

Draft Corporate Plan Annual Report 2020/21

Introduction

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

This annual report shows what was achieved during 2020/21 under the following priority themes:

- Helping people in Cambridge City who have the greatest need
- Planning for growth and ensuring our new communities are successful
- Protecting our environment and tackling climate change
- Delivering quality services within financial constraints

2020/21 – an exceptional year: impact of Covid-19 on council services

This was an exceptional year and this review highlights how council services sought to adapt to the restrictions imposed by the government in response to the global coronavirus pandemic, seeking new ways of working – including with communities and partners - to deliver the services that are important to local people and to respond to the challenges of Covid-19.

In some cases we could operate a near "business as usual" service, such as our collection of waste bins, but unfortunately some services had to be closed for certain periods, such as our swimming pools and community centres and other activities were constrained in line with legal restrictions at the time.

Whilst use of some service offers reduced significantly, the council had to respond to demands for other, new services and activities to support Cambridge's businesses and communities in ways we hadn't anticipated or planned for – administering nearly £50m of business support grants to local businesses, ensuring that all homeless people (316 people) were offered accommodation under the "everyone in" programme, facilitating a network of community resilience mutual aid groups and providing support for the most vulnerable.

We also saw a significant increase in demand for some of our existing services at different times of the year, as a sequence of national lockdowns were implemented and then lifted. For instance, we saw uncommonly high levels of community use and

enjoyment of our parks and open spaces for informal leisure and recreation but this placed additional pressure on our Street Cleaning Service to clear away high volumes of litter and domestic fly-tipping.

You can see in this report more detail on how our services led the local response to the pandemic, including community test and trace, local outbreak management and public and business compliance with government restrictions.

Our services also worked closely with Public Health colleagues to coordinate and support the wider county's public health response to the pandemic, including sharing local community intelligence to help contain outbreaks and reduce community transmission of the virus. We also provided mutual aid to deal with community outbreaks across the county; and linked with the city's volunteers and partners to make sure those who needed support, received it.

Many staff were redeployed to activities such as keeping the city centre safe and offering food security to residents whose own work was suspended or ceased, many of whom were experiencing economic hardship for the first time.

Other colleagues worked to mitigate the economic impact of the pandemic on services by successfully applying for government funding and distributing grants to local businesses.

Whilst Cambridge and the rest of the country is now (in Spring 2021) tentatively emerging from the constraints of the pandemic and lockdown the council is still working tirelessly to respond to the needs of its residents and to build resilience and help create the conditions for prosperity in the city in the future.

Helping people in Cambridge who have the greatest need

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

During the year the council's Benefit Team paid £31m in Housing Benefit and nearly £8m in Council Tax support, including £825k of additional Council Tax Hardship Fund payments. We also set up a system for claiming Covid-19 self-isolation payments and supported the "Everyone In" scheme for homelessness prevention. Our Housing Service awarded £750,000 worth of grants to statutory and voluntary sector partners delivering homelessness prevention services.

During the year we also produced a revised Anti-Poverty Strategy setting out the council's strategic approach to reducing poverty in Cambridge City. It identified 58 key actions that the council will take, either directly or in partnership with organisations and local communities to reduce poverty in the city.

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

During the year our Revenues Service continued to collaborate with Citizens' Advice to help those who needed support and worked with colleagues to support the Cambridge Food Hubs.

Within our housing management income team, we created a new dedicated role to support customers transitioning to Universal Credit and introduced a new income analytics system to help us to, at the earliest

During the year we:

Paid **£31m** in
Housing Benefit

Paid **£7m** in
Council Tax Support

Made **£825k** of
additional Council
Tax Hardship Fund
payments

Provided
£750K in
grants to deliver
homelessness
prevention

opportunity, identify tenants who needed advice and assistance.

We said we would support individuals and households to benefit from greater digital inclusion.

During the year we loaned 40 tablets with pre-loaded data to council housing and sheltered housing tenants and facilitated fibre optic broadband roll-out by commercial companies to council homes, including a heavily discounted social rate broadband package.

We also: supported the development of the Cambridgeshire Digital Partnership, including events run during Get Online Week; provided £40,000 funding to Cambridge Online to deliver a range of activities; provided £35,000 of additional funding for digital devices and data packages to low-income families, and; provided a £12,000 grant to CHS Group to provide personalised digital inclusion support for people moving onto Universal Credit and £4,000 to the Cambridge Council for Voluntary Service for digital training and support.

We said we would develop and implement a Greater Cambridge Housing Strategy with South Cambridgeshire District Council, setting the vision and key housing objectives and priorities across the two councils up to 2022.

During the year we continued to implement the strategy and launched a consultation on Build to Rent schemes, clustering a mix of affordable housing and open market housing on new developments, and launched an Affordable Rent scheme.

We said we would provide advice and support to people in housing need in Cambridge, to help them find homes that meet their needs, and to avoid becoming homeless. Prevent homelessness and

Provided **£91k**
to help get low
income families
online

reduce rough sleeping for as many in Cambridge as possible.

During the year we relieved or prevented homelessness for 449 households, made 316 offers of accommodation to rough sleepers under the 'Everyone In' programme and moved on more than 150 people from the original short-term accommodation provided. We also counted a reduced number of rough sleepers in the year.

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

During the year we started to deliver 'Housing First' accommodation for rough sleepers with complex needs – there are now 14 Housing First tenants; 9 provided by the council and a further 5 with housing association partners.

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

During the year we reached a "started on site" total of 526 new council homes through the devolution programme, one year ahead of the deadline of 2022. Our schemes met or exceed the standards in the council's Sustainable Housing Design Guide. We also gained approval for a further 1,000 new council homes, and we adopted a Sustainability Roadmap to Net Zero Carbon as part of the work to update our Sustainable Housing Design Guide.

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

Prevented homelessness for **449** households

Delivered **14** Housing First tenancies for rough sleepers

Achieved "started on site" **526** new council homes

Gained approval for a further **1,000** new council homes

The Council achieved 40% affordable housing on all eligible sites over 15 dwellings where it was required in 2020-2021. Outline planning permission was granted for 323 affordable homes at 'land north of Cherry Hinton' and 124 affordable dwellings were granted full planning permission across a further five sites in the city."

We said we would provide sub-market intermediate housing that also generates a financial return through Cambridge City Housing Company (CCHC).

During the year we housed 10 rough sleepers in shared tenancies using housing stock leased by Cambridge City Housing Company.

We said we would review the CCHC to explore potential for management of mixed tenures.

During the year we focused on managing the existing properties through the challenges of Covid-19 as well as taking on additional leased properties to provide move on accommodation for rough-sleepers. Further work is to be undertaken once the market settles post Covid-19 to explore the potential for expansion or new opportunities for CCHC.

We said we would work, including with other agencies, to provide support for communities, including through community centres, outreach and grant funding.

During the year we secured planning approval for a scheme to extend Cherry Hinton Library and obtained planning approval for a scheme to redevelop The Meadows and Buchan Street Community centres to provide one new two storey community centre and new council rented homes. We also obtained planning approval for a council housing development scheme in Campkin Road that includes a new fully accessible

111 new affordable homes completed on strategic growth sites

58 new affordable homes completed on other sites, including the council's own programme

Housed **10** rough sleepers in shared tenancies

community centre to replace 37 Lawrence Way community house.

During the year we began work to demolish and replace 82 Akeman Street Community Centre with a new fully accessible community centre and also began work to develop a new community centre on the Mill Rd Ironworks housing development scheme that will serve the existing and new community.

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

During the year our community development provision was focused on working with groups and mutual aid organisations to help coordinate and support activity initiated by local people to help other residents. This included a range of 'good neighbour' support (such as shopping and collection of medicines) and the establishment of 8 Food Hubs for people experiencing food shortages. We also supported the Cambridge Food Poverty Alliance, led by Cambridge Sustainable Food, to deliver a Food Hub distribution project, repurposing Buchan Street Neighbourhood Community Centre as a base.

During the year the Food Hubs received nearly 18,000 visitors who collected over 110 tonnes of food. Volunteers from the hubs reached out to over 1,200 households and delivered over 8,000 meals.

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

During the year we allocated £1.1m to our Community Grants budget to reduce social and economic deprivation in Cambridge City. Funded projects included the provision of free advice from Citizen's Advice for residents and a range of projects around

Helped established

8 Food

Hubs for people

experiencing food shortages and distributed over

110

tonnes of

food to **18,000**

people attending hubs

food poverty, digital skills and access to devices and data, access to furniture and family support.

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

During the year the council's resettlement team has continued to create opportunities with existing partners as well as brokering new relationships with agencies to ensure the delivery of the appropriate services for the resettled families in the government's Syrian Vulnerable Person Resettlement Programme. The team has worked with the Department for Work and Pensions (DWP) to ensure the changes brought in during these challenging times have been understood and adhered to by the families and sought support for adults in finding work and funding for travel to English to Speakers of Other Languages (ESOL) courses that are available.

Allocated

£1.1m of

community grants

Planning for growth and ensuring our new communities are successful

We said we would develop the new joint Greater Cambridge Local Plan in partnership with South Cambridgeshire District Council and the relevant delivery partners.

During the year the Greater Cambridge Joint Local Plan progressed towards preparation of a preferred option – following the publication of a substantial volume of early evidence and the call for sites in Autumn 2020. This has also been moved forward in a digital format and is one of the first examples of this approach in the UK, supporting the digital planning transformation proposed by Government in the forthcoming raft of planning reforms.

We said we would plan and deliver efficient services to new communities.

During the year our community centres in new communities were mostly closed, however we were able to make some of their work available online, to help people connect and network. Clay Farm community centre (southern fringe) was temporarily repurposed as a vaccine centre and Trumpington Pavilion is currently in use as a food hub, tackling food poverty and social impacts of coronavirus. Community development officers supported residents and voluntary led initiatives in response to the pandemic.

Our community development team are supporting a community partnership to prepare for the new community facility under construction at Iron Works, Mill Road. Whilst projects were not able to take place in person, community events, training and network opportunities took place online.

We said we would work with residents in the new neighbourhoods and adjacent areas to develop sustainable communities.

During the year growth site Community Forums have been delivered, in conjunction with South Cambridgeshire District Council, for the following areas: North East Cambridge, Cambridge East and North West and West Cambridge, giving residents the opportunity to raise and discuss a broad range of economic, social and environmental issues relating to planned developments in those parts of the city.

We said we would ensure that the quality of place in all development facilitates health, well-being and quality of living.

During the year we secured the provision of informal green space, allotments, provision for children and teenagers, outdoor sports and walking and cycling infrastructure as part of larger scale developments including Land North of Cherry Hinton.

We also secured major improvements to East Road to provide an improved pedestrian and cycling environment and a new area of public realm, as part of the Grafton Area of Major Change proposals.

In all developments, we sought to deliver the highest design quality and the provision of external amenity space. This is demonstrated by the number of design awards that have been secured including the Clay Farm development which won an RTPI Planning Excellence award (large residential schemes) for 2021.

We said we would manage elections on revised local ward boundaries that reflect the growth in the city's population and electorate - for all 42 seats in May 2020, and by thirds in subsequent years.

Put in place **4**
community growth
forums

During the year elections were suspended by government and re-scheduled to run on 6 May 2021. We implemented changes to the way the annual canvass of electors is conducted (in a Covid-19 safe way) and introduced on-line access to all 68 decision-making councillor committee meetings, whilst restrictions were in place.

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

During the year the council, GCP and other local partners worked together to understand the economic impacts of Covid-19. This work helped shape the CPCA's Local Economic Recovery Strategy that aimed to support and address economic and business impacts brought about by the pandemic. A recovery fund was set up from which a £710,000 capital grant was secured to support the recovery of our city centre, including business and cultural venues.

During the year GCP secured the second tranche of Government City Deal funding (£200m) and continued to deliver its sustainable transport programme, including starting work on the Histon Road Bus, Cycle and Pedestrian Priority scheme that is under construction and is due to be completed in Summer 2021.

Some of the GCP's transport schemes reached significant milestones in the year, in particular: a number of experimental schemes (using Experimental Traffic Regulation Orders) were put in place to make it easier and safer for people to walk and cycle around Cambridge; final work on the Ditton Lane/East Cambridge Cross-City Cycling scheme was completed as a part of the GCP's £8m programme of interventions across the Cross-City Cycling network; the Abbey-Chesterton Bridge was lifted into place, marking a key step in the delivery of the Chisholm Trail, and; 12

68 decision-making councillor committee meetings were held online whilst restrictions were in place

Secured a
£710,000
capital grant to support the recovery of our city centre

Greenways, a network of walking, cycling and equestrian routes that will provide improved links between Cambridge and surrounding towns and villages, were approved.

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

During the year Cambridge received just over £14m of investment from the Local Growth Fund administered by the Combined Authority. This was invested in projects that included the Cambridge Biomedical Campus, West Cambridgeshire Innovation Park and the Illumina Genomics Accelerator Programme.

The Combined Authority also took an active role in the project board for the delivery of Cambridge South Station, piloted an E-Scooter scheme in the city centre and trialled schemes to improve elements of the bus service and funding new bus routes connecting Cambourne to Addenbrookes and connecting St Neots and Cambourne to Cambridge Science Park.

We said we would develop, with partners including through the Cambridge Investment Partnership, new homes of mixed tenure, including council housing and other facilities as required at sites including Mill Road Depot and Cromwell Road, along with financial returns to the Council.

During the year we continued to work through the Cambridge Investment Partnership to deliver the sites at Mill Road and Cromwell Road. In addition, the council has supported the site at Orchard Park L2.

We said we would explore new models for housing to help address the Cambridge Housing market gaps.

the city received just
over **£14m** of
investment from the
Local Growth Fund

During the year we supported the delivery of 16 new modular housing units on council land for the homeless, working with partners at Hill and Jimmy's to provide this much needed good quality self-contained accommodation as part of the response to the pandemic.

Included within the assumptions for the new 1,000 housing programme there is likely to be housing of intermediate tenure to help address housing market gaps.

We also consulted on a policy laying out the council's proposed approach to dealing with planning applications for new purpose-built private rented sector homes for rent. This will form an annexe to the Greater Cambridge Housing Strategy 2019-2023. Approval and publication is expected in June 2021.

We said we would continue to work with partners on infrastructure-unlocking opportunities such as development in Cambridge North East.

During the year the delivery of our Development Plan documents for new communities were progressed – with the North East Cambridge Area Action Plan concluding its consultation in February 2020 leading to series of workshops with members and stakeholders through 2020.

16 new modular housing units provided on council land for the homeless

Protecting our environment and tackling climate change

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

During the year we continued to apply the guidance contained within the Greater Cambridge Sustainable Design and Construction Supplementary Document (SPD) to all relevant applications across Cambridge. The SPD, which was adopted in January 2020, provides further guidance on policies in the adopted Cambridge Local Plan (2018), with work to develop new policies related to net zero carbon taking place as part of the development of the Greater Cambridge Local Plan.

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

During the year we continued to take actions around improving the taxi fleet in the city, including the deployment of a further 4 fast and rapid chargers for EV taxis. There are now 12 operational chargers available to EV taxis in the city. We were also successful in securing c£50,000 funding from the DEFRA Air Quality Grant to carry out supplementary particulate monitoring, including assessing particulates from river boats in the coming financial year.

During the year we pursued active discussions around lower emission Bus and HGV fleets and a Clean Air Zone with the Greater Cambridge Partnership and which have now been prioritised for action in the next six months. Measures to improve Active Travel are also underway.

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

Deployment a further **4** fast and rapid chargers for EV taxis

Secured **£50k** to carry out supplementary particulate monitoring

During the year we made significant progress in the delivery of the *Interreg 2 Seas Nature Smart Cities* project. The project is now showing the value of investing in the 'urban forest' as a form of green infrastructure, and it will help the city adapt to climate change. We planted over 1,000 trees, which will over time increase tree canopy cover and contribute to the sustainable management of our local urban forest.

We also reviewed our operational processes and work to seek accreditation under ISO14001 Environmental Management System, which will support our ability to plan, monitor and continuously improve our services' environmental performance and deliver against environmental targets based on the Council's environmental policy commitments.

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

During the year we have undertaken a baseline habitat and condition survey of all our Local Nature Reserves, Closed Cemeteries, Commons, Pieces and major Green spaces to inform a review of management plans and our Biodiversity Strategy.

We also worked with On The Verge and Keep Britain Tidy to prepare and sow new native perennial meadows on Barnwell Road and other sites, plus designated additional long grass areas in our parks. We consulted on an extension and new habitat creation at our Logan's Meadow Local Nature.

During the year we Commissioned a report on the health of our Chalk Streams and produced a list of enhancement projects for partnership working and created a new wildlife pond at Wenvoe Meadow. We continued the control of the invasive non-native *Crassula* weed in Cherry Hinton Brook and secured funding for a trial cut and collect mower to lower nutrients on parks and road verges, reducing cutting

Planted over
1,000 trees

frequency and increasing flowering plants. We also reviewed planning applications to ensure they meet local and national policies and best practices with regard biodiversity protection and enhancement.

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

During the year we produced a new Carbon Management Plan for 2021/22-2025/26, which sets a target for the council to reduce its direct carbon emissions (from its corporate buildings, vehicle fleet and business mileage) to net zero carbon by 2030. The new Plan identifies a range of projects to help deliver this target.

During the year the council submitted a successful bid for £1.7m funding from the Government's Public Sector Decarbonisation Scheme (PSDS) to deliver heat pumps, additional solar PV and other energy efficiency measures at Parkside and Abbey Pools. The scheme is due to be complete by September 2021.

In July 2020, the council committed to replace all vans and trucks in its vehicle fleet with Ultra Low Emissions Vehicles (ULEVs) when they are due for replacement. The Greater Cambridge Shared Waste Service purchased its first electric refuse collection vehicle (RCV) and has committed to replace all RCVs with electric or hydrogen models when they are due for replacement.

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

During the year the council commissioned and received Environmental Performance Certificates (EPCs) and draft EPCs for all commercial property requiring an EPC. These have been used to improve some properties on change in

Produced a new Carbon Management Plan for the council to reduce its direct carbon emissions

Secured
£1.7m

Government funding to deliver heat pumps, additional solar PV and other energy efficiency measures at Parkside and Abbey Pools

tenant and will inform future plans for environmental improvements or redevelopment opportunities.

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

During the year we have undertaken a several campaigns to support and educate residents to recycle more, recycle correctly (reducing contamination in the blue bins) and increase the amount food waste they recycle.

These included a multiple phased Love Food Hate Waste Campaign to reduce food waste in the black bin, implementing a food waste collection trial to try and capture and compost more of what is thrown away and three rounds of focussed communication to improve quality of recycling collected in the blue bin. In addition to these campaigns the team has also undertaken work to reduce Covid-related PPE contamination in the recycled materials.

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

During the year we continued to regulate planning applications for environmental impacts on noise, land contamination and air quality, reviewing and, where appropriate, conditioning over 1,000 submissions. Where breaches of conditions have occurred, the council has taken appropriate action.

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

During the year we supported Cambridge Sustainable Food, a cross sector food partnership, in its drive to prepare and submit a bid for the "Silver Award" to the national body, Sustainable Food Places, to help transform our local food system. This bid builds on the earlier, successful, Bronze award.

Supported an application to progress the city's status as a Sustainable Food Place

<p>We also supported Cambridge Sustainable Food in its leadership of the Cambridge Food Poverty Alliance, an alliance of local faith groups, public agencies, Cambridge Food Bank and others that helped coordinate the delivery of food to local people experiencing a shortage during this pandemic.</p>	
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Delivering quality services within financial constraints

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

During the year we dealt with just over 2,785 planning applications and determined 80% of major applications and 75% of minor applications within 13 weeks, significantly within national targets and timescales.

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

During the year we issued soft reminders for Council Tax collection, taking an increasingly supportive role for those unable to pay. Court closures due to Covid made it difficult to enforce larger debts and our Council Tax collection in-year rates were lower than target because of this. Enforcement action was able to begin again in Spring 2021.

During the year we collected £88.1m in council tax from 58,702 households and £65.4m in business rates from 4,542 businesses. We exceeded our target for business rates in-year collection due primarily to the expanded retail relief paid to businesses, which was around £54.4m.

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

During the year we continued to recruit to and support our volunteer programme, which saw an increase in the number of individual volunteers carrying out regular litter picks in their neighbourhood, streets and open spaces despite operating with the restrictions brought about by the pandemic.

During the year there was also significant increase in the number of visits to our parks and open spaces, which resulted in us collecting 1,344 tonnes of litter and bin waste,

Dealt with
2,785
planning
applications

Collected
£88.1m
in council tax
from

58,702
households

Collected
£65.4m
in business rates
from 4,542
businesses

Administered
£54.4m
in retail relief to
businesses

Collected
1,344

1,205 tonnes of bulky waste and 814 tonnes of green waste. We also attended and cleared 1,947 cases of fly-tipping, removed 90 cases of offensive graffiti and 221 cases of other graffiti.

We said we would carry out risk-based food safety standard inspections of food businesses.

During the year we completed the inspection of 140 food businesses based on our risk rating, including programmed and new businesses. Due to Covid restrictions and the associated limited requirements of the Food Standards Agency, food inspections have not been completed in the normal way. Only inspections which are Covid safe and pose a food hygiene risk have been carried out.

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

During the year complaints about begging and rough sleeping reduced but we continued to work with partner agencies, including the Police, to deal with concerns in relation to individuals whose behaviour was having an impact on the wider community.

We also continued to promote Cambridge Street Aid via social media and attracted nearly £40,000 of donations to the Street Aid fund, of which £32,000 was awarded to individuals as grants, and won a national award for this initiative.

During the year the council worked with partners to raise awareness about local domestic abuse and achieved White Ribbon accreditation for its work tackling violence against women and girls, having first been accredited back in 2015.

tonnes of litter and bin waste from our parks and open spaces

Cleared
1,947
cases of fly-tipping

Inspected
140 food businesses

Attracted nearly
£40,000
of donations to the Street Aid Fund to keep people off the street

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

During the year collected waste from over 50,000 bins in the city, collecting 99.8% of bins as scheduled and missing only 0.2% of bin collections. As of the end of Quarter 3 (December 2020) we diverted over 50% of household waste from landfill and collected 43,000 tonnes of materials for recycling and composting.

We said we would invest in the Council's housing stock in line with the housing asset management strategy.

During the year we carried out £10.3m of planned capital and revenue work that included kitchen, bathroom and heating replacements, electrical testing, fencing, cyclical painting and servicing and put in place contracts to deliver energy saving improvements (including wall insulation) and solar panels to seventy properties in the Arbury area.

We also installed over 500 energy-efficient boilers over 1,000 heat and smoke detectors, procured and implemented contracts to carry out essential structural repairs to blocks of flats at Ekin Road in the Hawkins Road area, completed 158 loft insulation projects, replaced 62 roofs and 275 external doors, installed new triple-glazed windows at 182 properties and completed external repairs and redecoration at over 1,000 properties as part of our cyclical maintenance programme.

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

During the year we went "live" with a new scheduling system for repairs to allow us to record, schedule and manage our repair work better and includes mobile working for operatives.

We continued to deliver emergency repairs and servicing through the pandemic, completing 3,049 repairs of which 99.9% were completed on time. There were over 11,000

Collected waste from over

50,000

bins, missing

only **0.2%**

of bins

Collected

43,000

tonnes of

materials for recycling and composting

Carried out

£10.3m

of planned capital and revenue work on our tenanted properties

Completed

3,049

emergency repairs for our tenants and

11,000

responsive repairs jobs carried out for which the average customer satisfaction rate was 99%.

We completed 281 voids and re-let them and reduced the repair time taken from 40.7 days to 17.7. We also carried out refurbishment work for commercial buildings/tenants (such as structural works to shops at Lensfield Road and roofing at Arbury Court).

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

During the year we investigated 56 complaints relating specifically to HMOs, issued 165 mandatory HMO licences and renewed 42, issued 5 HMO mandatory licence Variation Notices and revoked 5 mandatory HMO licences. We took emergency remedial action in relation to 1 HMO and made a successful prosecution for failure to licence a licensable HMO.

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

During the year we worked with our tenants to complete 9 estate improvement projects and have a further 14 in delivery.

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

During the year we worked with external partners through avenues such as the Cambridge City Problem Solving Group to ensure a multi-agency approach, where appropriate, to tackling issues of nuisance and anti-social behaviour. We referred or signposted tenants to appropriate support services, when a need was identified and took enforcement action in the most serious of cases, ensuring that the enforcement measure is proportionate.

responsive repairs

Investigated

56 HMO complaints

Issued **165** mandatory HMO licences and renewed **42**

Completed **9** estate improvement projects and have a further **14** in delivery

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

During the year we enhanced and redeveloped much of the real estate across our bereavement service. This included improvements to our rose garden, ponds and the Canterbridge Gardens. We also commenced the lengthy process to redevelop the sunken garden and installed solar panels Huntingdon Rd Crematorium.

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

During the year we made changes to arrangements for parking to support the continuation of service provision during lockdown. This included the provision of free permits for public and voluntary sector workers and support for the immunisation programme and key workers in city centre businesses.

During the Summer, a temporary £1 per hour fee was introduced to help businesses recovery in the city centre. This attracted 56,000 more visitors to our car parks in August than the previous month, equating to more than 250,000 extra shopping hours and a week on week footfall increase. During the year 1m fewer customers made use of our multi-storey car parks.

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

During the year we asked customers what they wanted from the service and in response we put in place a bespoke customer service team, whose role is to focus on the changing needs of the customer, and extended our opening hours to provide a service to private owners at the start and end of the working day. We feel we now have the right operational structure to meet the challenges and

opportunities facing the service over the next four to five years.

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

During the year we increased the size of the commercial client base at our Fleet Service.

Our Bereavement Service increased its market share to 40% and developed an unattended funeral service offer, provided a public health funeral service to partner authorities and submitted a detailed application for a café and new parking facilities at our Huntingdon Road Crematorium to increase revenues.

We also provided a revenue-earning procurement service to partner authorities.

We said we would manage the return of the cultural service back into the council to ensure cultural events and services continue to be provided efficiently for the benefit of local people.

During the year we successfully managed the return of cultural services back into the council. We re-configured activity in response to restrictions brought about by the pandemic to deliver 'at Home' events, including creative packs distributed primarily via the Food Hubs, the Big Weekend at Home, Cambridge Folk Festival at Home, supported community Christmas lights, and run Winter Wanderland, as well as moving all our Equalities events and activities on-line. The total online attendance for these events was 377,834, with 11,346 creative activity packs distributed across the city. Successful applications to the Culture Recovery Fund were made for Cambridge Corn Exchange and Cambridge Folk Festival, to ensure provision was protected from the financial impact of closure.

Nearly
378,000
people attended
our cultural and
entertainment
events

Successfully
managed the
return of cultural
services the
council
previously ran,
back into the
council

We said we would; publish clear standards for our services and ensure services are delivered to them; ensure residents and businesses enjoy an efficient service, with queries responded to in a timely and professional manner; give service users a say on changes through consultation, as appropriate, and; deal with complaints effectively when we get things wrong.

During the year we continued to work in an open and transparent way in providing efficient services to residents and local businesses and have sought to listen and respond to complaints when we get things wrong. An example, in response to complaints from residents relating to the mechanised sweeping of residential areas in the early morning, we changed the routes of our mechanical sweepers to visit commercial areas before sweeping residential streets. This change in routing was fed back to the customers.

An example involving business clients was that we developed Tenant Information Packs to provide our commercial tenants with more information about their properties and the wider estate or building in which it is a part. We have worked closely with our commercial tenants through the pandemic and the impacts this has had on their businesses, helping them to manage their rent/leases and supporting and providing information on government grants that may be available to them.

Consultation continues to be at the heart of everything we do and during the year we ran nearly 30 consultations in the year, ranging from play area construction to how we develop and take forward our Climate Change Strategy. During the year the total number of complaints dropped considerably when compared to the previous year, by 354 down from 1145 to 791. Of those complaints, 93% were resolved successfully at the first stage without need for escalation.

We said we would develop and promote an online customer portal for residents. Carry out effective business process reviews to help deliver better online

transactional services enabling more residents to self-serve online.

During the year we further developed the online customer portal providing a dynamic dashboard for customers to view information held in their Council Tax and Benefits accounts and live information for council housing tenants.

We have also developed the portal to provide more functions such as online payments, interactive maps which show live updates on council work, and better updates and information for customers on the progress of their enquiries.

During the year we handled over 132,000 transactions conducted over the internet, a significant increase over the previous year, and our customer services centre resolved just over 90% of enquiries made by telephone.

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

During the year we implemented some parts of the new system but work on introducing self-appointing repairs and the asset management module is ongoing.

We said we would deliver the Streets and Open Spaces service development strategy, 2017-21, including investing in new technologies and ways of working.

During the year we continued to deliver our service development strategy, putting in place a new digital operational management system, including supporting smartphone/ tablet hardware, across all street cleansing services and are now rolling it out across remaining grounds maintenance and asset management service areas (to be completed summer 2021).

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

132,000

council transactions were conducted over the internet

During the year the shared planning service focused upon establishing new working arrangements for both remote working, but also the administration of decisions – notably through the appropriate changes to enable “virtual” planning committee meetings. The service has also focused on improving assurance across the new ICT system, as well as rolling out enhancements to the utility of the system for consultees and Parish Councils. This work is ongoing.

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

During the year to support staff with new digital skills required to deliver Council Anywhere and the implementation of MS 365 we delivered 84 short online training sessions covering a range of MS 365 applications.

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

During the year we continued to deliver our Organisational Development Strategy objectives by investing in the skills and development of staff and managers in all services and roles across the council with a range of development opportunities and training courses.

Through our Corporate Learning and Development Programme, we had an overall course attendance figure of 1,889, from a total of 204 training courses, an increased employee course attendance of 15.8% from 2019/20. Furthermore, staff engaged in range of flexible learning by completing a total of 1,310 e-learning courses during 2020/21 from our e-learning service.

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

During the year we continued to make progress against our Investors in People corporate actions, this is borne out in

Delivered **84**
short online
training sessions
to **889** staff
to help enhance
digital skills

1,889 staff
attended **204**
learning and

our most recent annual Investors In People (IIP) review meeting and report in November 2020 conducted by our external assessor.

We have developed a new employee Reward and Recognition Framework, consisting of 3 key levels of service level reward and recognition, annual awards, and national awards.

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

During the year we carried out a major strategic review of customer services, introducing a new 'digital first' model for customer access alongside digital inclusion activities and enhanced support for vulnerable customers, together with significant work to improve the customer experience and reduce failure demand.

Other key reviews have continued in services including Human Resources, Housing Repairs, and Streets & Open Spaces. Some planned reviews including Community Services have been paused due to the demands of the Covid-19 pandemic and will be considered through the council's future plans for transformation.

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

During the year we continued to work with Project Managers and Sponsors in the council to provide guidance and support in successful project management, and to ensure effective reporting and monitoring of project and programme progress, utilising the PM3 system. We invested further in system development, in particular in data and reporting capabilities, and have delivered project and programme management training to staff across the organisation. We have also provided flexible and specialist support to support individual transformation projects across the organisation.

development
courses

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

During the year, the service migrated its systems and working in to a single, shared ICT solution. The service continued to optimise its potential to deliver the outcomes defined through an annual service plan and during the year focused on adjusting its systems in response to the pandemic to establish new working arrangements for both remote working and the administration of decisions. Across the delivery team saw the roll out of “area based” delivery teams with meet and greet and quarterly engagement meetings now established.

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

During the year we managed income for the council by close working with our tenants and finance to minimise the impact of Covid-19, manage cash flow, support tenants and retain them where possible.

Disposals identified following the asset review have commenced and should generate capital receipts in excess of the initial £3m forecast. £1.915m of sales completed so far.

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

During the year our Property Services has worked with our Estates & Facilities and Human Resources services to ensure that the council’s buildings remaining open for essential staff have been Covid-19 safe as well as

Our asset review identified

£3m that

can be generated in capital receipts from commercial property

developing plans for staff and buildings as we emerge from Covid-19 and in accordance with the lockdown road map.

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

During the year all of the procurements that have been through the corporate approval channel have been 100% compliant with both Contract Procedure Rules and the PCR 2015

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

During the year the partnership continued to meet virtually as a partnership and focused on activity to support young people's career pathways into and through cultural and creative activity. The Region of Learning project has developed bids for significant external funds and the total value for the project, which covers Cambridgeshire and Peterborough is currently £1.3m.

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

During the year we involved young people in online working groups, as it was not possible to run either Agenda or Takeover Days, to prepare a film that would encourage other young people to follow Covid guidance. This project included the development of a worksheet that could be completed in school lessons, prompting discussion about the impact of the pandemic on the lives of young people.

We also completed consultation around how and why young people engage with Covid messaging, ensuring that our messaging was young person friendly and being distributed on the right platforms, and began consultation asking if Face

Supported the delivery of over

700 digital devices to young people to allow them to continue to

Masks or Face Mask pouches would be used by young people and what the designs might look like.

participate in education

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

During the year the Community Safety Partnership’s work included assisting Cambridgeshire’s Youth Consultation Panel in supporting young people at greatest risk of harm during Covid-19 and the delivery of over 700 digital devices to young people to allow them to continue to participate in education or diversionary sessions whilst at home (in lock down).

In addition, a programme of “Transforming Lives” sessions were run to support a small cohort of young people at risk of exploitation and a project led by the council delivered a campaign offering advice and information to parents and carers affected by County Lines issues, which was funded by the Police and Crime Commissioner.

During the year a successful bid was also made through the Police and Crime Commissioner’s Office to the Home Office Safer Streets Fund for physical and environmental improvements and community development in parts of Arbury and West Chesterton that are affected by acquisitive crime.

We said we would work with Cambridge BID and Visit Cambridge and Beyond to respond to and manage tourism and visitor related issues facing our city centre.

During the year we saw a severe drop-off in tourists in the city due to restrictions brought about by the pandemic. This left the business model of Visit Cambridge and Beyond (VCB) unsustainable and sadly the enterprise had to close after options were reviewed.

The city council, in partnership with Cambridge BID, Fitzwilliam Museum Enterprises (trading arm of the University of Cambridge) and King’s College successfully

acquired the VCB brand and associated intangible assets and is working to support the recovery and sustainable development of the city's tourism sector.

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

During the year, the usual work of the Health and Wellbeing Board was suspended to allow the capacity of the health and social care systems to focus on the immediate priority of responding to the pandemic.

A new joint committee was set up, the Cambridgeshire and Peterborough Local Outbreak Engagement Board, as part of arrangements for local outbreak control that forms part of the wider national Test and Trace programme. The council has been an active partner in implementing the local outbreak management plan in the city as directed by a multi-agency Covid-19 Health Protection Board and has also participated in local recovery and resilience planning.

The council's Active Lifestyles team continue to work collaboratively with Public Health at the County Council to fulfil the requirements of the Integrated Lifestyles contract (won summer 2020) and the Active Families project contract (to conclude September 2021).

The Active Lifestyles team have continued to deliver services both in person and via new virtual means throughout the pandemic, providing a plethora of activities including exercise referral, mental health and well-being sessions, youth and family activities for Cambridge residents.