

Corporate Plan Annual Report 2018/19 for Cambridge City Council

Cambridge City Council's Corporate Plan for 2016-19 set out the key activities the Council planned to undertake over that three year period in order to achieve its strategic objectives and vision.

This annual report shows what was achieved during 2018/19 under the following priority headings:

- 1. Deliver sustainable prosperity for Cambridge and fair shares for all**
- 2. Tackle the city's housing crisis and delivering our planning objectives**
- 3. Make Cambridge safer and more inclusive**
- 4. Invest in improving transport**
- 5. Protect our City's unique quality of life**
- 6. Protect essential services and transforming council delivery**
- 7. Tackle climate change, and making Cambridge cleaner and greener**

1. Deliver sustainable prosperity for Cambridge and fair shares for all

We said that we would carry out the actions in our Anti-Poverty Strategy (APS) action plan including supporting and promoting the services offered by credit unions in Cambridge; and promoting the living wage to help people on low incomes maximise their income and minimise their costs.

During the year we spent just over £572,000 on 22 projects to help improve the lives of people living on low incomes in the city.

We said that we would support children and families who face greatest need in the city by providing opportunities to be included and engaged in the life of the city.

During the year we continued to deliver, in partnership with community and voluntary organisations, a holiday lunch programme that served a total of 2,737 lunches. Our Children and Young People's Participation service delivered 738 universal sessions attended by just over 25,000 children in the year.

We said that we would ensure the impacts of welfare reform are managed smoothly and effectively to include the Council's local council tax reduction scheme; and work with the DWP to support residents with the implementation of Universal Credit.

During the year Universal Credit full service was rolled out in Cambridge we continued to support customers affected by recent national welfare reforms. We awarded £36.4m in Housing Benefit, over £6.4m in Council Tax Reduction and supported some of the most financially vulnerable people through Discretionary Housing Payments, with over £264,000 paid to more than 600 households in the year. We continued to work collaboratively with Cambridge Citizens Advice Service, providing a budgeting support outreach service in Cambridge Jobcentre to support people moving on to Universal Credit. We also achieved a 98% Council

Tax collection rate in the year for the first time, against a background of decreasing collections for local authorities nationally (17/18).

We said we would review community-based activity and facilities, and work in partnership, to ensure that services support those in greatest need.

During the year we continued to support the neighbourhood community development projects in Abbey, Arbury and Kings Hedges wards and started the process of realigning our resources so that we can ensure support to the communities and areas of highest need.

We said we would ensure through the planning process that new developments include community and other facilities that make them high quality places to live.

During the year we worked with developers to finalise a temporary community facility for the first phase of the Darwin Green site, off Huntingdon Road, before a more permanent facility is provided. We also consulted with residents and stakeholders for a bespoke new community facility for the Mill Road Depot site and continued to develop newly opened centres at Clay Farm and Eddington with partners.

We said we would work with partners to secure devolution of powers and funding from central Government, and expand joint delivery of public services.

During the year we continued to work with the Combined Authority as it developed its work programme. The programme to date has focused on key plans and strategies rather than joint service delivery. The Combined Authority set up a separate commission to look into health and social care issues.

We said we would work in partnership with the new destination management organisation for Cambridge and the surrounding area to maximise the economic benefits from tourism to the city.

During the year we continued to work with and support Visit Cambridge

and Beyond (VCB), the city's destination management organisation, to provide a high quality visitor welcome service. As well as managing the city's Visitor Information Centre, VCB also provide an extensive programme of public and private theme based walking tours and is looking to develop its offer to Chinese visitors.

We said we would work with digitally excluded tenants and residents to enable them to access online services that improve their life chances.

During the year we funded a number of projects that enabled a total of 323 people, both tenants and residents, to gain the digital skills to access online services. Two of the projects supported 40 volunteer Digital Champions to run their own training sessions, helping older people and people on low incomes to understand and use technology.

We said we would continue to support vital citywide and local advice and support services for those most in need, provided by the Citizens Advice Bureau (CAB), our skilled council advisers and others. We will carefully target investments from our Sharing Prosperity Fund, and investigate expanding CAB outreach workers to other surgeries in communities of high need.

During the year we continued to fund Cambridge Citizen's Advice to provide free general, specialist and outreach legal and financial advice to city residents. This included outreach advice in two community centres as well as in two GP settings in Abbey and East Chesterton. We also supported the employment of a Financial Inclusion Officer to provide specialist support to vulnerable people and incorporated a new criterion of 'reducing poverty' to our community grants programme to help better target our grants.

2. Tackle the city's housing crisis and delivering our planning objectives

We said we would work with partner local authorities, Registered Providers and developers to build new homes across all tenures in accordance with the local plan, with a particular focus on maximising delivery of social rent housing.

During the year 127 new affordable homes, covering a mix of social housing for rent (102), and shared ownership (25), were completed by the council and other registered providers. Both the council and other providers have continued to ensure that rents are at or below Local Housing Allowance rates to keep them as affordable as possible. Under the Council's programme to build 500 Council rented homes, construction started on a further 132 further homes during the year. Planning permission has been achieved for a further 34 Council rented homes.

We said we would develop a "General Fund Development Programme" to make the most of the Council's land to provide new market, social rented and – potentially - intermediate housing, at a range of sites including, for example: Mill Road Depot; and Park Street Car Park.

During the year we purchased the former Ridgeons brownfield site at Cromwell Road through our General Fund Development Programme. The Cambridge Investment Partnership has developed a new housing scheme for the site, and submitted a planning application for the site this year to build 295 homes, of which 118 will be Council rented. The Mill Road scheme meanwhile has started the first phase of development on site to build 91 Council rented homes, (and the build programme is progressing as planned). The second phase application for a further 50 homes, of which 25 will be Council rented homes, has been submitted for detailed planning permission. Other General Fund land schemes with proposals for housing are in development.

We said we would continue to provide council housing, focusing on those most in housing need.

During the year we continued to manage and maintain just over 7000 homes in the city. We achieved a small net loss of 19 homes in the year but are expecting to redress the balance over the next three years as a result of our programme to build 500 affordable homes in the city. Despite the full introduction of Universal Credit to the city during this period the council has been able to maintain rent collection rates at 97.7%. We have been able to increase our assessment and support of vulnerable tenants at risk of losing their home and 78 vulnerable clients, most presenting with multiple needs and issues, were supported by our Tenancy Sustainment Service to maintain their tenancy in the year.

We said we would provide housing advice to reduce, and help prevent, homelessness by offering early advice on alternative housing options.

During the year we prevented or relieved homelessness for 261 households threatened with losing their homes. In addition, we provided general homelessness advice to 863 households concerned that they may be made homeless. We made 65 rent deposit and rent-in-advance loans to people moving into privately-rented accommodation. Through our single homelessness service we found accommodation for 112 people at risk of rough sleeping.

We said we would encourage private landlords to deliver good standard, energy-efficient housing and tackle those who do not.

During the year, we investigated a total of 239 complaints about private rented housing standards and 36 concerning empty properties. We issued 25 enforcement notices and 2 fixed penalty notices on private landlords for failures in property standards and successfully prosecuted 1 landlord for failure to comply with an improvement notice. We also worked to ensure that 182 occupied properties were brought up to standard and to bring 26 empty homes back into use. 46 landlords and property agents were trained in good housing management practice across 5 training sessions.

We said we would support health and social care partners to deliver effective community and home based support.

During the year we supported 219 over 65s as part of our visiting support service and a further 954 tenants living within our sheltered housing schemes. The service also assisted older people in applying for the services and benefits they are entitled to and so far helped individuals claim an additional income of £127,743.

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

During the year the council secured affordable housing provision through implementation of the 40% target in the Local Plan policy for major planning applications across the city. The issuing of permission, following a council resolution, for residential development comprising 182 dwellings at Mill Road Depot, will be delivering 91 affordable units at 50% Council rented homes. Planning approval was sought for 295 homes with 40% Council rented homes (118). We also achieved planning permission for 34 other Council rented homes on smaller sites. At Anstey Way, construction is nearly complete now on 56 Council rented homes (100% of those on the site).

We said we would support the local plans through the examination process to adoption and then joint implementation with partners, particularly in partnership with South Cambridgeshire District Council.

During the year the council successfully adopted the Cambridge City Local Plan. The Local Plan provides a framework for the future development of the city, and a range of planning policies aimed at ensuring future growth in the city is of a high quality. As well as adoption of the Cambridge City Local Plan the council (alongside South Cambridgeshire District Council) consulted on the first phase of the Area Action Plan for North East Cambridge, the city's largest brownfield re-development opportunity site.

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

During the year the service began its transition into a shared planning service and is implementing a new ICT solution to enable this to happen. The service has maintained its performance at levels significantly above the government's statutory targets, with 97% of all major decisions made in time (against a target of 60%), 83% of minor decisions (against a target of 65%) and 91% of all "minor" decisions (which includes householder applications) approved within time (against a target of 80%).

We said we would develop further the Cambridge City Housing Company.

During the year management of the Housing Company's properties through Town Hall Lettings has gone well. Rent collection figures (excluding voids) remain at 100%. There were six changes of tenancy over the period in the year with an average void period of 13.7 days. Total voids stand at 0.97% - well below the 4% budgeted for.

We said we would work with our partners in the City Deal through the shared Housing Development Agency to deliver additional affordable homes for market sale and rent on sites in and close to Cambridge.

During the year the Housing Development Agency (HDA) operated as a Cambridge City Council department. The HDA started 132 new council homes on site as part of the Devolution Housing Programme.

We said we would seek ways to continue building new City Council homes.

During the year we identified 21 new sites for council housing schemes that will deliver a net gain of 536 new council homes overall. Planning permission has been achieved on 13 of these sites with the other 8 expected to achieve planning permission by the end of 2019. The majority of these schemes will be developed by the Cambridge

Investment Partnership.

We said we would work with our statutory and voluntary sector partners to reduce street-based homelessness.

During the year we continued to work with our partners to deliver the actions in our Homelessness Strategy Action Plan. The annual count of rough sleeping in the city rose by one to 27, however, the total number of individuals counted across the year reduced from 175 to 158.

3. Make Cambridge safer and more inclusive

We said we would work to make the city a safer, more inclusive and welcoming place by promoting equality and diversity advice and events.

During the year we continued to develop and extend the reach of the programme of free events celebrating the city's diversity, which included a Holocaust Memorial Day programme. This was attended by approximately 1,000 people at a Civic Event and 3,900 school children took part in related school workshops. We also continued to support a training programme for equalities groups and funded and supported the City Events programme and community led events and festivals across the city.

We said we would work with County Council, Police and local residents and businesses to tackle anti-social behaviour issues, including littering, alcohol-related incidents, fly tipping and nuisance punt touts.

During the year our Safer Communities service dealt with 511 reports of antisocial behaviour of which 423 were assessed as being either medium or high risk.

Our Environmental Health service issued a total of 662 fixed penalty notices for environmental crimes during the year, including 392 for littering, 71 for small scale fly tipping and 59 for commercial waste breaches and responded to 1,855 complaints about noise nuisance, serving 35 abatement notices in more serious cases.

Our cleansing teams also responded to and cleared 1,080 incidents of fly-tipping. We continued to remove abandoned belongings found on the city centre streets and worked with local homeless charities to reunite belongings with their owners, where possible.

We said we would ensure that Council departments, and the partners who deliver services on our behalf, meet high standards in protecting children and adults through our safeguarding activity.

During the year we continued to deliver safeguarding children training to groups and teams within the city, updated our Corporate Safeguarding Policy and associated policies to reflect any legislative and procedural changes and conducted a safeguarding audit of our contracts.

Our approach to safeguarding was viewed positively in an audit of our practice by the Local Safeguarding Board and we continue to monitor the safeguarding aspects of the community and voluntary organisations that we fund as part of our grants programme.

We said we would fund overnight street lighting across Cambridge that would otherwise have been lost, to reduce the risk of crime, reduce the fear of crime, and contribute to the wider safety of people travelling during the night or starting their journeys early morning.

During the year, in response to concerns raised by residents, we have continued to provide a grant to the county council to increase the brightness of street lighting in the city between 10 pm and 2 am.

We said we would upgrade CCTV, including relocatable CCTV, to continue its vital contribution to making Cambridge safer. We will target areas of the city which experience most crime or anti-social behaviour.

During the year we continued to work with local communities experiencing high levels of crime and anti-social behaviour ensuring the appropriate deployment of our mobile cameras.

We said we would follow up the consultation on the proposed Public Spaces Protection Order to achieve effective measures to tackle anti-social behaviour from punt touts.

During the year we were successful in obtaining a High Court injunction

to prevent unauthorised use of council-owned land bordering the River Cam. This prohibited unauthorised punt operators from using this land to access the river without consent. That, together with our continued enforcement of the Public Spaces Protection Order for punt touting, significantly reduced the level of punt related touting in the city centre and punt tout related complaints.

We said we would implement the Mental Health Concordat in partnership with other organisations, refocusing council service delivery on the needs of residents experiencing mental health issues.

During the year our Tenancy Sustainment Service continued to offer support to vulnerable tenants, sign-posting and referring people to partner mental health services where appropriate. We also continued to provide grant aid to the Cambridgeshire and Peterborough (NHS) Foundation Trust who piloted a Dual Diagnosis Street Team (DDST) that works with rough sleepers who have both substance misuse and mental health problems. The DDST managed to secure accommodation for 27 rough sleepers in the year.

We said we would continue to prioritise the prevention of domestic violence and sexual exploitation, in line with the city's White Ribbon status. We will work with partner organisations to achieve this.

During the year we continued to prioritise domestic violence and achieved re-accreditation as a White Ribbon Campaign Local Authority in February 2019. With our partners, we held a Domestic Abuse Conference to mark White Ribbon Day and supported United Nations International Day to Eliminate Violence Against Women And Girls (VAWG). We continued Cambridge Community Safety Partnership's work in local schools to raise awareness about healthy relationships, sexual exploitation and sexual consent. We also worked towards gaining Domestic Abuse Housing Alliance accreditation.

We said we would continue to re-home homeless Syrian refugees, working with the Home Office and the network of East region councils. Work with Cambridge partner organisations, including the Cambridge Ethnic Community Forum and Cambridge Refugee Resettlement Campaign, and complete a survey of refugee and asylum seeker numbers and needs in Cambridge.

During the year we reached our target to resettle refugees with the arrival of the last family in November, bringing the total resettled to 101. The work to assist the refugees integrate into the city is ongoing, helping the families to be self-sufficient and independent.

We said we would review the Council's approach to public engagement in formal council meetings and decision-making.

During the year we continued to seek feedback on how we are doing at public meetings to find out how to make them more accessible and interesting.

We continue to "stream live" major meetings of interest and have provided short video-clips to help inform citizens about issues the council is dealing with, such as setting budget priorities.

We said we would review the role of people under eighteen in decision making and having a say on the delivery of council services that affect them.

During the year we again supported a "Take Over Day" for young people who focused on neighbourhood issues, such as anti-social behaviour, community safety in their parks, traffic and litter.

The views and opinions expressed by the young people during the day were provided to councillors and senior officers to help inform their understanding of their views and take action where appropriate.

We also worked with the Greater Cambridge Partnership and our shared planning service on planning issues in major growth areas to feed in the views of young people on proposals.

4. Invest in improving transport

We said we would work in partnership to deliver the City Deal infrastructure schemes and other transport measures that support the sustainable growth of Cambridge by reducing traffic congestion and increasing pedestrian, cycle and public transport use; and by securing additional investment from Government, transport operating companies and others.

During the year a number of priority infrastructure schemes continued to be progressed by the Greater Cambridge Partnership, through various stages of the consultation and planning processes. This included completion of public consultations on the full Cambourne to Cambridge route; implementation of road safety improvements along the A1307, and; starting scoping work commenced on the A10 Waterbeach to Science Park and East Cambridge corridors.

Further schemes progressed in the year included: the Chisholm Trail; Cross-City Cycling schemes; Milton Road; Histon Road, and; the West of Cambridge package. The Partnership also conducted its 'Choices for Better Journeys' public engagement exercise, delivering a robust evidence base to support the further development of the City Access offer.

We said we would manage off-street parking that supports business and residents' needs, investing in modernised payment systems and improved energy efficiency and developing a partnership with the County Council's parking and enforcement roles.

During the year we procured a new pay-by-phone supplier for our surface car parks. The new system provides access by both phone and a web enabled mobile app. We continue to work with our county partners in developing the citywide provision of electric vehicle charging. In the year there were 2.2m uses of our multi-storey car parks.

We said we would work with Cambridge Business Improvement District, local retailers and businesses and City Deal partners to develop a plan to reduce delivery vehicle movements in the city centre.

During the year the Greater Cambridge Partnership continued the City Access project, developing a wide-ranging strategy to tackle congestion and improve traffic movements within the city. This includes the development of proposals for freight consolidation and for better click and collect services at current Park & Ride locations.

We said we would continue to deliver improved cycle routes, including the Chisholm Trail, other cross-city cycling initiatives and related cycling improvements.

During the year the Greater Cambridge Partnership began construction on the first phase of the Chisholm Trail at Ditton Meadows. Improved cycle routes have started to be made available for public use through the Cross-City cycling improvements, with work continuing to develop various routes for full use. Particularly: works on Fulbourn Road and Green End Road reached final their phases; the main works on cycle links to East Cambridge are progressing, and; the final phase for the works on Arbury Road started.

The Partnership also conducted public consultations on the first set of 'Greenways' routes, and construction commenced on various quick wins, designed to improve cycle routes into and around Cambridge.

We said we would work with the County Council, Network Rail and private sector partners on proposals for an Addenbrookes' Rail Station and for the May 2017 opening of Cambridge North station - projects requiring integration with improved bus and cycle options. We said we would also work to improve Cambridge rail station and to secure wider additional investments in the rail network benefitting Cambridge and Cambridgeshire.

During the year a feasibility study into rail capacity improvements in Cambridgeshire, supported by the Greater Cambridge Partnership and

other strategic partners, was undertaken and an output will be produced in summer 2019. The study will evidence the rail interventions required to accommodate future growth.

5. Protect our City's unique quality of life

We said we would provide swimming, sport facilities and leisure services that are accessible to everyone, targeting our resources on promoting healthy lifestyles to address health inequalities.

During the year there were 578,000 casual swims at the council's swimming pools and 208,000 visits to our sports facilities, of which 113,000 were by people holding concessionary membership.

379 clients participating in the city's exercise referral programme were seen by the service out of which 84% achieved completion. 142 clients referred from 10 GP practices accessed the service for free. As a part of the Let's Get Moving project, funded by county public health, the service ran events in the city to promote increased physical activity that over 1,140 people attended.

We said we would engage a greater proportion and diversity of residents in the arts and cultural life of Cambridge.

During the year we continued to work with cultural organisations across the city to increase engagement, including: support for Kettle's Yard both in their re-opened venue and their continuing work in North Cambridge; support for the Museum of Cambridge to work with city communities in presenting regular exhibitions of community histories; support for the University of Cambridge Museum's work with older people; and Cambridge Junction's programme presenting artists from diverse backgrounds.

We said we would provide funding and targeted advice to voluntary organisations, prioritising projects that tackle inequality.

During the year we funded 97 voluntary and community groups through our £900k Community Grants programme. These groups delivered 137 services and activities to help reduce social or economic inequality among Cambridge residents with the greatest needs.

We said we would deliver capital projects that will enhance community infrastructure and quality of life for city residents in new and existing communities.

During the year we continued to deliver an extensive programme of infrastructure, environmental and cultural improvements across our city's streets and open spaces, including projects at Arbury local shopping centre; Mill Road Cemetery; and Cherry Hinton Hall Park.

We also invested in small scale local public realm improvement projects, including new street bins, outdoor seating and meadow planting, through our area-based Environmental Improvement Programme.

This year, in total, we invested over £2 million in capital projects to enhance community cohesion and the quality of life of city residents and visitors.

We said we would involve communities in the planning, development and management of community assets, including public land and buildings.

During the year we continued to ask local people what they thought about changes and improvements to our services, including the way we develop and manage community assets. Romsey Mill Trust took over the management and operation of Ross Street Community Centre and we continued to support community groups to manage Nuns Way Pavilion and Trumpington Pavilion and support the management of Clay Farm Centre.

We said we would maintain a high quality and accessible city centre environment by working with the County Council, Cambridge Business Improvement District and local retailers and businesses.

During the year we continued to work closely with local retailers and businesses involved within the Cambridge Business Improvement District; and with other key public realm stakeholders to maintain a high quality and accessible city centre environment.

This has included starting to plan for work on a major capital project to improve the Market Square as a key civic space and investing £20,000 on additional cycle parking.

We said that we would ensure that valuable green, natural and historic assets well-used by visitors and residents are protected and improved through the planning process.

During the year we have continued to apply the council's policies on protection and enhancement of the historic and natural environment with the adoption of Supplementary Planning Documents for Mill Road depot, Mitcham's Corner, Cromwell Road, the Grafton Centre and Land North of Cherry Hinton.

We have also made significant progress, including workshops with the community, on the development of the "Spaces and Movement" SPD, funded by the Greater Cambridge Partnership.

Implementing our new Local Plan policies, has seen minimum space standards for residential houses and a requirement for outside space for all new homes in the city, alongside policies for the protection of community facilities such as pubs. We concluded the work to review the Storeys Way conservation area in collaboration with Cambridge PPF and also celebrated the 50th Anniversary of the Central Area Conservation Area.

We said we would ensure that growth that balances economic success with quality of life and place (including in the design of new buildings) is supported, as set out in the current and emerging local plan strategy.

During the year we approved significant new developments at West Cambridge, saw awards for the quality of place created at Eddington and narrowly missed out on a Stirling prize for the Storey's field community building.

The Mitcham's Corner SPD was shortlisted for a national award for its collaborative approach to urban design. Meanwhile staff in the shared

planning service received national recognition for their contribution to place-making.

The council also hosted visits by government commissions on housing delivery and beautiful buildings to showcase the quality of new development in Cambridge.

We said we would work with Cambridge Live, Cambridge BID and Visit Cambridge & Beyond to develop and deliver a programme of outdoor public events and activities and to maximise the economic benefits from visits and tourism.

During the year, we worked with a range of local partners and event organisers to support the development and delivery of an extensive programme of outdoor public events and activities, including The North Pole ice rink; Mill Road Winter Fair and The Big Weekend.

We also, once again, worked with Cambridge BID to put on a successful summer programme of monthly outdoor film showings and associated night markets in front of The Guildhall.

We said we would implement the Council's new tree strategy and existing Council initiatives for improving tree numbers and quality, including increased promotion of the council's Trees for Babies scheme. We also said we would seek clarity and partnership working from the County Council in order to retain and improve roadside tree provision.

During the year, we continued to put in place our Tree Strategy action plan to protect, manage and enhance our city's tree stock. We planted 312 new trees in our parks and open spaces and our Trees for Babies scheme provided 379 trees to parents.

We also undertook proactive inspections and works on around 8,000 trees we own and manage in public spaces. We launched our first interactive tree trail in Cherry Hinton Hall Park. We also processed 632 tree works applications for works to protected private trees and served 45 tree preservation orders.

6. Protect essential services and transforming council delivery

We said we would develop, and start implementing, our Office Accommodation Strategy, working with shared service partners to achieve cost and carbon savings.

During the year our office accommodation moves were completed. Improvements in our accommodation in the Guildhall have enhanced its environmental performance, with newly insulated roof and solar PV installed.

Construction of new housing started on the former Mill Road Depot site almost immediately after its vacation and is now well advanced with over 200 new homes planned across the whole site. The sale of Hobson House has been agreed subject to planning approvals, with a capital receipt due upon completion.

We said we would generate more income from the commercial property portfolio through investment in new and existing property.

During the year we completed the acquisition of two further properties for £1.185m that will generate an additional income for the Council of £95,600 a year. Approval was obtained for an investment of £6m in Lion Yard Shopping Centre for a new hotel and food and beverage quarter.

We said we would implement, monitor and review shared ICT, Building Control and Legal Services.

During the year our shared services continued to develop their business plans and each presented annual reports to council committees, highlighting how they were meeting the needs of customers, responding to environmental concerns, and working efficiently, delivering savings to the three local authorities.

We said we would review existing, and explore new, opportunities for shared services.

During the year we continued to share aspects of our Finance service with South Cambridgeshire District Council but it was decided that we would not move to a fully integrated service. The shared Head of Finance for both councils returned to working full time for the city council from the beginning of April 2019, rather than working across both councils.

We also looked at the business of Cambridge Live and both parties agreed that the contracted services run by Cambridge Live should return back to the direct control of the council from April 2019. The decision was made in the best interests of the beneficiaries of these services, and to ensure a successful and financially sustainable future for all cultural activity covered by the contract.

We said we would review current commercial activities and skills and invest in further developing them.

During the year we continued to review our contracts, seeking best value both for the customer and the council. The council continued to expand its traded service offer and is one of the very few, if not the only council to offer a fully traded procurement service. This traded offer has exceeded budget forecasts in the first six months of trading and is set to expand, providing a much needed income stream where there was none before.

We said we would develop new business models to deliver sustainable commercial revenue streams to support essential council services, using the Council's "invest for income" fund where appropriate.

During the year we continued to develop our Bereavement Service to increase its ability to meet the needs of residents and help secure a revenue stream for the council.

This has seen a new access road to the crematorium built and opened, providing a much improved entrance to the crematorium. The service has also begun a project to build additional car parking and a café.

We said we would establish a new operational depot for our Streets & Open Spaces (S&OS) and Estates & Facilities.

During the year we successfully relocated our operational depot from Mill Road to Cowley Road.

We said we would achieve service improvements and efficiencies by carrying out a comprehensive service review of Streets and Open Spaces.

During the year we undertook a number of 'invest to save' and income generation projects in the service, including investing in a 32 tonne grab lorry for transporting our waste (delivering a net saving of nearly £30,000 a year); and securing additional income from outdoor events and new commercial cleansing activities (saving nearly £50,000 per annum).

We said we would ensure customer contacts and queries are managed in a prompt, efficient and responsive way, adopting new self-service technologies to enable customers to access services 24/7.

During the year our customer service centre handled over 200,000 telephone calls, 58,500 face-to-face enquiries and 58,500 email transactions. We continued to maintain a high level of performance, with 86% of calls to us resolved at first point of contact and customer waiting times under our 10 minute target, at an average of 9 minutes 30 seconds. The number of transactions conducted through the internet has more than doubled over the past three years.

We said we would explore joined up working with neighbouring councils to deliver better services and results for Cambridge residents and businesses and deliver greater efficiencies.

During the year we continued to work with our shared service partners through 3C ICT to jointly procure replacement major business systems, which will be implemented over the next two years to support the delivery of Housing, Environmental Health, Planning, and Streets & Open spaces services. This will reduce costs and enable the re-design of services so more can be delivered digitally to our customers through our online customer portal.

We said we would seek to protect residents' services despite the expected loss of 100% of the Council's core grant by 2020. We will develop and implement our 'Plan for 2020', a four year plan linked to obtaining funding certainty from the Government.

During the year we continued to deliver savings and increase our income from investments to ensure that front-line services are maintained as far as possible. We are also working to ensure that we deliver those services efficiently, minimising costs where we can. However, government is reviewing the way funding is allocated to councils, so we do not yet know how much we will receive in 2020/21, making it difficult to plan for the future.

We said we would support the case for Cambridgeshire and Peterborough to jointly manage all the business rates generated in the county to tackle inequality across the county, and address the infrastructure and affordable housing deficit which is a risk to sustainable growth.

During the year, with the other local authorities in Cambridgeshire, we applied unsuccessfully for the 2019/20 scheme. We are now waiting for the outcome of the government's work on the further development of the business rates retention scheme. When this is available, we will work with the other Cambridgeshire local authorities to ensure that funding is maximised across the county.

We said we would press Government to retain the New Homes Bonus because providing additional new housing depletes council finances and the New Homes Bonus offers some compensation for these extra costs, ensuring that future growth is sustainable.

During the year we monitored the progress of the Fair Funding Review being undertaken by government. We continue to press Government to provide adequate funding for the Council to meet the additional costs of providing services to our growing city.

We said we would seek the best devolution settlement with Government, in partnership with other Cambridgeshire councils, the Greater Cambridge Greater Peterborough Enterprise Partnership and others.

During the year we were successful in winning £227m in Housing Infrastructure Funding for North East Cambridge. The Combined Authority supported the City Council and Anglian Water's bid to relocate the waste water treatment plant works and to enable the development of a new mixed use residential quarter for the city and commercial district. An Area Action Plan for the site and wider area is being developed by planning officers and a master developer for the site has been appointed. Good progress was also made with the £70m devolution deal affordable housing programme with 132 new affordable homes started on site in the year, and a further 34 achieving planning permission.

The Greater Cambridge Partnership worked with the combined authority to agree how the two organisations would work together on transport schemes, in particular the CAM Metro. The combined authority also considered the strategic business case for the metro in March 2019 and agreed that the outline business case for the scheme should now be commissioned.

We said we would explore opportunities to develop further the Council's investment strategy in property, housing, energy efficiency and renewable energy projects.

During the year we continued to deliver, as part of our Carbon Management Plan, an on-going programme to improve energy efficiency and reduce carbon emissions in our estate, including investment in the installation of renewable energy in the form of solar photovoltaic panels on seven of the council's buildings.

We also continued to ensure compliance with the Minimum Energy Efficiency Standards (MEES) Regulations of the Energy Act 2011 in respect of our commercial property.

7. Tackle climate change, and making Cambridge cleaner and greener

We said we would implement the actions in our Climate Change Strategy, reducing emissions from our own estate and our property portfolio.

During the year we have made significant improvements to the energy efficiency of the Guildhall including the installation of LED low energy lighting, double-glazing, a Building Management System to improve the control of the heating system, the replacement of roofing and additional insulation and energy efficiency improvements to the heating and hot water system. A solar photovoltaic (PV) system has been installed on the roof which will provide the building with electricity from a fossil-free source, reducing the electricity that is required from the electricity grid.

The council has also recently installed solar photovoltaic (PV) systems on seven of the council's buildings: Guildhall, Mandela House, Parkside Pool, Abbey Leisure Complex, Kings Hedges Pool, Crematorium, and Whitefriars Court. The systems have been installed through the use of the County Council's Refit 3 framework and will generate electricity for the buildings from renewable energy from the sun.

We continue to purchase electricity for our buildings through a green energy tariff which comes from 100% renewable sources.

The council's most recent Greenhouse Gas report (July 2018) showed that the Council's emissions in 2017/18 had fallen by 9.3% from the previous year, to 6,564 tonnes of carbon dioxide equivalent (tCO₂e).

Overall the council has reduced the carbon emissions from its buildings and services by 18.4% from the baseline year (2014/15), which means we have already achieved the target to reduce emissions by 15% by the end of March 2021.

Our new developments adhere to the Sustainability Standards outlined in the Cambridge Sustainable Housing Design Guide and the new Local

Plan, for example, the new Community Centre planned on the Mill Road Depot is proposed as BREEAM Excellent, as required by the new Local Plan.

We said we would work with residents, businesses and other organisations to reduce emissions in the city; including working with coach, bus and taxi operators to reduce vehicle emissions harmful to public health.

During the year we implemented policies to move and support our licenced taxi fleet away from diesel and towards ultra-low emission powered vehicles. This has led to a rapid growth in the number of fully electric taxis operating in Cambridge, rising from 2 to 25 in the year and with significant further growth expected. To support this, we have led a project to develop a first phase rapid charging network for taxis with 6 of 21 proposed chargers now installed and operational. The exclusive use of renewable electricity supply for our rapid charger network has already lead to significant reductions in both Carbon and polluting emissions from taxi operations in the city.

Working in partnership, with the Greater Cambridge Partnership, we also undertook a feasibility study into the development of a Clean Air Zone for Cambridge which, if implemented, would see significant restrictions on the use of diesel buses, taxis, delivery vehicles and private cars.

We said we would adapt further to the impacts of climate change to increase the city's ability to cope with extreme weather, particularly for the most vulnerable.

During the year we used the findings of the UK Climate Change Risk Assessment 2017 to produced and agree a new Climate Change Adaptation Plan 2018.

We said we would work with local residents and businesses with the aim of increasing waste recycling rates and reduce total waste generated per capita.

During the year our shared waste service engaged with local residents through face-to-face talks and presentations and service wide communications using social media, leaflets and magazines explaining the importance of recycling and how small changes can make a difference. This has helped increase the recycling rate to over 50% and reduce that amount of contamination by nearly 3%. The service also encouraged local businesses to recycle more of their trade waste and have been leading the Cambridgeshire and Peterborough Waste Partnership (RECAP) to help resolve current challenges.

The council also supported the charity Garden Organic to deliver six composting workshops in the city, training attendees on the benefits of composting, how to compost and informing them of the available waste collection services. We also supported Cambridge Sustainable Food to run waste reduction events as part of their Circular Cambridge activities. These included a Circular Cambridge Festival focussing on clothes and fashion, repair cafes, a CirculART trail promoting waste reduction and creative re-use, and two workshops to help groups set up their own 'Repair Cafes'.

We said we would provide high quality Green Infrastructure that enhances residents' quality of life.

During the year a series of Supplementary Planning Documents and guidance (SPDs) were formally adopted by the council following the adoption of the Local Plan. These SPDs (Mill Road Depot, Land North of Cherry Hinton, Grafton Centre and Mitcham's Corner) contribute towards shaping development in key parts of the city as part of the growth and regeneration agendas. They identify the opportunities for linkages to and in some cases the establishment of green infrastructure that integrates biodiversity and drainage needs and ensures that future communities will have access to greenspace and facilities that help to support healthy and active lifestyles.

We said we would ensure that new developments meet the council's policies for sustainable construction and energy and water efficiency.

During the year we have continued to apply the council's policies relating to carbon reduction and renewable energy provision as part of new developments. Policy 8/16 of the 2006 Local Plan was implemented 41 times, and as with previous years, photovoltaic panels have proved to be the most common technology used.

Planning conditions to secure water efficiency standards have been recommended for 21 residential schemes and 13 non-residential schemes.

We also applied our sustainable construction standards for new homes and a further 186 units at Lot S3 of the Eddington development have been brought forward at Level 5 of the Code for Sustainable Homes.

All development at the Mill Road Depot are meeting the carbon reduction and water efficiency requirements set out in the HDA's Housing Design Guide. For development on land north of Cherry Hinton, the outline planning application for this site proposes to bring forward some units to the Passivhaus standard in order to meet the policy requirement for this site to be an exemplar in sustainability.

We said we would ensure that new developments provide the open space and recreational facilities that residents need.

During the year the award winning Storeys Field Community Centre opened its doors. The council has continued to ensure that new developments commit to delivering the adopted policies in the Local Plan to achieve appropriate open space and recreational facilities.

We also consulted on a vision for North East Cambridge which places the importance of creating a genuinely sustainable new community alongside objectives of providing for new homes and economic growth.

We said we would implement and develop the shared waste service with South Cambridgeshire District Council.

During the year the service continued to develop and achieved an extremely high success collection rate, with over 99.77% of bin collections taking place on the scheduled collection day in the year.

The service also focused on plastic this year and provided advice on how single use plastic can be reduced and how plastic can be better recycled. This has included being involved with national media activities to share local best practise.

We said we would review and improve cleanliness of streets and public open spaces and provide greater opportunities for the public to influence decisions on cleansing and enforcement in order to target Cambridge's most challenging locations.

During the year, we responded to 429 abandoned vehicle investigations and removed and disposed of 40 unclaimed vehicles.

Our seven-day-a-week, 365-day-a-year street cleansing service emptied over 1,600 street litter and recycling bins and 200 dog waste bins each week across the city.

During the peak summer season, between May and September, we continued to invest in a second dedicated parks' cleansing team to empty the waste bins and litter pick our main city centre parks seven days a week.

We said we would work with the police to identify the small number of people responsible for repeat graffiti around the city, and tackle this costly anti-social behaviour.

This year, our dedicated graffiti team has continued to investigate and respond to reports of graffiti. Working seven days a week across the city, we responded to 311 reports of offensive and detrimental graffiti, and cleansed the affected areas.

We also continued to identify graffiti “hot spots” and work with the Police to help identify the small number of people responsible for repeat graffiti around the city, providing evidence where we could.