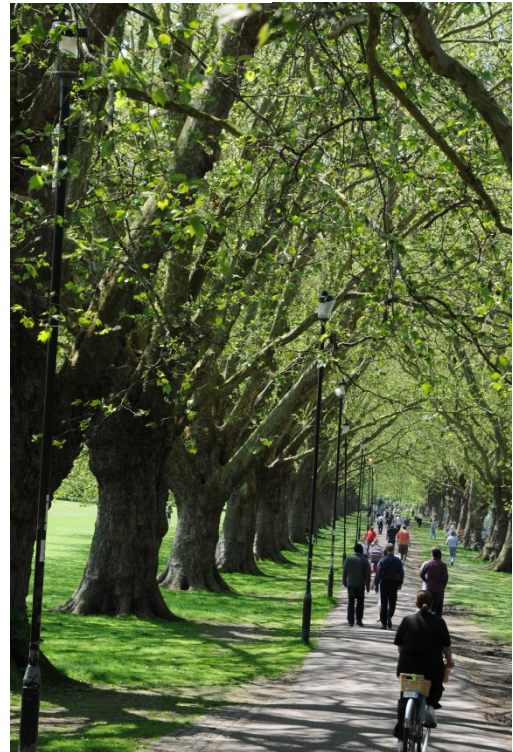


# Cambridge City Council Peer Challenge 2017

Our vision, our opportunities,  
our challenges



## INTRODUCTION – WHY A PEER REVIEW, WHY NOW?

Cambridge City Council, like all local authorities, has been through a great deal of change in the last ten years. The impact of austerity has brought a sharp focus to our continuing commitment to finding more efficient and effective ways of serving those who live, work, study in or visit the city.

We have established new models of service delivery, and new partnerships, for instance, to bring in additional resources and create greater capacity and resilience in our organisation.

As we enter the next phase of transformation, whilst keeping a clear focus on day-to-day delivery, the time is right to invite a Peer Challenge to give us rounded, independent feedback on how well we are doing, how we are perceived by our stakeholders, and how well placed we are to meet the challenges and opportunities of the future.

As an open and learning organisation, we welcome you and the Peer Challenge you bring. We look forward to hearing your findings.

### KEY FACTS

<b>Population</b>	131,800
<b>Area</b>	4,070 ha
<b>City Council Political balance</b>	26 Labour 13 Liberal Democrat 2 Independent 1 Green
<b>City Council workforce</b>	810 employees
<b>City Council housing stock</b>	7,050 homes
<b>Domestic waste &amp; recycling bins collected</b>	Approx 150,000 per fortnight
<b>City Council managed car parks</b>	5 multi storey, 4 pay & display
<b>City Council owned community centres</b>	7 (+ 3 run by community groups)
<b>City Council owned leisure facilities</b>	2 swimming pools + gym complex
<b>Open spaces</b>	1,000 ha grass & open space maintained by City Council 80 parks & playgrounds 9 Local Nature Reserves 30,200 trees managed 20 allotment sites
<b>Tourism</b>	7,400,000 visitors in 2016

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## **1. Understanding of the local place and priority setting: does the Council understand its local context and place and use that to inform a clear vision and set of priorities?**

### **Cambridge the place – geographic & historical context**

Cambridge is a special place and is the county town of Cambridgeshire. It has been the regional centre of governance and learning for over 800 years. The city's role as a centre of trade and commerce dates back even further, to at least Roman times.

The local authority boundary means that the City Council covers most, but not all, of the urban area, and at 4,070 hectares is a physically very small local authority. Cambridge City is completely surrounded by the more rural district of South Cambridgeshire, and in a two-tier setting, a number of key services are also provided by Cambridgeshire County Council.

Cambridge lies approximately 50 miles north of London, is at the heart of a number of key growth corridors and is well connected to London by road and rail – this has a significant influence on the economy and demography of the city.

Cambridge is home to the world-class University of Cambridge, which is also a major employer and, alongside its colleges, land owner and developer in the area. Internationally-renowned Addenbrooke's hospital is also located in the city, and is now the epicentre of a rapidly developing bio-medical campus. The city also hosts the Cambridge campus of Anglia Ruskin University, with its own expertise in areas such as applied science.

### **Economic context – the Cambridge Cluster**

Cambridge is a key growth engine for the UK economy. The combination of a well-connected location, a world-leading research university, an attractive setting and an entrepreneurial ecosystem have created a science-based innovation cluster in and around the city over the last 50 years.

This now includes a number of world-leading companies in ICT and life sciences. As a result, the area is characterised by low unemployment, high GVA per worker and high skills.

Cambridge has a higher proportion of its population holding higher level skills (66.5%) than any other UK city. Its claimant rate is the second lowest in the country, at 0.7%. The University has been associated with more Nobel Prize winners (95 and counting) than France, Spain and Italy combined, and the city registers more patents per 100,000 population (341 in 2015) than any other UK city.

44,000 extra jobs are envisaged in the emerging Local Plans for Cambridge and South Cambridgeshire, although recent data commissioned by the Cambridge Ahead business group suggests that jobs are growing even more rapidly in the wider area, at around 7% per year.

The council has played an active role in facilitating local economic growth through its planning policies over a long period of time. Unlike other parts of UK there has been a strong consensus in favour of growth and the council has released land from the green belt in its local plans to support that growth.

Driven by this economic success, Cambridge has grown rapidly in recent decades, and has ambitious plans for housing and economic growth to accommodate the demand for housing and employment space from both residents and businesses already here, and those wishing to move here to take advantage of the opportunities the city provides.

The city receives 7,000,000 visitors each year, drawn by its architecture, museums, open spaces and cultural offer. The city provides culture and leisure facilities for the surrounding sub-region, and has a thriving night-time economy. This all brings great benefits to the city, but also puts pressure on council services, to maintain a well-managed, clean and pleasant setting for residents and others.

## **Social & demographic context – a rapidly growing and changing city**

The city's population is currently approximately 131,800, up from 109,000 in 2001. The population is projected to reach 150,000 by 2031, an increase of over a third in thirty years.

The city has a very young population due to the large number of students at the city's two universities and other colleges. There are nearly 30,000 students in the city, contributing to a mean average age of 31, one of the youngest in the country. Nearly 56% of the population were aged between 15-44 at the time of the 2011 census, a significantly higher proportion than that for the rest of Cambridgeshire.

At the same time, the number of very elderly (85 plus) grew from 2,100 in 2001 to 2,700 in 2011.

The Council works in an increasingly diverse city and we are proud of that diversity in our community and in our workforce. This means we need to create and maintain a supportive environment where individuals' values, beliefs, identities and cultures are respected, protected and celebrated.

There is a significant turnover of population each year fuelled by students, visiting academics and local business attracting international staff. Cambridge is an international city with a wide range of ethnicities represented in the city.

The diversity of the population has increased rapidly in recent decades up from 10% to 17.5% between the 2001 – 2011 censuses, and Cambridge's diversity now compares to larger metropolitan areas. The largest non-white ethnic groups are Bangladeshi, Chinese and Indian.

The equalities and diversity agenda is a core value for the council, as we work hard to serve the city's diverse communities and ensure Cambridge continues to be the safe and welcoming place it has been for centuries.

## **Poverty & inequality**

Our communities experience both great wealth and real poverty – Cambridge has been identified as “the most unequal city in the UK” by the Centre for Cities with a Gini coefficient of 0.46.

We have seen a sharp rise in the number of statutory homeless people (108 in 2015/16 compared to 36 the previous year) and rough-sleeping (190 people).

13,700 people (over 10% of the population, and 22% of all dependent children) live in a household claiming benefits.

Life expectancy for men is 9.3 years lower (and for women 7.4 years lower) in the most deprived areas compared to the least deprived.

In response, the Council invests heavily in housing, community services and an Anti-Poverty Strategy that seeks to understand and address these issues head-on and in partnership.

## **Potential impacts of Brexit**

The city had one of the highest remain votes in the country in the Brexit referendum and the impact of Brexit is a major risk for the future success of the city's academic institutions and businesses. Many of the city's businesses are global companies and relatively footloose as they are knowledge based and are generally not heavily invested in capital-intense manufacturing.

The city's skilled workforce comes from all corner of the globe, with around 9,000 workers in the area believed to be from the EU. EU workers make up 12% of Addenbrooke's hospital workforce, compared to 4% in NHS organisations nationally.

We continue to work with academia and business partners to understand the potential impacts of leaving the EU on residents, public services and businesses.

## **Environmental context – balancing growth with conservation**

The city's historic built environment includes UNESCO world heritage site King's College Chapel and many other buildings of high architectural quality. The city is also characterised by a river corridor and spacious parks and green spaces. There are over 100,000 trees in the city.

Cambridgeshire is one of the driest places in the UK, resulting in stress on water supplies as the population grows. But the city is also prone to fluvial flooding.

The energy grid in the area is at full capacity, with limits on renewable connections meaning significant investment will be required to facilitate sustainable growth.

Mitigating and adapting to climate change are high priorities for the city and the council.

## **The Council's Vision – "One Cambridge, fair for all"**

The scale of growth and economic success creates opportunities but also challenges for the council in terms of ensuring mixed, balanced and cohesive communities, and tackling inequality. Job prospects and the quality of life make the city a very attractive place to live, but that in turn means that demand for housing pushes house prices and rents to unsustainable levels, at over 11 times average salaries.

**Cambridge City Council has a clear vision to lead a united city, in which a dynamic economy and prosperity are combined with social justice and equality.**

The vision has three main aims: to make Cambridge "fair for all", to make it "a great place to live, learn and work", and "caring for the planet". Our annual statement and Corporate Plan outline how we will achieve our vision, under seven themes:

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

## **The Local Plan – providing for sustainable growth**

Taking account of demographic change and high rates of economic growth, the submitted Local Plan for Cambridge was adopted by the Council in April 2014 and sets out a vision of housing and job growth whilst maintaining the quality of life associated with a compact city surrounded by Green Belt. (The Local Plan is still going through the examination process, over three and a half years after submission – the process has absorbed a significant amount of officer and member capacity).

Housing growth (14,000 new homes between 2011 and 2031) is planned for a number of major development sites, predominantly on the fringes of the city, as well as redevelopment of brownfield land close to the stations and other smaller areas of development.

After a dip through the post-crash downturn, housing delivery has picked up strongly in the city from 2012 onwards, with around 6,200 new homes completed since April 2008, an 13% increase on the pre-existing stock.

## **The challenges presented by rapid growth: life in the new neighbourhoods**

The City Council has planned the new neighbourhoods being built on its fringe growth sites carefully to create mixed and balanced communities that integrate well into the new, larger city. There have been notable successes in this ambition, such as the achievement of a high proportion of affordable housing, and high standards of sustainability.

This has included innovative - and in some cases ground-breaking - approaches to issues such as sustainable drainage and waste collection, with the scale of the underground waste system at the University's Eddington development recognised as being at the leading edge in this country.

In our Trumpington ward we have delivered over 600 affordable homes in the three years 2014-17, and seen an increase in the proportion of children there living in households claiming benefit from 22% to 37% in the same time frame.

New communities often have a higher proportion of young families, but may not have developed the social fabric that research suggests takes ten years to grow. Pressure on school and pre-school provision can present logistical challenges to such families.

Cambridge City Council has invested significantly in community development in the fringe growth sites, including through the use of developer contributions. We have worked hard to welcome new residents, to kick-start community projects that support healthy lifestyles and community integration.



We have delivered 42 successful community projects/events in the growth areas so far using developer contributions to establish toddler groups, residents' associations, sports clubs and an international café.

We have established a Joint Management Vehicle with Cambridge University to manage a new community building on the North West Cambridge development. On the Southern Fringe, we have established a similar arrangement with Cambridgeshire County Council and the NHS to deliver and manage a community hub including a new health centre.

### **Challenge – Housing affordability, commuting & congestion**

The housing affordability crisis also forces those who cannot find suitable, affordable housing in the city to live further out, and then travel back in to the city to work. Around 50,000 people commute into the city each day, contributing to over 200,000 vehicle movements in and out of the city each day. This exacerbates issues around congestion, which in turn create poor air quality in parts of the city.

In response to the challenges of infrastructure deficit and housing affordability, we have secured significant additional funding for investment to tackle transport infrastructure and housing issues in the area. Firstly through the ground breaking Greater Cambridge City Deal (negotiated 2012-14, signed in 2014 and worth up to £500m of Government investment in three tranches over 15-20 years); and then by playing a leading role in negotiating the landmark Cambridgeshire and Peterborough devolution deal.

If we are not successful in bringing forward more affordable housing and tackling the transport issues there is a real risk the economy as well as our community will suffer.

Some of the solutions to these issues may be unpalatable for residents and will need the council and its partners to show strong community leadership e.g. work place charging levies or measures to discourage or restrict car use in peak hours.

*More detail on the partnerships we have established and the challenges we are seeking to address is set out in chapter 2.*

## **Resident priorities**

The Council's most recent Residents' Survey (2016) showed that services that help ensure the city is safe, healthy and clean consistently came out as of highest importance to residents.

Waste and recycling were the most important, rated as highly important by 98% of respondents, with work on anti-social behaviour next highest at 95% and services to tackle pollution next at 92%.

Other highly rated services relate to provision of leisure services and services for young people, along with keeping streets, parks and toilets clean, and providing housing services.

## **Council performance**

The Council itself is generally high performing with strong service delivery and positive customer satisfaction

In the Residents Survey 2016, three quarters (76%) of residents were satisfied with how the council runs things. This compared to 58% that were satisfied in 2011, showing a statistically significant improvement over time.

Compared to the LGA benchmark results, Cambridge City Council was above the median quartile result of 69% and in line with the top quartile result of 76%

When residents were asked whether they agreed or disagreed that Cambridge City Council provides value for money, slightly more than half (55%) agree with this statement.

The five services that residents expressed highest levels of satisfaction with are:

- collecting rubbish, recycling and green waste (81%),
- maintaining parks and public spaces, protecting trees in the City and managing trees in public places (81%),
- managing and maintaining the central market (77%),
- cleaning the streets and removing graffiti (76%) and
- running elections (72%).

During the consultation, we ran workshops which highlighted some concerns from residents, particularly some of our tenants. Residents in this workshop, whilst generally supportive, raised concerns about levels of antisocial behaviour in their neighbourhoods, the cleaning of council housing communal areas and the collection of waste and recycling from communal areas.

The Council takes an annual complaints report to its Civic Affairs Committee, showing the key themes of complaints and the actions being taken to learn and incorporate lessons.

The Council also produces an Annual Report against the objectives in its Corporate Plan, shows how the Council is performing on these services that the public says are most important, as well as other services which perhaps do not score so highly in public surveys, but are crucial to the users and recipients of those services.

The report shows that here was a positive story to tell on the majority of targets and objectives, although not everything had gone to plan.

The quality of council services has been recognised in national awards this year. The Markets team, the Council's Street Aid initiative on rough sleeping and the Revenues & Benefits service (recently acknowledged as Welfare Benefits Team of the Year) have won national recognition for the quality of the work they do.

One of our challenges remains maintaining service standards for a rapidly growing population in the face of austerity and responding to customer expectations and complaints. As the city grows and our resources shrink the scale and responsiveness of our service delivery may come under pressure.

**We know the areas we need to improve include:**

- The way we handle some of the more complex complaints we receive and Local Government Ombudsman themes – particularly with regard to our planning, waste, and housing repairs functions.
  - Some residents' waste bins were not collected several times following changes to collection days and routes in February 2017. New crews have now learned the routes and service has improved accordingly.
  - Our Estates and Facilities, which maintains the Council's housing stock, received 86 complaints in 2016/17. A comprehensive skills training programme for staff this Autumn included communication and customer care issues alongside practical building maintenance skills.
- High sickness absence in some service teams, up to 16 days per person (The corporate rate is 9 days, but this makes variance between 2 and 16 days).
- Capital plan delivery
- Ensuring all of our shared services are implemented and embedded effectively, and realising the benefits envisaged in their business cases.
- We also need to invest in our capacity to deliver, both in terms of skills, technology and our working environment.

*More detail on these challenges and our responses follows in chapter 5.*

## Politics & Democracy

In recent decades the Council has been run alternately by Labour and Liberal Democrat administrations, with the Liberal Democrats forming the administration between 2000 and 2014. The Cambridge Parliamentary constituency has returned Labour or Liberal Democrat Members of Parliament since 1992.

Labour took control in May 2014 and the City Council currently comprises a ruling Labour group of 26 members, a Liberal Democrat group of 13 members, and an Independent and Green Group of 3 members. With elections by thirds, councillors maintain a close understanding of the issues that matter most to residents, businesses and communities.

The Local Government Boundary Commission for England recently informed the Council that it will be undertaking a review of the size of the Council and its ward boundaries in 2018.

### Evidence for Chapter 1 Understanding of the local place and priority setting

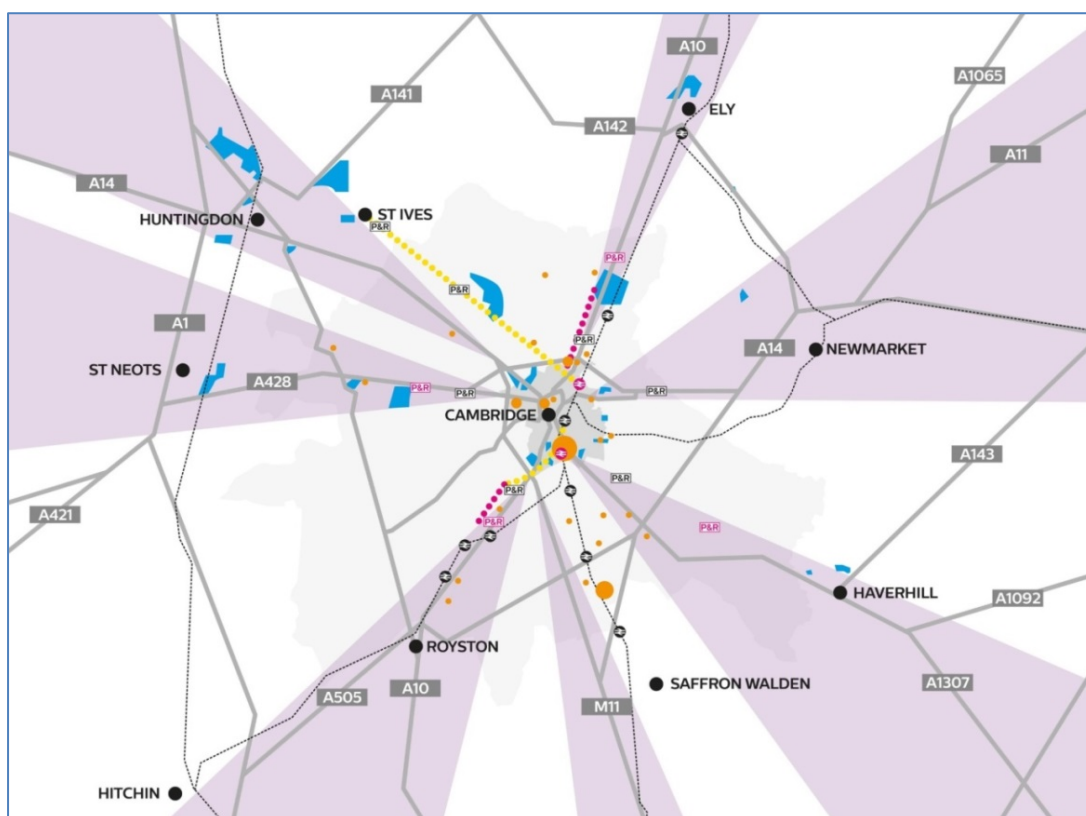
- Vision Statement
- Corporate Plan 2016-2019
- Annual Report 2016/17
- Annual Complaints Report 2016/17
- Residents' survey 2016 report
- Cambridge Health Profile
- Quarterly Reports on finance, performance and risk (examples)
- Cambridge Local Plan 2014: Proposed Submission
- Corporate Risk Register
- *A short film, setting out the key issues and featuring an introduction from the Leader of the Council*

## 2. Leadership of Place: does the Council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?

Our partnership arrangements are complex with a two tier local authority structure plus the Cambridgeshire & Peterborough Combined Authority. The relationship with South Cambridgeshire is our central partnership, as it completely surrounds the city.

In addition we have two economically-focussed partnerships and Greater Cambridge Partnership (delivering our City Deal) and Greater Cambridge Greater Peterborough Enterprise Partnership (the LEP for this part of the country).

There are also a number of partnerships that represent the network of growth corridors which Cambridge sits at the heart of (London-Stansted-Cambridge; Oxford-Milton Keynes-Cambridge, Norwich-Cambridge).



The City Council was a prime mover in bringing together business and academic partners to develop a “Case for Cambridge”, explaining to the new Government in 2015 the need for sustained investment in the Greater Cambridge region and its economy. This ABC approach (Academic, Business, Council) underpins a fundamental aspect of how we work together across sectors.

The Council is also engaged in partnership work at various officer and member levels to advance the key social and environmental objectives expressed in the Corporate Plan. These include

- the Local Health Partnership (currently in transition) and Health & Wellbeing Board;
- the Cambridge Community Safety Partnership, the Children's Trust and
- a range of more operational partnerships.

The spirit of partnership working is embedded at all levels of the council, not just at the strategic / regional level. For much of our agenda, it is the way we do business, and it is natural for us to seek partners and collaborators to take forward many of the complex and multi-dimensional issues we face.

In that context, we recognise the need to focus on partnerships that will add the most value. If we do not manage this well, there is a risk that the complexity of those partnerships may get in the way of delivery.

#### **Growth partnerships – supporting economic growth & tackling housing and transport challenges**

In planning terms, our relationship with South Cambridgeshire DC is key. In 2006 complementary local plans were developed by the City Council and South Cambridgeshire and adopted. These reflected a shared development strategy Greater Cambridge on a number of significant sites around the fringe of the urban area (often straddling the administrative boundary) and in major new developments beyond the green belt.

The emerging local plans, submitted in 2014, took that alignment a step further, were developed in tandem and have progressed through inspection together, underpinned by a transport strategy for Cambridge and South Cambridgeshire developed by officers and members from the two district councils and the County Council.

This strength of partnership working, including a Joint Development Control Committee composed of members from the two district councils and the County Council, has enabled major growth on fringe sites to meet local housing and business needs. These have facilitated growth of University of Cambridge and the Cambridge Bio-Medical Campus (CBC).

Cambridge City Council worked hand in glove with its neighbours (South Cambridgeshire DC and Cambridgeshire County Council) to successfully negotiate a significant **City Deal** for Greater Cambridge between 2012-2014. This is worth up to £500m - £100m to 2020 then 2 x £200m, subject to gateway reviews.

This paved the way for the subsequent **Devolution deal** on a Cambridgeshire and Peterborough footprint. This includes £70m for 500 new council homes in the city and a further £100m for affordable housing in the area as a whole).

**Cambridge City Council played a key role in negotiating both these deals, and secured funding for the city and wider area unrivalled (per head, and in terms of funding for housing) by similar deals elsewhere in the country.**

Cambridge and Cambridgeshire's successes here contrast with other parts of country with two tier local government which have not yet been able to deliver the joined up working across partners required for successful devolution deals.

The City Council's leadership and pragmatism on this agenda is vital given that the rest of the councils in the county are Conservative controlled, so partnership working across the county is always across political divides. The Leader represents the City Council on the decision-making bodies of both the GCP and Combined Authority. The Leader has also taken on a portfolio in the Combined Authority leading on the non-statutory spatial strategy for Cambridgeshire and Peterborough, and tackling disadvantage across that footprint.

The key focus of the Greater Cambridge Partnership delivering the city deal is on finding sustainable transport solutions to move people around the greater Cambridge area more effectively, including through modal shift, and to enable people to access housing in cheaper part of the sub-region, which in turn would enable some more disadvantaged part of the county to benefit from the jobs growth in the city.

*Investing in improving transport and tackling congestion* remains a high priority for the Council and its partners.

**Challenge** - The scale of growth and economic success described in the introduction to Cambridge above creates opportunities but also challenges for the council in terms of ensuring mixed, balanced and cohesive communities, and tackling inequality.

Job prospects and the quality of life make the city a very attractive place to live, but that in turn means that demand for housing pushes house prices to unsustainable levels.

There is a potential risk that the expanded number and complexity of agencies in the area could create a perception of decision-making being quite distant or opaque for city residents and even councillors.

## **Action on housing**

*Tackling the city's housing crisis and delivering our planning objectives* is clearly understood as a key priority for the Council and the city, and is powerfully articulated in the Council's vision and corporate plan priorities.

The Council has an ambitious home-building programme and determination to ensure that new buildings are both of a high design standard and environmental performance, but also that a high proportion of homes are affordable and available to people seeking a variety of appropriate tenures, including social rents.

The Council has retained ownership and management of its own housing stock and is very focused on delivering more affordable housing through its own house-building plans and through broader planning policies which require 40% of homes in new developments to be affordable.

The Council has been successful in delivering over 1,000 new homes in recent years as well as planning for growth, with 6,200 completions in the city since 2008. However, the cost of housing remains exceptionally high, at over eleven times the average salary. The proximity to London is another factor here, and Cambridge has also proven attractive to international property investors.

There are no private sector houses to rent in city at Local Housing Allowance level. This means people, particularly those on lower incomes, having to live further out of the city. This in turn leads to in-commuting, creating traffic congestion.

### **Challenge – prioritising our effort on the partnerships that make a difference**

One challenge arising from this complex and expansive partnership and governance landscape, and from the range of corridor-based partnerships mentioned in the introduction, is in deciding where to focus senior members' and officers' time and attention in the best interests of the city's needs.

Our partners also face a range of challenges and constraints which shape their ability and need to engage in partnerships with us. For instance, the County Council faces the financial challenges arising from delivering adult social care in the face of rapidly shrinking Government grant funding. And our Health partners face similar budgetary pressures.

### **Health, community safety and social inclusion partnerships**

We have strong day-to-day operational partnership working on a range of issues.

On **homelessness**, we seek to take a whole systems approach with different partners playing their own distinctive roles in complementary ways. The City Council has built effective multi-agency working over many years, brokering and building those key relationships between statutory and community partnerships. This has enabled us to have an excellent working relationship with Jimmy's night shelter, for instance, and to establish the Street Aid charitable funding initiative.



On **Community Safety**, the Council's Head of Community Services chairs the Community Safety Partnership and facilitate joint working on key issues such as street life, Anti-social behaviour, and the night-time economy. The Council supports the Street Life Working Group, and has achieved White Ribbon accreditation for its work on domestic violence, organising a successful conference on coercive control and seeing a significant increase in the reporting of domestic violence.

On **major events**, we have a multi-agency Safety Advisory Group which plans for major public events. The value of strong relationships built over time have enabled the city to host hugely successful events of national significance such as the Olympic torch relay in 2012 and the Tour de France Stage 3 départ in 2014.

Our **health** partnerships provide a forum to join forces on key issues such as mental health, and supporting older people to live independently for longer. We contribute to an exercise referral scheme which allows health professionals to prescribe exercise to help tackle obesity and other chronic health conditions.

### **Supporting the community & voluntary sectors**

The Council funds, and partners with a broad range of bodies including housing associations, night shelters and homeless charities, equality and diversity bodies (the Council supports a Diversity Forum and multi-faith partnership).

Cambridge City Council understands the unique contribution the voluntary sector makes, and has prioritised maintaining a community grants programme worth £900,000 per year to fund activity targeted to groups working with the most vulnerable people in our city.

Partners like the Citizens' Advice Bureau are key to this approach, and we host outreach workers from the CAB in our Customer Service Centre and GP practices. This both supports residents to access the services and resources they need and are entitled to, and reduces the demand falling direct on the council and its statutory partners. CAB outreach in GP practices in our most deprived wards has helped secure vulnerable and deprived residents funding to the value of over £200,000 that they might not otherwise have accessed.

The Council also partners with agencies to support its historic and natural environments, including the Conservators of the River Cam, "Friends" groups relating to our open spaces and nature reserves and others.

We also appreciate the civic spirit that is strong in many individual residents and work with them in a range of ways to benefit others and the broader community, including by taking on roles such as recycling champions and digital champions. The City Council is keen to build this kind of social capital, both for the health and wellbeing benefits it brings to those involved, but also as a potentially more sustainable way of securing positive social outcomes for the wider community.

### Chapter 2 Questions:

- Effective partnership delivery in a complex landscape – where are we going? What is our ultimate destination with our shared service partners and other neighbouring councils?
- What do we want to achieve from partnership working? Are we effectively prioritising scarce senior councillor and officer time between our multiple partnerships to achieve our priority objectives?

### Evidence for Chapter 2: Leadership of Place

- Engagement mechanisms: tenant participation and scrutiny
- Greater Cambridge Partnership website
- Report to Council on establishment of Combined Authority
- GCGPEP website
- Combined Authority Website

### 3. Financial Planning and viability: does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

The Council spends around £19m net through its General Fund each year, on a gross revenue turnover of £118m. High level summaries of General Fund and Housing Revenue Account funding and net expenditure are given below.

#### General Fund Revenue Budgets 2017/18

	2017/18 Budget Net total £
<b>Community Services</b>	
Communities	7,348,970
Streets & Open Spaces	6,455,430
<b>Environment</b>	
Environmental Services & City Centre	4,287,490
Planning Policy & Transport	(1,225,920)
<b>Housing</b>	
Housing (General Fund)	3,461,900
<b>Strategy &amp; Resources</b>	
Finance & Resources	(5,111,980)
Strategy & Transformation	4,465,530
<b>TOTAL PORTFOLIO BUDGETS</b>	<b>19,681,420</b>
Capital Accounting Adjustments	(6,155,050)
Capital Expenditure Financed from Revenue	2,347,560
Contributions to/(from) Earmarked Reserves	5,362,590
Contributions to/(from) General Fund Reserves	(2,330,000)
<b>NET GENERAL FUND SPENDING</b>	<b>18,906,520</b>
<b>FINANCED BY</b>	
Revenue Support Grant	(1,103,580)
Locally Retained Non-Domestic Rates	(4,789,280)
New Homes Bonus	(5,962,000)
Council Tax	(7,839,240)
Collection Fund (Surplus) / Deficit	787,580
<b>TOTAL</b>	<b>(18,906,520)</b>

## Housing Revenue Account

### Subjective Analysis

	2017/18 Budget £
Rental Income (Dwellings)	(36,807,260)
Rental Income (Other)	(1,119,500)
Service Charges	(2,513,880)
Contribution towards Expenditure	(349,960)
Other Income	(110,360)
<b>Total Income</b>	<b>(40,900,960)</b>
Supervision & Management (General)	3,331,440
Supervision & Management (Special)	2,311,720
Repairs & Maintenance	6,260,080
Depreciation - Transfer to Major Repairs Reserve	9,857,820
Other Expenditure	3,669,750
Housing Set Aside	10,269,740
<b>Total Expenditure</b>	<b>35,700,550</b>
Interest Receivable	(424,080)
Loan Interest	7,516,350
Direct Revenue Financing of Capital	925,520
<b>Deficit / (Surplus) for the Year</b>	<b>2,817,380</b>

## Funding

Government funding, in the form of revenue support grant, is reducing year on year and will end completely in 2019/20.

Council tax was increased by £5 for a Band D property in 2017/18 and it is likely that, if allowed, this approach will continue through the MTFS period.

The council has business rates income of £102m, but keeps only about £6m. It is currently part of a Cambridgeshire-wide pilot in which councils retain 100% of growth over a stretch-target level. The outcome of this has been variable year-on-year, due to the timing of redevelopments and the increase of student accommodation in the city, which attracts neither business rates nor council tax.

## Income

The council has a number of sources of income which support General Fund services budgets. It seeks to maximise both service and investment income to mitigate losses in government funding. The largest income streams are listed below:-

<b>Service</b>	<b>Budget 2017/18 (£k)</b>
Markets	894
Commercial Waste	778
Building Control	1,779
Car parking	10,222
Planning	1,731
Commercial Rents	7,765
Bereavement Services	2,273
Interest receivable	973
<b>Total</b>	<b>26,415</b>

## Capital

The council allocates £1.8m from capital funding from General Fund revenue resources annually. In 2017/18 the General Fund capital budget is £38.3m, including £20m for commercial property investment and sums for building maintenance, ICT developments, energy saving schemes and vehicle replacements. The HRA capital budget in 2017/18 is £25.1m.

Capital spending is also supported by S106 contributions, grant funding and some internal borrowing, undertaken to support commercial property purchases.

Current demands on funding are higher than normal as the council reviews and refurbishes its administrative buildings and modernises its IT infrastructure and applications to support more flexible, agile and digital working.

HRA capital expenditure has been limited by the 1% decrease in rent levels and the potential requirement to sell high value voids. Careful management has been necessary to use Right-To-Buy receipts in line with repayment deadlines. The council has £17m borrowing headroom available within the HRA.

## Balance sheet

The council has a strong balance sheet, including £153m of investment property, £771m of property, plant and equipment and £110m of cash and cash investments. The only long term borrowing is £213m loans taken on to support HRA self-financing.

## **Revenue Outturn**

In the General Fund, significant underspends have been posted in previous years, reflecting tight control on budgets, and reflecting over-achievement of income projections in some cases. We are keeping these under review to ensure budgets are as accurate as possible.

## **External audit**

External auditors have consistently given the City Council a clean bill of health with unqualified accounts.

## **Budget strategy**

*“Protecting essential services and transforming council delivery”* is the underpinning priority to enable the Council to deliver its vision and the rest of its corporate plan priority objectives.

The Council has taken a long term measured approach to find financial savings using service reviews to transform services and to get ahead of our savings requirement.

The impact of the savings generated through increased income, operational reviews and general expenditure savings between 2012/13 and 2016/17 amounted in the single year 2016/17 to £16,122,880 gross (General Fund £13,261m, Housing Revenue Account £2,861m). Offsetting this have been additional financial pressures and other new expenditure plans.

This degree of change has been achieved with a relatively small number of redundancies (83 in last 5 years) and good relations with the Trade Unions maintained.

The scale of growth in the city means the council is not just seeking to balance its budget to maintain the status quo but also transforming services so we can continue to provide high quality public services to all quarters of the enlarged city.

## Efficiencies & Transformation

The Council's Efficiency Plan, approved by DCLG, and future budget strategy is based on the five elements set out below, including examples of each of these.

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

Discretionary services such as the Children & Young People's Participation Service (ChYPPs) have been reviewed and refocused on supporting those residents and communities most in need, whilst maintaining a core of universal services.

We have entered into shared services South Cambridgeshire and / or Huntingdonshire DCs for CCTV (HDC), Waste (SCDC), ICT (both), Legal Services (both), Building Control (both), Home Improvements Agency (both), Internal Audit (SCDC), and Payroll (SCDC).

The implementation of these arrangements has not been completely smooth and there is more to do embed these services.

Going forward we anticipate new shared services will be with South Cambridgeshire DC primarily, and are actively working towards sharing our planning service, and exploring options for shared housing and finance services.

**A key issue for the future is the extent of sharing between the two councils going forward and our ultimate destination.**

- b) **Reducing the number of council offices and reusing other assets.**

We have consolidated our housing offices and our support services into a smaller number of buildings. Implementation of the next phases of our Office Accommodation Strategy will free up our depot site for redevelopment as housing.

- c) **Developing new council businesses and ensuring all services think commercially and explore income generating opportunities.**

The Council has over many years developed a strong commercial property portfolio. In 2016/17 this generated an income of £7.75m which supports the delivery of crucial and valued services in the city.

We also operate a number of multi-storey car parks, a crematorium and bereavement service.

We have also developed alternative delivery models for council services through partnership working.

We have set up two new arms-length, more commercially-oriented and self-sustaining trusts: *Visit Cambridge and Beyond* (formerly the Council-run tourism service, also securing private sector investment through membership fees) and *CLive*, our cultural trust.

In addition we have supported the establishment of a Business Improvement District, CBid, which brings in private sector investment through a business rates levy.

We have set up a housing company, and established the Cambridge Investment Partnership with developers Hill to develop our assets and help deliver our housing aspirations on our property. We have brought in new talent with commercial backgrounds to increase the rigour of our income-generating car parking and bereavement services, and to inspire a more commercial mind-set in all that we do.

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

We have invested £25m in broadening our commercial property portfolio in the last 3 years to generate an additional £1.275m per annum income. We have also used £15m of our cash balances to invest in property through the CCLA Property Fund, generating returns of 4.5% p.a. compared with bank deposit rates of well under 1%.

**e) Challenging the council's capital programme to reduce capital commitments and ensuring those schemes that do go ahead are well planned and delivered in a timely way.**

We have streamlined the Council's capital programme through a member-led review process. We have bolstered our programme management arrangements, and have recognised the need to strengthen this process further in the coming months.

The council's approach to efficiency reviews has been implemented in stages which has enabled us to manage change in a measured way and avoid widespread compulsory redundancies.

The organisation and individual teams have sometimes found the scale of change demanding and challenging, especially those parts of the organisation that had not experienced change for some time.



In our 2011 staff survey staff said we needed to improve the way the council managed change and explain the need for change. In 2015 88% said that they understood the need for change and 91% recognised that there were difficult decisions to be made.

Our commitment to effective consultation with staff and maintaining positive relationships with our trade unions has meant we have managed major change without encountering significant industrial relations problems or service disruption.

That does not mean all our changes have gone as smoothly as we would have liked. Some of our shared services have taken longer to establish than others and we have lost some skilled staff through the transition.

### **Financial challenges and pressures:**

There is a risk that the lack of immediate financial pressure causes complacency and we do not fundamentally transform the way we do things or are unrealistic about what we can continue to do.

Key service delivery pressures include:

- The future of HRA, in the context of Government policy on rent levels, Right-To-Buy receipt retention, sale of high value properties etc.
- Impact of budget cuts by partners, which can create an expectation that the City Council will step in to plug the gap, particularly where services for vulnerable residents are concerned (for instance the withdrawal of the County Council's contract for the sheltered housing service we provide in our Ditchburn Place facility).
- Impact of welfare reform (whereby the cumulative impact of multiple changes to the benefits and welfare regime can exacerbate the pressures on particular residents and families)
- Maintenance of open spaces (approx. 1000 ha currently and more being developed in the fringe site growth neighbourhoods) as commuted sums secured through developer contributions end.
- There is uncertainty around Government policy on New Homes Bonus and Business rates retention.
- Business rates appeals, which may be backdated to 2010, may significantly exceed the provision put aside for this purpose. In particular, the application for NHS Trusts to be given charitable status would have a considerable detrimental financial impact. Further uncertainty has been created by the 2017 revaluation, which may give rise to a higher level of appeals.

- The Greater Cambridge Partnership is currently developing a range of proposals to tackle congestion in Cambridge. Depending on the choices that are ultimately made, these proposals *may* adversely impact car parking income and the delivery of services that rely on officers travelling around the city. The council may also become subject to a workplace parking levy.

## Capital projects – ambition & challenges

Using our assets wisely involves some high profile and complex capital projects which reflect the Council’s ambition to leverage economic, social and environmental benefits for our communities from the assets we own and the resources we have leveraged in.

Examples of major projects which present complex challenges include

- the redevelopment of Park Street Multi Story Car Park (an ageing car park in the historic centre of the city),
- the redevelopment of our Mill Road Depot site (a significant site which until recently hosted our waste service and other operational services in a tight location surrounded by Victorian terraced housing),
- the delivery of the 500 council homes funded through the devolution deal, and
- the master-planning and potential redevelopment of a 48 ha wider brownfield site (currently home to a water treatment works and other low-value uses) at Cambridge Northern Fringe East. We are currently bidding for £193m of Housing Infrastructure Fund money to facilitate this project, supported and submitted by the Combined Authority, with plans for 7,600 new homes in a new, well-connected urban quarter.

Managing major projects is an area where the council needs to up its capacity and capability.

We also need to develop more comprehensive programme management skills to help us mitigate the risk inherent in such schemes.

### Chapter 3 Questions:

- Is our financial strategy sound?
- Income generation, commercialisation and use of assets – are we doing everything that we reasonably can?

## Evidence for Chapter 3 Financial Planning & Viability

- Budget Setting Report 2017
- Medium Term Financial Strategy
- Housing Revenue Account BSR
- HRA MTFS & Business Plan update
- Treasury Management Outturn Report
- Statement of Accounts and External Audit Opinion
- Business cases for ICT shared service
- Annual reports of shared services
- Q2 GF and HRA financial monitoring report

#### **4. Organisational leadership and governance: is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?**

##### **Political Leadership**

Cambridge City Council is comprised of 42 councillors, elected by thirds from 14 wards. It is currently controlled by a Labour group of 26, with a Liberal Democrat group of 13, and an Independent and Green group of 3.

The transition from Liberal Democrat control of the council to the Labour administration following the local elections in 2014 saw the organisation refocus around a new set of corporate objectives and priorities.

Cambridge City Council is very much a politically-led council, with clear and visible political leadership. Relationships between officers and members are generally respectful and courteous.

The Council experiences rigorous scrutiny both from its elected members but also from residents, an active local media (including a daily and a weekly local newspaper) and active citizen journalists. The Council's democratic processes and culture reflect a city and a populace that values open public debate. We are committed to deep and meaningful community engagement, consultation and participation.

Elections by thirds with city council elections in three out of every four years helps ensure that councillors are focussed on the key issues of importance to residents.

##### **Challenge**

This degree of debate and argument reflects Cambridge's politically active community, where contention on issues is the norm, but it can also become a block to progress and inhibit risk taking.

##### **Decision making arrangements**

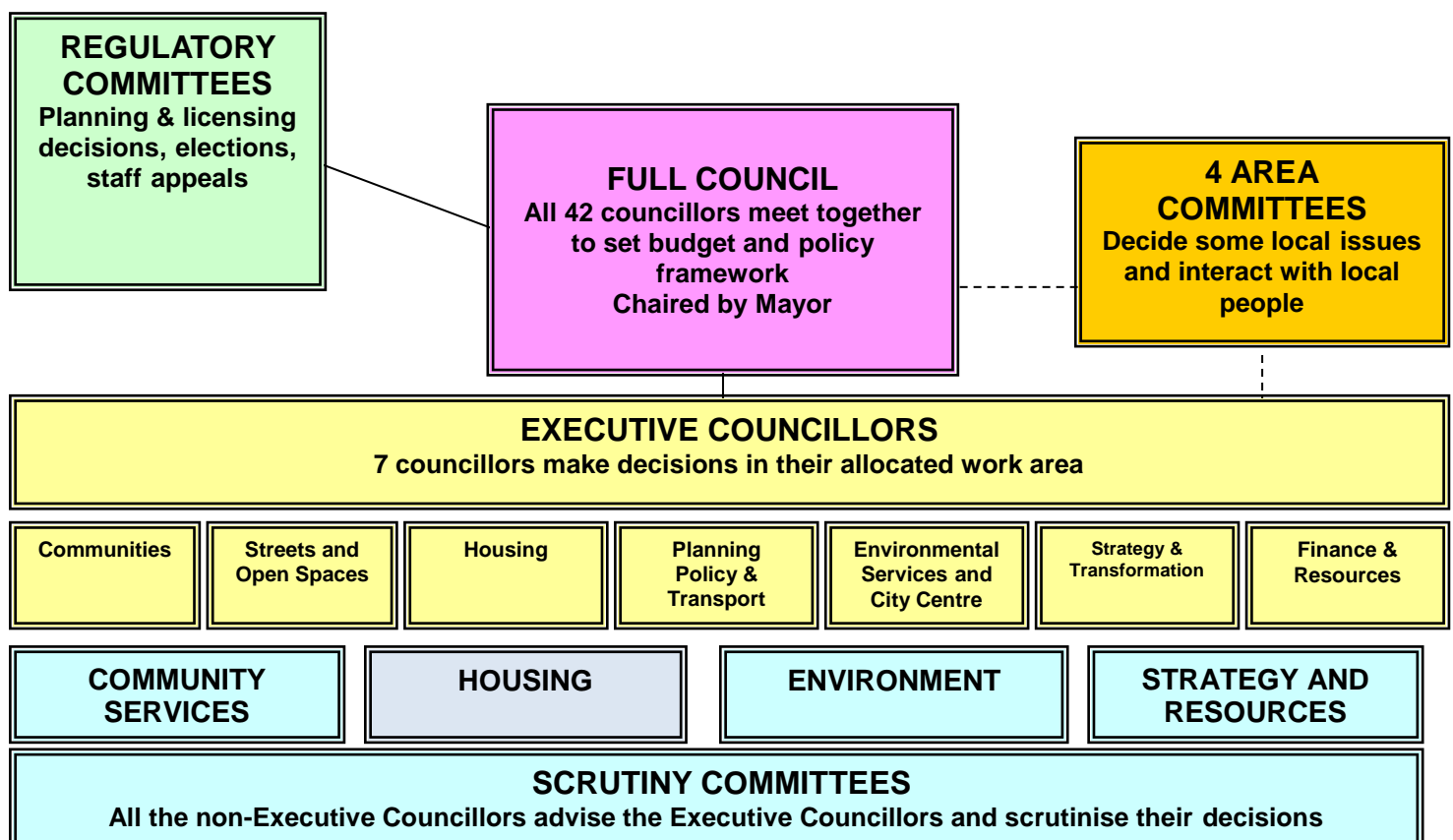
The Council adopted an unusual hybrid form of the Leader and Cabinet model in 2002. In the Cambridge model, the cabinet does not meet collectively to make decisions, other than to recommend the budget to full Council. Instead, individual Executive Councillors take executive decisions, generally following pre-scrutiny at thematic scrutiny committees. This model is supported by all parties on the Council. There are seven executive councillors attending four scrutiny committees.

The Council's decision-making processes, with their focus on pre-scrutiny, do not emphasise the type of post-scrutiny and overview to the extent seen in most other council governance models – this is provided for in the constitution, but in practice has been little-used by councillors, as they have ample opportunities to pre-scrutinise decisions

The pre-scrutiny of executive decisions allows for transparent decision making and ensures public debate and pre-scrutiny before key decisions. This allows for a range of councillors to bring a variety of perspectives to bear on decisions before they are taken. This can lead to changes in policy, as happened for example with regard to the Council's moorings policy in early 2017.

The pre-scrutiny committee process can also provide a development route for councillors, from committee member to committee chair to executive councillor.

## Cambridge City Council Decision Making Structures



As the Council's delivery arrangements have become more complex, the Council has sought to ensure that its own processes continue to add value and provide a proportionate degree of scrutiny for City Councillors, alongside the arrangements that have been put in place for shared services and new partnerships.

These arrangements include officer and member boards and a joint leaders' group for shared services; scrutiny via the Police & Crime Panel and Public Health Committee run by the County Council; a joint Assembly for the Greater Cambridge Partnership and an overview and scrutiny committee for the Combined Authority.

A member-led working group has been reviewing these decision-making arrangements in the summer of 2017, in order to ensure both operational balance in the workloads of the committees and transparent and accountable decision making and scrutiny for our new shared- and partnership-based delivery arrangements.

To further increase community participation in decision making the Council has four area committees in which all local city councillors, plus the relevant county councillors and partners such as the police, meet at least four times per year to discuss issues of local concern and offer residents the chance to hold councillors to account and inform local decision making. In 2016/17, 1,200 people attended Council decision-making meetings, asking 425 public questions.

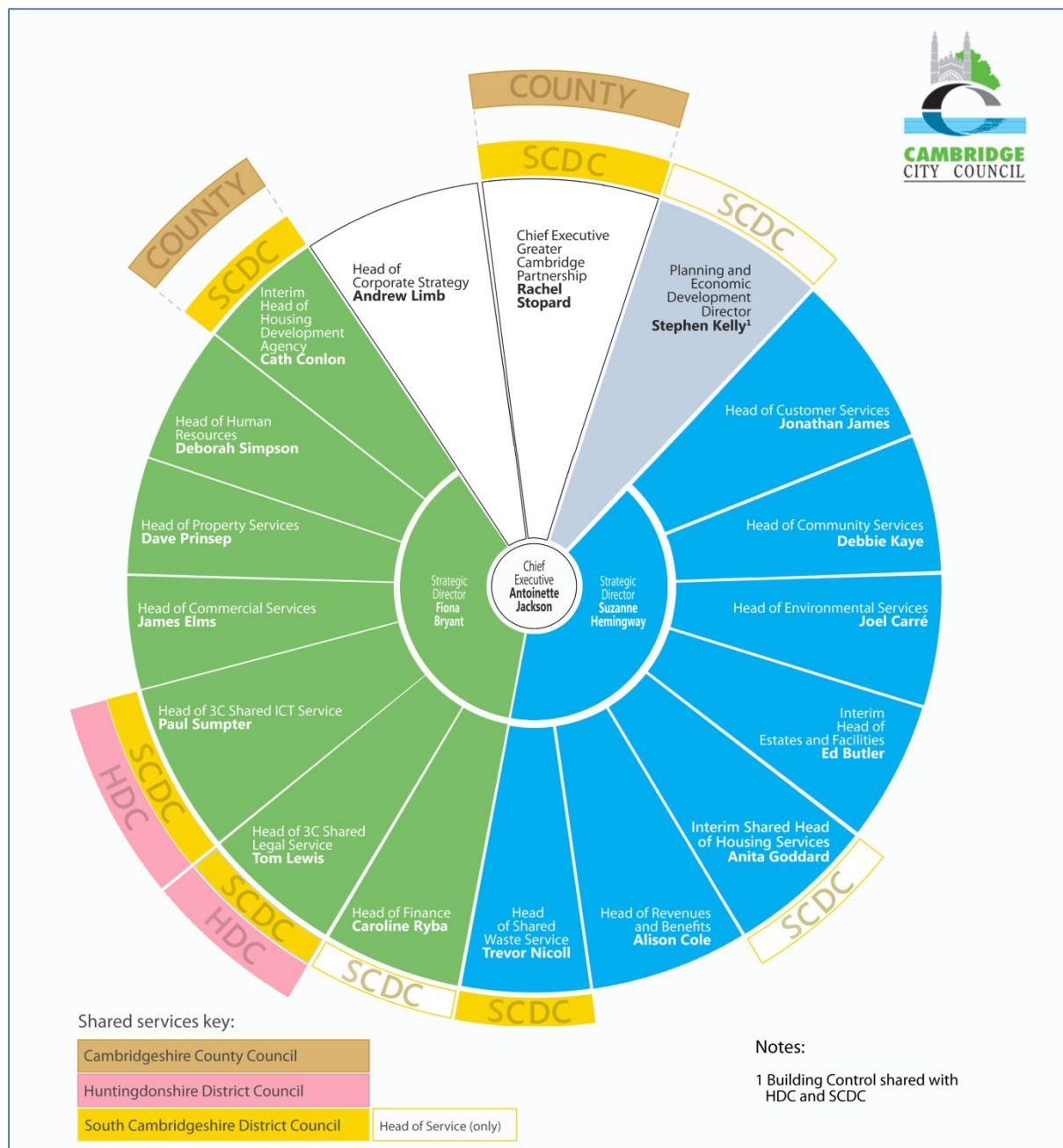
## **Officer structures**

The Council senior management structure has evolved and developed over time to meet changing needs. Following a period of change to council services and in response to the need for new skills, the Chief Executive undertook the latest senior management review in 2016 and introduced a structure which moved from three departmental directors to two strategic directors and a shared Director of Planning and Economic Development (who is part of the management teams of both the City Council and South Cambridgeshire District Council).

As a number of shared services evolved and some services moved to arm's length arrangements there was an opportunity to reduce the number of senior managers. The aim was to create a more fluid structure with oversight of specific services moving between directors over time recognising that services were continuing to evolve and change. The structure also aimed to reinforce the accountability of heads of services for the day to day operation of their services.

This more integrated and fluid arrangement – and the extent of shared services – is illustrated in the organisational structure diagram below.

## Cambridge City Council Senior Management Team



The restructure, combined with natural turnover, has allowed the Council to recruit senior managers and leaders with skills appropriate to the opportunities and challenges the Council faces. For instance, key officers have been recruited specifically on the strength of their commercial or digital skills.

We intend to continue this trend, whilst also committing to the development of our existing staff through a broad learning and development programme, bolstered by our approach to apprenticeships.

## Managerial Leadership

The Strategic Leadership team provides effective officer leadership and comprises the Chief Executive, Strategic Directors, Head of Finance and Head of Corporate Strategy and they meet together every other. A meeting of SLT and the Executive takes place each month.

The council's Senior Management Team (SMT) (the Chief Executive, Directors and all Heads of Service) meets monthly and takes responsibility for performance management, risk management and business planning in the Council. It discusses emerging issues and reaches decisions on cross-cutting operational management issues.

There are a wide range of officer groups to develop operational solutions and policy on cross-cutting issues such as climate change & environmental policy, equalities and diversity, anti-poverty strategy, travel for work, air quality, growth co-ordination, information security, and other matters.

Each significant project has a project board, with programme management arrangements including an ICT Infrastructure Board, a Business Transformation Programme Board and Digital Programme Board. These programme boards are supported by a Programme Office, and ultimately report to SLT.

### Chapter 4 questions:

- Governance— are our arrangements appropriate for the challenges we face, proportionate and sufficiently focussed on the right issues and the most significant decisions? Are they adding value?

## Evidence for Chapter 4 Organisational Leadership & Governance

- [Constitution](#)
- (*The procedure rules around scrutiny, call-in and decision making are available on the Council's website*).
- [Guidance on public involvement in decision-making](#) ([consultations](#), petitions, public questions, area committee agendas etc.)
- [Annual Governance Statement](#), [Code of Corporate Governance](#) and [Annual Report](#)
- Project and Programme Management – Sample Business Transformation Programme Office & Board / Corporate Projects monitoring reports
- Shared Services and [GCP governance arrangements](#)
- [C&P Combined Authority governance](#)
- Sample [agenda packs](#) for recent committee meetings



## **5. Capacity to deliver: is organisation capacity aligned with priorities and does the Council influence, enable and leverage external capacity to focus on agreed outcomes?**

### **The Golden Thread**

The high level objectives in the Council's vision are translated into activities and measures in the Corporate Plan. Each service develops its own Operational Plan to plot and manage activities it is responsible for. This in turn informs the personal objectives of managers and staff in those services.

To help ensure resources and capacity are focussed on agreed priorities, performance reports against Key Performance Indicators are reported to the Senior Management Team on a quarterly basis.

A balanced scorecard of internal management information measures (e.g. sickness absence rates, FOI request processing, attendance at booked training events) is also reported to SMT quarterly, and the corporate risk register is reviewed by the same body on a periodic basis.

Financial monitoring reports are brought to SMT monthly, and to meetings between the Strategic Leadership Team and Executive Councillors on a quarterly basis. The Medium Term Financial Strategy and Budget Setting Report create two opportunities to review and amend our budget during the year.

### **Our workforce**

The council currently has a direct workforce of around 810 staff. The council sets annual objectives for staff through its performance appraisal process and we have a competency framework that outlines the behaviours of all our managers and staff.

In a high-cost city with low unemployment and a competitive jobs market we need to continue to look at how we can attract and keep skilled and talented staff – like other employers in the Greater Cambridge area, we have faced some challenges recruiting and retaining staff with some scarce specialist skills. Our response has included new approaches to pay for key skills such as in the Building Control service.

Our recent staff survey showed that staff are very positive about many aspects of the council. Over 90% say they are clear about their objectives, understand the need for change and believe they can make a valuable contribution to the success of the council. 86% believe the council provides equality of opportunity and 89% are happy to go the extra mile at work.

Conversely only 36% feel there are opportunities to develop their career at the council. There is still room for improvement in the way senior management are perceived by staff with only 32% thinking senior managers take staff views into account when making decisions and 34% thinking action will be taken in response to the survey results. Despite strong corporate scores on many questions it is clear that there are different perceptions in some services areas which needs to be explored further.

We want to be an employer that people are proud to work for and who promotes health and wellbeing and good life balance for all of our employees and therefore we have recently produced an Organisational Development Strategy.

The strategy recognises that the environment in which the Council operates continues to change, meaning that to stay focused on what matters to us we need flexible and agile employees who are ready, willing and able to take on challenges ahead. We need managers who can lead and inspire their teams and support them through change.

We are delivering more of our services through shared services and other arrangements. This has contributed to the reduction in direct employees from 1200 to 810 in the last ten years. It also means staff need to be good at building partnerships and collaborating with others and also able to think more widely about needs of colleagues in other councils, not just their own.

We are committed to ensuring that employees have clear learning and development opportunities and the Council has held *Investors in People* accreditation since 1995. We try to minimise redundancies and redeploy staff where at all possible, so some of our development programme is aimed at helping people develop into new roles within the council. As services change, we also put effort into preparing teams for change including supporting staff to move on outside the council if that is appropriate for them.

We are underpinning our Organisational Development strategy with a new learning and development programme, including management development, project management skills training and apprenticeships. We have retained a training budget in excess of £300,000 per year to support skills development.

We are also developing an apprenticeship strategy, building on the success of our initial programme (linked to our Anti-Poverty Strategy). We aim both to develop our own staff and take on new apprentices when there is a service need.

We work in a diverse city and are proud of that diversity in our community and in our workforce. This means we need to create and maintain a supportive environment where individuals' values, beliefs, identities and cultures are respected. The Council runs an Equalities Panel as one of its formal committees, bringing together councillors, staff and public members with an equal voice.

We have regular liaison with our Trade Unions, and a Joint Staff Employer Forum to air both policy and organisation change issues. Good relations with our unions underpin all the major service change the Council has been through, and have helped ensure those changes have been implemented relatively smoothly.

### **Leveraging additional resource**

Through our strategic partnership working we have been able to leverage in significant additional resources in support of our objectives.

This has included Government funding for housing and transport infrastructure through the Greater Cambridge City Deal and the Cambridgeshire and Peterborough devolution deal, and we are currently developing a Combined Authority-supported bid to the HCA for £193m Housing Infrastructure Funding.

We have also secured Government funding for homelessness (£390,000), the Green Deal, Low Energy Vehicles and other projects. Through outsourcing and sharing services we have also built capacity and resilience in our services.

Our cultural, tourism and city centre management services have been freer to optimise private sector investment in and sponsorship now they operating in arms-length trusts. Through our growth agenda, we have been able to secure over £30m of developer contributions which have paid for a wide range of community and other infrastructure. We have also entered in Planning Performance Agreements with major developers to secure additional resources for our planning service.

### **Challenge – historic under-investment in ICT infrastructure**

We have suffered from imperfect ICT infrastructure for a number of years, and have not invested sufficiently in new technologies to provide a robust platform and achieve the benefits of a fully co-ordinated digital approach. As a result we are behind the curve on this. Staff expressed clear dissatisfaction with both ICT and office accommodation in our recent staff survey.

### **Investment in our capacity**

In response, we are putting in place the strategy, governance and investment to turn this ICT challenge around and deliver those benefits for our residents, councillors and staff.

We have already contributed £602,000 to a £1.2m server consolidation project with our partner councils, and a number of initiatives to address incumbent ICT investment problems are being addressed through specific in-flight projects.

A complete refresh of ICT Infrastructure will have been completed by the end of the 2018/19 financial year (including server, network and desktop infrastructure). We are also increasing investment in our in-house development capabilities to move forward the city's emerging digital strategy

We also, refurbishing our two main office buildings, and investing in mobile working equipment and policies, to facilitate smarter working.

#### **Chapter 5 questions:**

- Delivery of capital projects – Do we have the capacity, skills and processes to deliver our ambitious capital programme, and achieve our income generation goals?
- How far will our organisational development strategy address any gaps?

### **Evidence for Chapter 5 Capacity to deliver**

- [Senior Management Structure](#)
- Management competency framework
- Chief Executive Blogs
- Draft Organisational Development Strategy and Action Plan
- Corporate Values
- Operational Plans [samples]
- Staff survey 2017 report
- Insight staff e-newsletter [sample]
- Capital Plan
- Examples of quarterly programme/project highlight reports

## SUMMARY

Cambridge City Council is investing significant time, effort and resources in the future shared prosperity of its residents, businesses and communities.

- Cambridge is a small but strategically important city – the Council has shown leadership in building new strategic partnerships to secure Government funding and devise new, innovative joint decision-making structures to work with our neighbours and partners to facilitate sustainable economic growth. Critically this involves planning for growth and delivering new housing of a range of tenures.
- The Council benefits from a strong asset base which underpins service delivery in the face of disappearing Government grant from 2019. We are making plans and changes ahead of acute resource pressures.
- We are securing and investing significant resources to manage the impacts of growth and integrate our new communities, often in advance of the receipt of New Homes Bonus or Council Tax that growth will bring.
- We know what is important to our residents, and have prioritised resources around the services that keep Cambridge clean and safe for those who live, study and work here.
- We recognise both the diversity and inequality in our city, and invest in ensuring that Cambridge is “fair for all”.

We know there are areas we need to improve, including our capacity for capital project delivery, ICT infrastructure and digital transformation, recruitment and retention of scarce skilled talent, and our handling of some complex complaints.

But we look forward to your challenge, and learning from the feedback you will provide.

**NOVEMBER 2017**