Rough Sleeping strategy 2021-26; Prevent homelessness and reduce rough sleeping for as many in Cambridge as possible.**

>>This year we have:

- > Prevented homelessness for 394 households (government definition).



**We distributed  
£100k  
in funding to local  
food aid  
projects**

**We paid  
£24.4m  
Housing Benefit  
& £8.2m  
Council Tax Support**

**We provided  
£695k  
to deliver  
homelessness  
prevention**

**We prevented  
homelessness  
for  
394  
households**

- > Placed 308 households into good quality temporary accommodation to avert homelessness.
- > Found 14 rough sleepers on our official street count in November (down from 16 last year). The total number of individuals sleeping rough across the year remains high but is reducing at 203 (down from 241 last year).

**We said we would develop permanent, self-contained housing for homeless people with complex needs ('Housing First').**

>> This year we have:

- > Delivered 5 new Housing First properties for people who have previously slept rough through a combination of local authority, private sector and housing association provision.
- > Delivered 6 modular homes for rough sleepers taking the total number delivered to 16.

**We said we would build at least 500 new council homes through the Devolution funding, ensuring they comply with the council's Sustainable Housing Guide wherever viable, and develop plans to build a further 1000 between 2022 and 2032, consistent with an updated Sustainable Housing Design Guide.**

>> This year we have:

- > Completed 66 new council homes, including our first homes handed over at Cromwell Road, all meeting/exceeding the council's Sustainable Housing Design Guide.
- > Reached "start on site" for a cumulative total of 546 affordable net new council homes and reached a completed total of 302.
- > Delivered a further 6 modular homes for the homeless in partnership with Jimmy's and Hill.
- > Started on site with 24 net new council homes and secured planning permission for a further 83 new homes, including a *passivhaus* pilot scheme.

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

>> In 2020/21 (the year for which most recent data is available) we:

- > Secured 47% affordable housing on sites of 15 or more dwellings where the 40% affordable housing policy applies. This high level was largely due to three Cambridge Investment Partnership schemes that will deliver 100% affordable housing.

**We said we would provide sub-market intermediate housing that also generates a financial return through Cambridge City Housing Company (CCHC); facilitate move-on accommodation for rough-sleepers previously accommodated temporarily by the council in hotels and B&Bs.**

>> This year we have:

- > Managed 23 properties for sub-market rent with low levels of voids, arrears and anti-social behaviour. Received a financial return of £151,000 through interest payments from CCHC.



We delivered  
**5 Housing First** tenancies and  
**6 modular homes** for rough sleepers

We completed **66** new council homes

We started **24** new council homes and obtained planning for **83 more**

**We said we would review the CCHC to explore potential for business expansion where opportunity allows, including any opportunity for the provision of homes on mixed tenure sites in conjunction with the HRA.**

>> This year we have worked with Social Finance to explore opportunities to expand the housing company to provide more housing on a sub-market rent basis.

**We said we would invest in the quality and energy-efficiency of the council's housing stock in line with the housing asset management strategy.**

>> This year we have:

- > Carried out £15.8 million of planned capital and revenue work that included kitchen, bathroom and heating replacements, electrical testing, fencing, cyclical painting and servicing.
- > Put in place contracts and delivered energy saving improvements, including cavity wall insulation to 100 properties and external wall insulation and solar panels to 80 properties in the Arbury area.
- > Installed over 445 energy-efficient boilers and over 730 heat detectors and 340 smoke detectors.
- > Designed and developed contracts to carry out essential structural repairs to blocks of flats in the South Arbury area, completed 190 loft insulation projects, replaced 81 roofs, 512 external doors, 228 fire doors, installed new triple-glazed windows at 128 properties and completed external repairs and redecoration at over 900 properties as part of our cyclical maintenance programme.
- > Commissioned a report to establish a high-level cost estimate for retrofitting existing council properties to be net zero carbon. We gained approval for a pilot project to retrofit up to 50 council properties to establish the actual cost of achieving net zero carbon in existing council properties.

**We said we would provide a high performing repairs and planned maintenance service for our tenants that gives value for money.**

>> This year we have:

- > Gone 'live' with a self-appointing repairs system to allow tenants to book and schedule their own appointments for certain repairs. We reduced the backlog of repairs that was caused by the impact of the pandemic.
- > Carried out over 12,000 responsive repairs jobs.
- > Completed 293 voids and re-let them.
- > Reduced the average cost per repair and reached the target by year-end.
- > Completed over 7,700 planned maintenance jobs and 6,000 planned maintenance inspections.
- > Carried out refurbishment work for commercial buildings/tenants (including Dale's Brewery and Gwydir Street).



We delivered **energy saving improvements to 100 Council homes**

We redecorated **over 900 properties**

We carried out **over 12,000 responsive repairs**

**We said we would administer and enforce the mandatory HMO (House in Multiple Occupation) Licensing scheme to improve standards.**

>> This year we have:

- > Investigated 136 complaints relating specifically to HMOs.
- > Issued 132 mandatory HMO licences.
- > Issued 8 HMO mandatory licence Variation Notices.
- > Revoked 18 mandatory HMO licences.
- > Issued 1 Temporary Exemption Notice, exempting a property from HMO licensing for up to 3 months

**We said we would work with tenants to agree priorities and invest in environmental improvements to our estates and communal areas.**

>> This year we have Increased delivery of estate improvement initiatives three-fold in year 3 compared with average delivery across years 1 and 2. The projects delivered have contributed to the Estates Improvement Scheme's wider aims of:

- > Constantly improving fire safety in the design of council estates.
- > The council's 'Zero Tolerance' of items stored in communal areas, where they cause fire risk, trip hazard and anti-social behaviour .
- > Promoting cycling, to benefit the city's environment and residents' health.
- > Building a perception of safety and community through improved demarcation of spaces that are private to an estate, with secure, attractive new railings.
- > Improving biodiversity on the estates.

**We said we would take action against council tenants who create harm or disturbance for others.**

>> This year we have:

- > Worked with external partners through avenues such as the Cambridge City Problem Solving Group to deliver a multi-agency approach, where needed, to tackle issues of nuisance and anti-social behaviour.
- > Referred and signposted tenants to appropriate support services, when a need was identified and took enforcement action in the most serious of cases, ensuring that the enforcement measure is proportionate.
- > Delivered enforcement action by serving:
  - Acceptable Behaviour Contracts
  - Warning Letters
  - Tenancy Undertakings
  - Notices of Seeking Possession served on grounds of anti-social behaviour
  - Notices to terminate or extend introductory tenancies
  - Anti-Social Behaviour Injunctions.
- > Evicted 3 households from council accommodation for perpetrating anti-social behaviour.



**We investigated  
136  
complaints  
about HMOs**

**We  
revoked 18  
mandatory  
HMO licences**

**We took  
enforcement  
action  
against  
anti-social  
behaviour**

**We said we would work, including with other agencies, community organisations and neighbourhood mutual aid groups, to provide support for communities, including through community centres, outreach and grant funding.**

>>This year we have:

- > Opened the new fully accessible Akeman Street Community Centre in one of the highest need communities in the city.
- > Completed technical design for three other new community centres: the new Meadows Community Centre, Campkin Road Community Centre and Mill Road Community Centre, engaging with the community and key user groups in this process.
- > Project managed and delivered on the National Vaccine Champion Programme; supporting Covid vaccination programme, developing health champions, tackling health inequalities and improving vaccine access.
- > Awarded over £43,000 of Community S106 funds to local groups and centres.
- > Provided support to community groups such as NCCP, Abbey People, CUCT, Orchard Park, Trumpington Residents' Association to provide activities to young people in their communities.
- > Secured funding to provide a Grassroots Physical Activity & Sports Awards grant scheme to local families facing financial difficulty.

**We said we would review the range of community development provision across Cambridge to ensure it supports individuals and communities with the greatest need.**

>>This year we have:

- > Worked alongside communities, groups and other organisations to try to make sure people who most needed support during the pandemic, received it.
- > Continued to adapt our community development provision to work in partnership to best support the most vulnerable in our communities including those recovering from the pandemic, coping with the cost of living crisis and arriving from Ukraine as refugees.

**We said we would strengthen community capacity via Community Grants and support for the voluntary sector**

>>This year we have:

- > Allocated £1.066m of Community Grants to over 80 organisations delivering over 130 projects and activities to reduce social and economic deprivation in Cambridge City.
- > Funded projects included the provision of free advice from Citizen's Advice for residents; a training, advice and information service for community groups; a capacity building service for the Black, Asian and Minority Ethnic voluntary sector in Cambridge to meet the needs of their members; digital skills and access to devices and data; activities to improve health and wellbeing and work to explore the impacts of Covid on health, financial hardship and communities.



We completed  
technical  
**design**  
for  
**3 new**  
community  
centres

We awarded over  
**£43k** of  
**S106 funds**  
to community  
groups & centres

We allocated  
**£1.066m**  
community  
grants to  
over 80 organisations

- > Provided an array of volunteering opportunities throughout the year across all sport and recreation projects.
- > Supported volunteers with the offer of Time Credits for all hours volunteered .
- > Supported the successful application of many sports and physical activity organisations as part of the community grants awards, including applications from voluntary and charitable organisations.

**We said we would continue to develop links and co-operative working arrangements with partner organisations and agencies to ensure delivery of the appropriate services for resettled families.**

>> This year we have:

- > Expanded our co-operative working arrangements as families resettle from both Afghanistan and Syria. The team developed new relationships with the Workers' Educational Association and continued existing partnerships with Cambridge Refugee Resettlement Campaign and Cambridge Regional College to expand and facilitate a blended educational model for both in-person and virtual English to Speakers of Other Languages (ESOL) courses.
- > Continued partnerships with Cambridge Ethnic Community Forum, Cambridgeshire County Council, South Cambridgeshire District Council, the Department of Work and Pensions and NHS England to deliver services to resettled families.
- > Developed new partnerships with the Brampton Hub which included support for Afghan families that worked alongside the British Armed Forces.
- > Enhanced our internal support offer, with a Farsi and Dari speaking Family Support Worker.
- > Delivered a variety of activity taster sessions at Clay Farm, Cambridge Central Library and the Arbury Community Centre for resettled women.
- > Started working across the council, with the county and all districts to deliver services as part of the Government's new Homes for Ukraine and Family Visa schemes.



We supported **volunteers** by offering them **time credits**

We worked in partnership **to resettle families from Afghanistan and Syria**

# Leading Cambridge's responses to the climate change emergency and biodiversity crisis

**We said we would produce Sustainable Design and Construction planning guidance to help shape new low energy/carbon private sector development.**

>> This year we have implemented the Sustainable Design and Construction Supplementary Planning Document to ensure that new development contributes to meeting the challenges posed by our changing climate including:

- > Contributing to carbon reduction targets and reducing fuel poverty.
- > Ensuring that new development is adaptable to our changing climate.
- > Ensuring that new development makes efficient use of resources.
- > Ensuring that new development contributes to the health and wellbeing of new and existing residents.

**We said we would deliver the Cambridge Air Quality Action Plan; and explore the scope for working in partnership on air quality issues with South Cambridgeshire District Council, the County Council and other partners.**

>> This year we have:

- > Installed a further 5 fast and rapid chargers for EV taxis across 4 sites. There are now 15 operational chargers available to EV taxis in the city.
- > Secured funding for on street charge points and currently in the implementation phase to have 40 chargers installed in 2022.
- > Monitored particulate levels in the city to influence future work activity.

**We said we would make our streets and open spaces and communities more resilient to the impacts of climate change.**

>> This year we have continued to develop the Cambridge Canopy Project to protect and enhance tree canopy cover across the city. We have:

- > Planted 594 individual trees in our streets and parks.
- > Planted 2 small, wooded areas at Logan's Meadow and Five Trees, Chesterton (~860 trees).
- > Given away 360 trees through our Free Tree for Babies and Neighbourhood Canopy Campaign schemes.



We deployed a further **5** fast & rapid chargers for **EV taxis**

We planted **594** individual trees

and about **860** trees in two small woodlands

- > Inspected and maintained ~5000 council managed trees.
- > Secured ~£50,000 in external funding.
- > Served 38 Tree Preservation Orders to protect trees of high amenity value and processed 508 tree work applications.
- > Worked with the Community Engagement Team to run 9 public tree planting events to raise awareness about the importance of tree cover.

**We said we would manage Cambridge's streets and open spaces for the benefit of both wildlife and people by ensuring that biodiversity protection and enhancement is taken into account in all development decisions and management practices.**

>>This year we have:

- > Changed the frequency and reduced cutting grasslands in parks, open spaces and along verges; and, as a result, now have an additional 8.6ha of streets & open spaces managed for biodiversity.
- > Increased plant diversity attracting insects and other invertebrates (including butterflies, bees, spiders and millipedes), birds and mammals. A summary of the key outputs is included below:
  - 5740m<sup>2</sup> new perennial native wildflower meadow
  - 320m<sup>2</sup> new native woodland bulbs
  - 230m beetle bank
  - 10 bee banks
  - 4 insect homes
  - 11 bat boxes
  - 1 kestrel box
  - 2 freshwater ponds
  - 30m<sup>2</sup> 'green roofs'
  - 80m native honeysuckle trellis
  - 82,000m<sup>2</sup> managed as long grass.
- > Worked with volunteers, including local residents, businesses and community groups such as On The Verge Cambridge, Abbey People and Friends of Lammas Land.
- > Secured grants from the Heritage Lottery Green Recovery Fund, Natural England and the Combined Authority to deliver new wetlands, a community tree planting event and trial grassland restoration techniques on the commons.
- > Consulted on and adopted a Biodiversity Supplementary Planning Document to guide all planning applications to protect existing habitats and species and provide measurable biodiversity net gain.



An additional  
**8.6ha**  
managed for  
biodiversity

**5,740m<sup>2</sup>**  
new native  
wildflower  
meadow

**82,000m<sup>2</sup>**  
now managed as  
**long**  
**grass**

**We said we would invest in energy efficiency and generation projects as set out in our Carbon Management Plan.**

>> This year we have progressed the installation of air source heat pumps and solar photovoltaic panels at Abbey and Parkside pools (using the £1.7m Government grant secured last year), installed energy efficient boilers in the Corn Exchange and made energy efficient improvements to the ventilation system of Grand Arcade car park.

**We said we would develop and implement the Commercial Property Energy Efficiency Plan to invest in energy efficiency measures that improve the performance of the portfolio over time.**

>> This year we have:

- > Completed an assessment of the environmental performance of the directly managed commercial property portfolio with Energy Performance Certificates available for all.
- > Undertaken an asset review of the whole commercial property portfolio in order to develop clear plans for each property including how to improve environmental performance to meet statutory and corporate requirements.
- > Encouraged tenants to apply for Green Business Grants with a successful grant application for one of our tenants.

**We said we would reduce the amount of waste generated, by supporting and educating residents to reduce, reuse and recycle more.**

>> This year we have:

- > Undertaken several campaigns to support and educate residents on waste reduction, to recycle correctly (reducing contamination in the blue bins) and increase the amount of food waste they recycle.
- > These included a multiple phased 'Love Food Hate Waste' Campaign to reduce food waste in the black bin, and expansion of the food waste collection trial to try and capture and compost more of what is thrown away.
- > Teamed up with RECAP and multiple suppliers of reusable nappies and wipes to deliver a scheme whereby residents receive a discount to purchase their products.
- > Secured funding to expand collections for small electrical appliances and, working in partnership with Cambridge Carbon Footprint, have introduced small appliance collections from Repair Cafes where items cannot be fixed.

**We said we would take enforcement action, including prosecution where appropriate, against those damaging the environment.**

>> This year we have:

- > Undertaken 1805 public realm environmental crime investigations across the city, including:
  - 354 involving abandoned vehicles



**£1.7m** We used  
Government funding  
to improve  
**energy**  
efficiency at our  
swimming pools

We undertook **1,805**  
environmental  
**crime**  
investigations

- 835 involving domestic waste (including fly tipping and duty of care issues)
  - 128 involving commercial waste (including fly tipping and duty of care issues)
  - 52 involving dog control issues (including dog fouling and dog attacks)
  - 104 involving littering (including littering on foot and from a motor vehicle)
  - 9 unauthorised encampments.
- > Issued 465 fixed penalty notices and 40 statutory notices to residents and businesses; and seized 30 stray dogs (of which 87% were claimed by their owners).
- > Undertaken over 700 Environmental Health complaint investigations across the city, including:
- 686 involving alleged noise nuisance from residential/commercial property
  - 45 involving alleged smoke nuisance
  - 28 involving alleged light nuisance
  - 13 involving alleged commercial / industrial odour nuisance
  - 47 involving alleged nuisance accumulations, including waste
- > Undertaken the following Environmental Health service enforcement action:
- 9 abatement notices served
  - 2 formal warning letters issued in respect of noise nuisance
  - 1 seizure of noise making equipment
  - 1 Noise Abatement Notice
  - 3 Hygiene Improvement Notices
  - 1 Remedial Action Notice
  - 2 Hygiene Emergency Prohibition Notices/ Orders.

**We said we would work with community organisations to promote sustainable food practices.**

>> This year we have:

- > Selected a permanent site for a food distribution hub, which will support work to tackle food poverty and promote sustainable food in Cambridge.
- > supported the Cambridge Sustainable Food (CSF) network, which attained the Silver Award from Sustainable Food Places for Cambridge in July 2021.
- > Grant funded a sustainable food project which promotes affordable, good food; a sustainable local food economy; waste reduction and healthy diets.



We issued  
**465**  
 fixed  
**penalty**  
 notices

**700**  
 environmental  
**health**  
 complaints  
 investigated

- > Amongst other things, the funding resourced a holiday lunch programme across the city for low-income families and included cookery workshops for families.
- > Started work on 'meanwhile use' for the North East Cambridge site with proposed provision for sustainable food facilities.

**We said we would develop the new joint Greater Cambridge Local Plan in partnership with South Cambridgeshire District Council and the relevant delivery partners and focus on both the needs to be addressed and the capacity for growth.**

>> This year we have:

- > Carried out, late in 2021, the Greater Cambridge Local Plan First Proposals consultation. This sought views on the development needs of the area and how they should be met, including potential sites for development.
- > Shaped policy ideas around the big themes of climate change, biodiversity and green space, wellbeing and social inclusion, and great places.
- > Published a new Greater Cambridge housing trajectory and five year housing land supply calculations on our website. The housing trajectory shows anticipated delivery of new homes across Cambridge and South Cambridgeshire up to 2041 and demonstrates that jointly for Greater Cambridge we have 6.5 years of housing land supply for the 2022-2027 five-year period.
- > Launched the Greater Cambridge Design Review Panel, covering Cambridge and South Cambridgeshire, to raise the quality of development by identifying where designs can be improved.
- > Agreed a Draft Submission version of the North East Cambridge Area Action Plan to help deliver a healthy, inclusive, walkable, low-carbon new city district with a vibrant mix of high quality homes, workplaces, services and social spaces.

**We said we would, through our membership of the Greater Cambridge Partnership and Combined Authority, develop and implement projects that support sustainable economic growth by tackling congestion and improving connectivity.**

- >> This year GCP have invested in tackling congestion and improving connectivity, including:
  - > £8.5m to progress the GCP's four major corridor schemes, linking growing communities to the north, south east, east and west of Greater Cambridge, progressing Cambridge South East Transport scheme Phase 1 (CSET1) and holding consultations on Eastern Access and Waterbeach to Cambridge.
  - > £6.2m on cycling and active travel schemes, including progressing the design of the Greenways routes and delivering Phase 1 of the Chisholm Trail.



With our partners in the **Greater Cambridge Partnership** we...

**invested** **£8.5m** to improve connectivity in the Greater Cambridge area

**invested** **£6.2m** in cycling and active travel schemes

**invested** **£10.2m** on further schemes to improve public transport & sustainable travel

- > £10.2m on further schemes to improve public transport and sustainable travel options, including the now completed Histon Road scheme and investing £2m in specific public transport schemes and other measures to encourage sustainable travel through the City Access project.

**We said we would, with our partners, seek to influence regional and national agencies to prioritise additional investment in the infrastructure needs of Greater Cambridge.**

>> This year we have:

- > Bid for funding for a range of projects to support sustainable and inclusive growth in Cambridge from the Cambridgeshire & Peterborough Combined Authority budget round.
- > Joined colleagues from partner Local Authorities, private and voluntary sectors to establish a new Economic and Skills Growth Strategy, approved by the CPCA's Board in 2022.
- > Established a new economic development function within the city council and are using the development of the Recovery Strategy to help inform the city's future needs.



# Delivering quality services within financial constraints while transforming the council

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

>> This year we have maintained a consistent performance for meeting target timescales for planning applications. The service is currently undergoing a service review to ensure resources are sufficient and deployed effectively to meet targets with the aim to improve performance in future years. The number of applications received this year reached higher than normal levels.

**We said we would collect Council Tax and Business Rates efficiently.**

>> This year we have:

- > Returned collection rates close to 'pre-Covid' levels at 97.2%, following reduction in enforcement activity whilst maintaining a focus of customer care and clear understanding of vulnerability issues and assisting those facing severe financial pressures.
- > Delivered over £36m in Covid Business Grants and rate relief schemes to eligible businesses primarily in Retail, Hospitality and Leisure sectors have helped support businesses most impacted by trading restrictions and lockdowns.

**We said we would keep our streets and open spaces clean, green and safe by: supporting communities to assist us in caring for their streets and open spaces; and tackling littering, fly-tipping and graffiti.**

>> This year we have:

- > Continued to recruit to and support our Streets and Open Spaces volunteer programme and expanded the number of organised volunteer events across the city to include works on wildflower meadows, tree planting and tree maintenance.
- > Taken part in the Great British Spring Clean, hosting 7 clean up events in March and April 2022.
- > Continued to work with existing Friends Groups and support them with open space related work activities.
- > A breakdown of our annual operational performance on managing litter, fly tips and graffiti is as follows:
  - Fly-tips attended and cleared – 2,392 cases
  - Offensive graffiti removed – 125 cases
  - Detrimental graffiti removed – 536 cases
  - Responded to 439 reports of dangerous waste (needles, broken glass, faeces and bodily fluids).



We collected  
**97%** of  
business  
rates

We delivered over  
**£36m**  
in covid  
business  
grants & rate relief

We cleared up  
**2,392**  
fly-tipping  
cases

**We said we would carry out risk-based food safety standard inspections of food businesses, including in the context of exiting the EU.**

>> This year we have completed 269 food business inspections, in accordance with the Food Standards Agency's Recovery Plan.

**We said we would carry out targeted work in areas where community safety issues such as anti-social behaviour related to drug and alcohol abuse, knife crime, begging and domestic abuse have been identified and need to be addressed through support and enforcement.**

>> This year we have:

- > Provided 62 Street Aid grants totalling £26,174 to people who are or have been on the city's streets to help them find accommodation and move off the streets.
- > Worked with partners through the Street Life Working Group to provide supportive, and where needed, enforcement interventions to the most persistent and problematic street life individuals. This involved working with the wider community including businesses in the city centre on behaviours such as begging, drug related activity and rough sleeping. All individuals discussed at the group were offered support and accommodation. 7 ASB injunctions and 1 court undertaking were obtained to address the harm caused to the community.
- > Carried out multi-agency targeted interventions to tackle anti-social behaviour in areas including Barnwell, Arbury and Trumpington.
- > Raised awareness about domestic abuse by delivering on our White Ribbon action plan and working towards Domestic Abuse Housing Alliance (DAHA) re-accreditation.

**We said we would collect recyclables and waste from residents and businesses in the city efficiently.**

>> This year we have:

- > Collected waste from over 50,000 bins in the city each week, collecting 99.8% of bins as scheduled and missing only 0.2% of bin collections.
- > As of the end of Quarter 3 (December 2021) we had diverted over 50% of household waste from landfill and collected 43,000 tonnes of materials for recycling and composting.

**We said we would invest in facilities at the crematorium and cemetery that help us to deliver an efficient bereavement service focused on the needs of the bereaved.**

>> This year we have:

- > Continued to adapt the bereavement service to a world that is living with Covid, ensuring that no bereaved family have had a funeral cancelled.



**We inspected 269 food businesses**

**We provided £26,174 in street aid grants**

**We collected waste from over 50,000 bins each week**

- > Developed a management system that will minimise the energy usage of the cremator and established a strategy to provide heat reclamation from the cremator to the main building, reducing the carbon footprint of the service.

**We said we would manage the council's car parks to provide a high level of service, while planning for a future reduction in the need for city centre parking.**

>>This year we have:

- > Seen our car parks used on around 2.3m occasions, with over 99.99% of customers satisfied with the service provided.
- > Partnered with an EV charging infrastructure supplier to provide around 600 chargers in the coming years.

**We said we would manage our garage in a way that meets the needs of private vehicle owners and expanded range of commercial fleets.**

>>This year we have:

- > Increased the workforce allowing for an increase in maintenance on private vehicles and supporting the growth experienced during lockdown as our commercial client base grew.
- > Laid the foundation and prepared for the decarbonisation and electrification of the vehicle fleet.

**We said we would grow income-generating services including planning services and building control, open space hire, trade waste, and wider service charges to help cover costs.**

>>This year we have:

- > Optimized the value of the remaining and new customers of the Trade Waste service and increased profitability of the business (the surplus for the service increased by 20% in 2021/ 22 compared to 2020/21 figures).
- > Continued to offer 3C Building Control consultancy, resulting in an income of circa £8,000.
- > The 3C Building Control team has also developed its training offer to partners such as the Fire and Rescue Service resulting in an income of £1,600.
- > Achieved a net income of £923,465 from the Shared Commercial Waste service.

**We said we would provide a diverse and thriving programme of events and activities that offer citizens opportunity to participate in the cultural life of the city through the Cambridge Corn Exchange, Cambridge Folk Festival and City Events.**

>>This year we have

- > Delivered a series of new Winter Brights events including installing lighting in Arbury Court, Wulfstan Way and the Corn Exchange, as well as a large-scale projection event on the Guildhall and a second year of Window Wanderland.



**Our car parks were used on 2.3 million occasions**

**We set up partnerships to provide 600 EV charging points in the coming years**

**We increased the profit from our trade waste service by 20%**

- > Delivered Music in the Parks across August and September to 7 local parks. Mayor's Day Out was improvised for a local trip including cream tea with the Mayor for senior citizens with trips to King's College and Cambridge University Botanic Garden.
- > Delivered a strong reopening programme at The Corn Exchange since the first post-lockdown show on August 31st 2022. Thanks to strong sales, good bar receipts and Arts Council funding the venue managed to return a surplus to the city council.
- > Cancelled the Cambridge Folk Festival again for the second year due to the Covid pandemic. However, despite no ticket sales the budget broke even with the help of Arts Council CRF funding.

**We said we would publish clear standards for our services and ensure services are delivered to them.**

>>This year we have:

- > Used Tenant Information Packs to provide our tenants with more information about their properties and the wider estate or building in which it is part. Worked with our tenants to manage impact of Covid 19 as we returned to 'normality'.
- > Monitored planned and investment work customer service standards in the contractual meetings. Customer Satisfaction was at an average of 98% and 95% with our two main contractors.

**We said we would ensure residents and businesses enjoy an efficient service, with queries responded to in a timely and professional manner.**

>>This year we have:

- > Streamlined processes and reduced application processes
- > Formalised response times for customer queries
- > Automated indexing of email queries to speed up response times for Council Tax queries

**We said we would give service users a say on changes through consultation, as appropriate.**

>>This year we have:

- > Carried out 20 corporate consultations including on Romsey Recreation Ground community orchard and Jesus Ditch biodiversity enhancements.
- > Consulted with residents at the Hanover and Princess Court Estate and Kingsway Estate about issues and options for their future.
- > Completed local public consultations for new schemes at Aylesborough Close, Aragon Close and Sackville.
- > Held resident update meetings on development sites at Meadows, Mill Road and Cromwell Road. An email survey was carried out to gather information on customer access channel preferences.



We delivered  
**Music**  
in the  
**Parks** to  
**7**  
local parks

**Customer satisfaction**  
with our planned and investment work  
**contractors** was  
**95-98%**

We carried out  
**20**  
corporate consultations

- > Consulted with leaseholders on Section 20 notices issued when carrying out work that is rechargeable to the leaseholder. When planning and designing work through our estate improvement work considerable consultation is undertaken with the residents
- > Provided activities suggested by young people through feedback from teachers and community youth workers.
- > Consulted with mental health professionals and service users on activity programmes they would like added to the Invigorate offer.

**We said we would deal with complaints effectively when we get things wrong.**

- >> In 2021–2022 Cambridge City Council received 973 complaints, 88% of which were responded to with our 10-day target, in 2020–2021 our response rate was 85%.
- >> 95 complaints (9% of those received) were escalated to stage 2.
- >> 12 customers escalated their complaints to the Local Government Ombudsman. Of these 12, 6 were closed with no action taken, 3 were not upheld and 3 were upheld.

**We said we would develop and promote an online customer portal for residents. Carry out effective business process reviews to help deliver better online transactional services enabling more residents to self-serve online.**

- >> This year we have procured a supplier to deliver user led recommendations which will inform the strategic approach. The portal development and promotion has been re-sequenced to follow this work.

**We said we would implement a new online housing management information system.**

- >> This year we have gone live with the self-appointing repairs functionality in the online portal for our Housing Management System, allowing tenants to report a number of routine repairs for their home and book an appointment to get the repair completed. Both tenants and leaseholders can also report some repairs in the communal areas of flat blocks.

**We said we would implement the Environmental Health and Streets & Open Spaces service reviews, including adoption of new technologies and ways of working, to improve customer service and operational performance.**

- >> This year we have:
  - > Implemented improvements to our Environmental Health out of hours noise service, including adoption of new technologies, such as the noise app and noise monitoring equipment. These improvements are enabling us to gather evidence and deploy resources more efficiently and effectively and maintain the delivery of a responsive service to residents.



**We dealt with  
88% of  
complaints  
within 10 days**  
– up from 85% last year

**We went live  
with an  
on-line  
portal for  
arranging repairs**

- > Implemented a new digital management system across our Streets and Open Spaces service, allowing customers to report service requests and track their status through to resolution online.

**We said we would implement a new online planning system with improved customer self-service functionality**

- >> This year we have implemented a system whereby pre-applications can now be submitted and paid for online, using the councils' portals. Revised guidance has been produced, which allows customer to self-serve, leading to a reduction of approximately 14% of calls.

**We said we would provide the infrastructure and training, including through the Council Anywhere programme, to enable our staff to take advantage of new digital technologies to work flexibly and efficiently.**

- >> This year we have:
  - > Continued to deliver, as part of our Corporate Learning and Development programme, short online MS 365 training sessions covering a range of MS 365 applications.
  - > Recruited a network of internal Digital Transformation Champions whose role is to support activity to seek innovative approaches to work; embrace new technology and take responsibility to improve future ways of working.

**We said we would invest in our staff and implement our Organisational Development Strategy.**

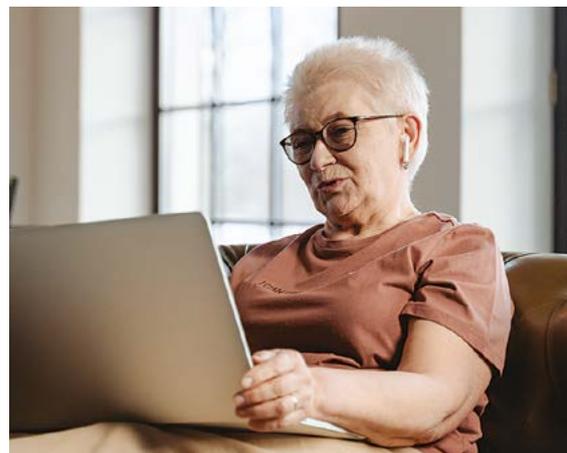
- >> This year we have:
  - > Continued to invest significantly in skills, career and personal development training for our employees. Our Corporate Learning & Development Programme saw an overall course attendance of 840, from a total of 110 courses during 2021/22. Staff also engaged in a range of flexible self-learning modules completing a total of 1,662 e-learning courses.
  - > Launched a new Reward & Recognition scheme to recognise excellent achievements and held our inaugural Staff Award Ceremony, where we recognised some outstanding achievements of colleagues and teams over the past two years.

**We said we would support and create opportunities for apprenticeships in line with our Apprenticeship Strategy.**

- >> This year we have enrolled a further 4 people onto apprenticeship programmes during 2021/22 and have seen 7 successful apprenticeship achievements. As of 31 March 2022, we had a total of 25 apprentices on our Apprenticeship Scheme.

**We said we would implement actions arising from the Investors in People review 2018 and from our staff survey in 2019.**

- >> This year we have successfully retained our Investors in People status, gaining our highest level of accreditation to date.



**840**  
of our staff  
attended **110**  
learning & development  
**courses**

**Our staff**  
engaged with  
**1,662**  
e-learning  
**courses**

**We said we would provide advice and guidance to support staff through the coronavirus crisis and the advent of mass remote working.**

>>This year we have:

- > Continued to provide regular and timely advice and guidance for our staff to embed our supportive approach to the coronavirus crisis, including Employee Assistance Programme and Occupational Health support.
- > Addressed coronavirus specific issues arising from the workplace, working from home or flexible working through the provision of practical guidance and training focussed on working and managing remotely.

**We said we would develop a long-term strategy and plan for transformation which will enhance the services the council delivers for and with communities while helping to meet the financial challenges the council faces.**

>>This year we have:

- > Developed the “Our Cambridge” programme, which seeks to reshape and redesign our council to build a better, more sustainable organisation that has a deeper and more integrated relationship with our community and partners and deliver agreed savings targets.
- > Agreed the Our Cambridge Strategic Business Case in October 2021.
- > Mobilised the Transformation Team and projects as part of Our Cambridge and developed effective delivery governance.

**We said we would invest in our transformation, project and programme management capabilities and capacity.**

>>This year we have:

- > Invested £3.9m to fund the skills, capacity and infrastructure to transform the council into a more modern, collaborative and efficient organisation ready to lead the city’s recovery.
- > Delivered “Basics of Project Management” training for both Transformation and wider services staff and more advanced, accredited training for relevant staff.

**We said we would implement the Shared Planning Service to optimise the potential of new ways of working, including digital technological transformation, to improve service quality and productivity.**

>>This year we:

- > Performed a system audit to ensure that that system is working effectively to improve the customer journey. Emails are now sent from Uniform at each key stage of the process, giving customers progress updates.



**By March 2022**  
there were **25**  
people on our  
**Apprenticeship**  
Scheme

**We retained and**  
**enhanced**  
our **Investor in**  
**People**  
accreditation

**We invested**  
**£3.9m**  
to **transform**  
the **Council**

- > Started work on reducing the number of applications awaiting decisions (work in progress). To date this has seen a reduction of around 1,000 cases (a reduction of a third from previous levels). A fast-track process is being developed, to move simple applications through the process quickly. This will improve our service and free up officer time to deal with the more complex applications.

**We said we would develop the Shared Waste Service business plan including through partnership working with other councils and organisations.**

- >> This year we have collaborated with several organisations and other councils to achieve our aims including Yotta to develop our commercial waste service, Resource Futures to deliver a waste analysis and Valpak for a collection of electrical items, and continued to work with the RECAP waste partnership.

**We said we would explore the scope for further collaboration or sharing of other services.**

- >> This year we have established, as part of the Our Cambridge transformation programme, the Organisation Design project which will explore the scope for further collaboration or sharing of other services as part of the wider design for the council.

**We said we would carry out strategic reviews of key services including Car Parking, Human Resources, Community Services and Customer Services and other services.**

- >> This year we have:
  - > Completed the Customer Services review.
  - > Completed the Building Control shared service review growth strategy.
  - > Implemented the consumption model for charging for Legal Services.
  - > Initiated the Organisation Design project which will set the framework for subsequent reviews of these and other services.

**We said we would generate income, capital receipts and value through extra investment in commercial property following completion of a comprehensive asset review.**

- >> This year we have:
  - > Completed an asset review of the whole commercial property portfolio and progressed the commercial property redevelopment programme.
  - > Managed income for the council by close working with our tenants and Finance to minimise the impact of Covid-19, manage cash flow and support tenants.



We reduced  
**planning**  
 applications  
 awaiting decision  
 by around

**1,000**

We completed our  
**customer**  
 services  
 review

- > Restarted lease renewal and rent review negotiations if paused during Covid.
- > Received receipts of c£8.7m.
- > Commenced Park Street car park redevelopment in January 2022.

**We said we would further develop the long-term council accommodation strategy to achieve more efficient and flexible working arrangements, improve service delivery, reduce fuel costs and carbon emissions and identify further income and redevelopment opportunities.**

>> This year we have seen flexible working and hybrid working arrangements embedded and embraced by staff during the pandemic continuing as we come out of lockdowns. Consolidation into Mandela House has allowed new ways of working to be tested and reduce office costs where possible. Ongoing work as part of the Our Cambridge business transformation programme will further assess office requirements based on this and inform future requirements. This will allow future decisions to be made about longer term requirements in 2022/23.

**We said we would procure goods and services for the council, and its partners as agreed, in a way that is competitive, accessible, standardised, fair and transparent, delivering innovative ways to support the local economy.**

>> This year we have introduced the Request for Quote (RfQ) as a simpler process for procurements above the advertising level of £25k and below threshold (currently £177k). This has led to an increase in procurements with strong audit trails as well as opening up the market to more local suppliers.

**We said we would continue to develop the My Cambridge Cultural Education Partnership.**

>> This year have undertaken research to establish the feasibility of a flexible apprenticeship offering for the local creative industries, that would benefit small to medium sized enterprises by generating a talent pipeline as well as providing industry skills and social capital for the apprentices.

**We said we would provide opportunity for young people to participate in local decision making through Agenda Days and Takeover Days.**

>> This year we have led a youth forum project, bringing together young people from across the city, working collaboratively to better understand and take action on topics important to them including climate change, pandemic recovery and period poverty.



**We received receipts from property assets totalling about £8.7m**

**We simplified our processes for procurements over £25k**

**We said we would work with partners (including the police) in the Community Safety Partnership to increase safety in Cambridge.**

>> This year we have:

- > Led the multi-agency 'Cambs Against County Lines' campaign funded by the Office of the Police and Crime Commissioner to raise awareness amongst young people and adults of the risks around county lines drug dealing and to help young people and members of the community to recognise the signs of the related grooming process. A bespoke Cambridge-centred video was commissioned and a resource pack made available for schools and the local community.
- > Led the Community Safety Partnership Cambridge Cycle Crime Prevention Task and Finish Group created to respond to increasing concerns about cycle crime. The group focusses on:
  - Education, through the 'Save Our Cycles' campaign led by Camcycle.
  - Infrastructure, by identifying cycle stands in the city and opportunities for safety and security improvements.
  - Enforcement, led by the police who prosecute people committing bike theft and use theft data to improve CCTV locations.
- > Supported the new police online community engagement model which resulted in over 400 engagements until Feb 2022, provided pinpointed data and a listening ear for policing to be able to respond to harm on the street.
- > Worked across the city and county to ensure we were working in line with the Domestic Abuse Act 2021.
- > Delivered initiatives that targeted offenders of violence against women and girls (VAWG) as part of a successful bid from the Home Office "Safer Streets Fund" Round Three.

**We said we would work with Cambridge BID and Fitzwilliam Museum (Enterprises) Ltd, to establish a destination management organisation for Cambridge city in order to support the recovery and development of a sustainable visitor economy.**

>> This year we have:

- > Worked with Cambridge BID, Fitzwilliam Museum Enterprises and King's College to progress the establishment of a new destination management organisation (DMO) for the city.
- > Using funding secured from the Combined Authority, we have worked with partners to launch a new tourism website for the city – [www.visitcambridge.org](http://www.visitcambridge.org) – and deliver a programme of public realm improvements for city centre visitors to enjoy, including new public seating and picnic tables and ambient lighting displays.



We supported the **police** in making **400** community engagements

We led a **multi-agency Cambs Against County Lines** campaign

We helped launch **visitcambridge.org** a new tourism website for the

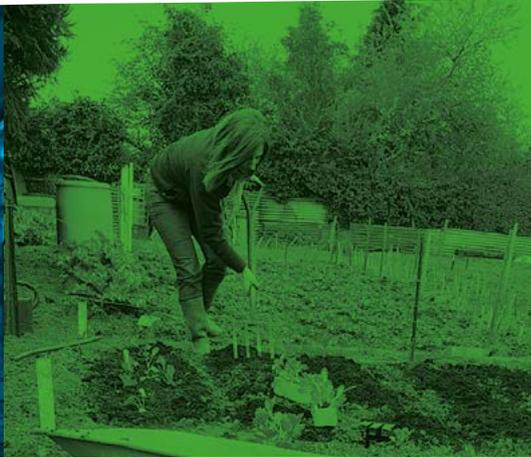
**city**

**We said we would work collaboratively with Cambridgeshire County Council, and other partners in the Local Health & Wellbeing Board, to support our communities to be healthy and resilient.**

>> This year we have:

- > Provided Covid booster vaccine centres and drop in sessions at Clay Farm Centre, and provided a Covid test centre at the Abbey Pool Overflow Car Park.
- > Continue to deliver the Healthy You contract (Year 2)
- > Partnered with Holiday Activity Fund lead, providing key local deliverers in the city, to offer a varied programme of free spaces on holiday activity camps for all young people on free school meals.
- > Secured funding from Public Health to deliver on a Healthy Weights project, aimed at increasing physical activity levels.
- > Secured funding from Public Health to deliver a strength and balance project, aimed at reduced the prevalence of fall admissions.
- > Secured funding from Government to develop, with partners, a national pilot Health and Work Strategy.
- > Provided instructors to deliver exercise taster sessions at Cambridge Central Mosque for the wellbeing/diabetes prevention day, and training for volunteer walk leaders, led mindfulness walks.
- > Delivered Invigorate activities for residents with serious mental illnesses and wellbeing activities for all.





Customer Service Centre  
Mandela House  
4 Regent Street  
Cambridge CB2 1BY  
[www.cambridge.gov.uk](http://www.cambridge.gov.uk)