

# HIGHWAYS AND COMMUNITY INFRASTRUCTURE COMMITTEE



**Date: Tuesday, 13 February 2018**

**Democratic and Members' Services**

Quentin Baker

LGSS Director: Law and Governance

**10:00hr**

Shire Hall  
Castle Hill  
Cambridge  
CB3 0AP

**Kreis Viersen Room  
Shire Hall, Castle Hill, Cambridge, CB3 0AP**

## **AGENDA**

**Open to Public and Press**

### **CONSTITUTIONAL MATTERS**

1. **Apologies for absence and declarations of interest**  
*Guidance on declaring interests is available at*  
<http://tinyurl.com/ccc-conduct-code>
2. **Minutes (16th January 2018) and Action Log** **5 - 14**
3. **Petitions**

### **KEY DECISIONS**

4. **Library Service Transformation** **15 - 34**
5. **Parking Schemes and Charges** **35 - 52**

## OTHER DECISIONS

- |           |  |                |
|-----------|--|----------------|
| <b>6.</b> | <b>Finance and Performance Report - December 2017</b>  | <b>53 - 80</b> |
| <b>7.</b> | <b>Highways and Community Infrastructure Committee Agenda Plan, Training Plan and Appointments to Outside Bodies</b> | <b>81 - 86</b> |

The Highways and Community Infrastructure Committee comprises the following members:

Councillor Mathew Shuter (Chairman) Councillor Bill Hunt (Vice-Chairman)

Councillor Henry Batchelor Councillor Ian Gardener Councillor Mark Howell Councillor Simon King Councillor Paul Raynes Councillor Tom Sanderson Councillor Jocelynn Scutt and Councillor Amanda Taylor

*For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact*

Clerk Name: Dawn Cave

Clerk Telephone: 01223 699178

Clerk Email: dawn.cave@cambridgeshire.gov.uk

The County Council is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chairman of the Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/ccf-film-record>.

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon

three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <https://tinyurl.com/CCCprocedure>.

The Council does not guarantee the provision of car parking on the Shire Hall site and you will need to use nearby public car parks <http://tinyurl.com/ccc-carpark> or public transport



**MEETING OF HIGHWAYS AND COMMUNITY INFRASTRUCTURE POLICY AND SERVICE COMMITTEE: MINUTES**

Date: Tuesday 16<sup>th</sup> January 2018

Time: 10:00am – 10:50am

Present: Councillors H Batchelor, I Gardener, M Howell, B Hunt (Vice-Chairman), S King, P Raynes, T Sanderson, J Scutt, M Shuter (Chairman) and J Williams (substituting for Cllr Taylor)

Apologies: Councillor Taylor (Councillor Williams substituting)

**44. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**45. MINUTES AND ACTION LOG**

The minutes of the meeting held on 4<sup>th</sup> December 2017 were confirmed as a correct record and signed by the Chairman.

With regard to the Business Planning item, a Member noted that at the December Committee meeting, the Business Case for Street Lighting conversion to LED specified that around 2700 street lights would benefit from being updated to LED. The Member was aware that this figure had been amended significantly. Officers agreed to circulate the most up-to-date information to Committee Members. **Action required.**

Turning to the Action Log, a note was tabled relating to item 40, the cycleway schemes in St Ives and Bluntisham. A Member asked if the £650,000 for the Bluntisham to Earith scheme was additional to the sum already identified for the St Ives to Bluntisham cycleway. Officers agreed to clarify this outside the meeting. **Action required.**

Action Log item 21(1) – with regard to the gap in classified road condition in Fenland, officers explained that one of the intentions of HIAMP was to improve the standard of roads across the county, and a report on HIAMP would be presented to the March Committee meeting. However, work was being done to establish if this particular indicator was fit for purpose. A Member commented that whilst he did not have a problem revisiting the Performance Indicator, the main disparity across the county was with unclassified roads, as the Fenland roads were in much worse condition generally, and this inequality needed to be addressed.

In response to a Member question, it was confirmed that the Parking report had been deferred until the February meeting as a lot of work had been going on to accommodate the changes previously requested by Members, relating to visitors parking permits, etc.

Item 43/LHI – A Member suggested that “deliverability” should be one of the scoring criteria for Members assessing LHI schemes. He also suggested that the information sent to LHI applicants should be clearer, as he was aware of at least one Parish Council that did not feel confident enough to do a survey (consultation). He also suggested that Parish and Town Councils could be offered an enhanced pothole repair service in return for additional payment. Officers agreed to look at this in their discussions with Skanska to see if it was feasible. **Action required.**

Agenda Plan – A Member requested that the update on Skanska (*Highway Contract Monitoring*) be brought forward from July, as he had had bad experiences with that contractor in his division. Officers acknowledged the Member’s concerns but suggested that it would be preferable to stick with the July date, to give opportunity for the contract to bed down and meaningful information generated on performance. However, Members were urged to raise particular issues they encountered with contractors with officers. The Chairman echoed these comments, and advised that a number of issues had been raised with him over the Christmas period, both good and bad, and he would be raising them at the next Board meeting with Skanska.

The Action Log was noted.

#### **46. PETITIONS**

There were no petitions.

#### **47. PROCUREMENT OF CLINICAL WASTE COLLECTION AND DISPOSAL ARRANGEMENTS**

The Committee received a report on the process for awarding a framework contract for the collection and disposal of clinical waste. The current contract was due to expire on 01/04/18. A joint procurement approach was being taken, with other Waste Disposal Authorities and district and city councils within Cambridgeshire. Approval was sought to delegate the award of the contract to the Executive Director in consultation with the Chairman/Vice-Chairman.

In response to Member questions:

- Officers advised that the procurement process was far advanced, and the tender would be closing at 5pm on 16/01/18. It was anticipated that the procurement process will be concluded in February, to enable the contract to be in place by April;
- It was confirmed that the contract was above the OJEU threshold and the OJEU notice had been published;
- Officers agreed to report back on the detail, once the contract was awarded.  
**Action required.**

It was resolved unanimously to:

Delegate responsibility for the award of the clinical waste collection and disposal framework contract to the Executive Director Economy Transport and Environment in consultation with the Chair and Vice Chair of the Committee.

#### **48. FINANCE AND PERFORMANCE REPORT – NOVEMBER 2017**

The Committee received a report presenting financial and performance information for Economy, Transport and Environment (ETE) for November 2017.

Whilst there were no material changes to the revenue position, there were a number of changes in the capital position:

- £490K slippage in the “Delivering the Transport Strategy Aims” as the Bar Hill to Longstanton cycleway, which was funded from Section 106 funding, would slip in to the next financial year;
- The latest work schedule indicated that the Cambridgeshire Archives construction work would not start on site until May 2018, i.e. entirely within the 2018/19 financial year;
- Responsibility for the Sawston Community Hub had moved from the Commercial & Investment Committee to Highways & Community Infrastructure Committee, and this scheme was reporting £490K slippage in the 2017/18 financial year.

Arising from the report, a Member asked if the demise of Carillion would have any impact on the County Council. Officers advised that the only County Council scheme that Carillion was currently involved in was the first phase of the Abbey Chesterton Bridge, jointly with Tarmac. As this was a two stage contract, a new contractor would probably need to be procured through the Eastern Highways Alliance for the second phase of that scheme. It was confirmed that the Abbey Chesterton bridge was one element of the Chisholm Trail.

A Member expressed concern that the Council may be exposed to the financial collapse of other huge conglomerates such as Carillion in future, and consideration should be given to the risk of such failures when procuring contracts. Whilst acknowledging the Member's concerns, officers advised that the Council does not build its own bridges or roads, so was dependent on contractors for this work, and almost all schemes were undertaken by large national or international companies, as they were often the only organisations capable of delivering such schemes. In theory, any of these companies could collapse, but all measures were taken, including extensive due diligence and ongoing contract monitoring to ensure this did not happen on Council contracts. It would be impractical to specify that the Council would not contract with a partner who was not involved in multiple projects, given the diversified nature of these companies, instead the contract specification had to focus on the outcome.

Councillor Scutt commented that in the *Significant Implications* paragraphs of the report there were “no significant implications” within the “risk” category, but the collapse of Carillion indicated that this was not the case – there were risks that were not being picked up. The Chairman responded that there was no flaw in the Council's assessment process, as everyone had made the same judgement. Councillor Scutt commented that there were also inherent Diversity implications resulting from the Council's political direction and insistence on reducing budgets

e.g. dropped kerbs, libraries. Whilst understanding that this was essentially a monitoring report, she felt that the political decisions taken by the administration required officers to make difficult decisions to cut or limit service to vulnerable users or essential services. For these reasons she felt unable to endorse the report.

A Member observed that there had been reports in the news about potential issues with Balfour Beatty, and he asked what would happen if that contractor was no longer able to meet its obligations. Officers confirmed that contractors were monitored closely, and the contract was written in a way that would protect the Council's interests. However, it was stressed that at the moment there was no indication that there were any issues with Balfour Beatty.

With regard to the higher than expected income for Highways Development Management (i.e. Section 106 and Section 38 fees for new developments – road adoptions, etc) it was confirmed that this was being held for the Waste PFI. The reasons for the higher than expected income were outlined

Discussing contracts more generally, officers confirmed that whilst both price and quality were the two major factors when evaluating bids for major contracts, they were not bound to take the lowest price, and the quality aspect of the price/quality ratio had a greater weighting. A Member suggested that given the recent example of the failure of Carillion, viability should also be a consideration.

With regard to the Performance Indicator on the number of people Killed or Seriously injured (KSI) on the county's roads, it was noted that whilst all the 2017 data was available, it had not yet been validated, but would be included in future Finance and Performance reports and the Road Safety Report which would be considered by the Committee at its March meeting.

It was resolved, by a majority, to:

review, note and comment on the report.

#### **49. HIGHWAYS AND COMMUNITY INFRASTRUCTURE COMMITTEE AGENDA PLAN, TRAINING PLAN AND APPOINTMENTS TO OUTSIDE BODIES**

The Committee considered its agenda plan and training plan.

Members were asked if they were interested in attending a visit to the Amey waste site in Waterbeach on Monday, 12<sup>th</sup> February (11am), and a number of Members indicated that they were keen to attend. **Action required.**

Members indicated that they would be interested in attending training on potholes, specifically temporary versus permanent repairs, repairs by utility companies, and the work that the dragon patcher could do. Officers agreed to arrange a training session on this. **Action required.** With regard to utility works, Councillor Scutt asked to put on record her thanks to Graham Armstrong for his recent work with Anglia Water in Chesterton. Members were asked to let officers know of any instances where utilities undertook unsatisfactory temporary repairs.

It was resolved to:

1. note the agenda plan and training plan, including the updates provided orally at the meeting.

**Chairman**



**HIGHWAYS &  
COMMUNITY  
INFRASTRUCTURE  
POLICY & SERVICE  
COMMITTEE**

**Minutes-Action Log**



**Introduction:**

This is the updated action log as at **5<sup>th</sup> February 2018** and captures the actions arising from the most recent Highways & Community Infrastructure Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

**Minutes of 11<sup>th</sup> July 2017**

<b>14.</b>	<b>Finance and Performance report</b>	Andy Preston/ Matt Staton	Follow up the work being done on the causes for the recent increase in the Performance Indicator for Road Safety.	Will be reported on as part of forthcoming Road Safety report (March 2018 Committee).	In progress.
------------	---------------------------------------	------------------------------	---	---	--------------

**Minutes of 12<sup>th</sup> September 2017**

<b>19.</b>	<b>Service Committee review of the draft 2018-19 Capital Programme</b>	Graham Hughes/ Sarah Heywood	Look at how best to give information on the availability of funding for each proposed item of H&CI budget expenditure	Will be done as part of the review of the 2018/2019 Business Planning process once the Business Plan has been agreed by Council in February.	Noted for future action.
------------	--	---------------------------------	---	--	--------------------------

21.	<b>Finance and Performance report</b>	Graham Hughes	Clarify what was meant by the gap in classified road condition in Fenland		In progress
21.	<b>Finance and Performance report</b>	Graham Hughes/ Sarah Heywood	Develop more informative and readily intelligible finance and performance reports	Will be done as part of the review of F&P monitoring in 17/18 once the year-end process is completed.	In progress
<b>Minutes of 10<sup>th</sup> October 2017</b>					
27.	<b>Relocation of Ely Registration Office to Cambridgeshire Archives</b>	Louise Clover	Requested a monitoring report of the first year's operation be presented including qualitative data regarding user experience.		Noted for reporting in Spring 2020.
<b>Minutes of 24<sup>th</sup> November 2017</b>					
34.	<b>Parking Schemes and Charges</b>	Richard Lumley/ Dawn Cave	Review Park & Ride parking charges in two years' time, following the removal of the £1 parking charge.	Added to Agenda Plan. Regarding timescales, officers will be reviewing charges in preparation for the 2020/21 financial year, so it will be scheduled to coincide with future business planning committee dates, i.e. Oct/Nov 2019.	Noted for future action.
<b>Minutes of 4<sup>th</sup> December 2017</b>					
40.	<b>Integrated Transport Block Funding Allocation Proposals</b>	Elsa Evans	Requested that the breakdown of monies allocated from the County-wide Minor walking and	This will be added to the Finance & Performance report.	In progress

			cycling improvements budget be provided at year end.		
41.	<b>Review of draft Revenue and Capital Business Planning Proposals for 2018-19 to 2022-23</b>	Sue Reynolds /Dawn Cave	Requested seminar on Authority's powers to adopt roads e.g. Section 38 Agreements	Scheduled for 13/04/18 Member seminar.	In progress
43.	<b>Agenda Plan</b>	Richard Lumley/ Sarah Heywood	Provide an update on progress made by the LHI Panels.	The LHI update was last reported in the October F&P report and officers will provide an update to the Committee quarterly, so the next update will be February's report.	In progress
<b>Minutes of 16<sup>th</sup> January 2018</b>					
45(1).	<b>Minutes and Action Log</b>	Richard Lumley/ Emma Murden	Confirm current number of street lights recommended to be upgraded to LED, and cost.		
45(2).	<b>Minutes and Action Log</b>	Richard Lumley/ Elsa Evans	Confirm whether £650,000 cost of Bluntisham to Earith cycleway scheme was additional to or within the current scheme budget.	Response circulated 25/01/18: The £650,000 cost of the Bluntisham to Earith cycleway scheme is funded by the National Productivity Investment Fund 2017-18. This scheme is separate to the Bluntisham to St Ives scheme, but there is no additional cost to the Council i.e. it is all grant funded.	Complete.
45(3).	<b>Minutes and Action Log</b>	Graham Hughes/ Richard Lumley	Discuss with Skanska the feasibility of offering an enhanced pothole repair service.		

<b>47.</b>	<b>Procurement of Clinical Waste Collection and Disposal arrangements</b>	Sass Pledger / Adam Smith	Advise Committee of the outcome of this process.		In Progress
<b>49.</b>	<b>Training Plan</b>	Dawn Cave/ Don Haymes	Confirm arrangements for visit to Amey in Waterbeach on 12/02/18	Electronic invitation issued to H&CI and E&E Committee Members and subs on 19/01/18	In progress
<b>49.</b>	<b>Training Plan</b>	Richard Lumley	Arrange a pothole/highway maintenance training session		

**LIBRARY SERVICE TRANSFORMATION**

**To:** Highways and Community Infrastructure Committee

**Meeting Date:** 13 February 2018

**From:** Executive Director of Economy Transport and Environment

**Electoral division(s):** All

**Forward Plan ref:** 2018/024 **Key decision:** Yes

**Purpose:** This paper sets out a package of improvements to the Library Service that

- adds to the Book Fund;
- increases the range of services available in libraries
- reinforces the positioning of libraries as the council's 'front door'; and
- generates new revenue and makes progress towards a more sustainable financial model.

These improvements provide a firm foundation on which the Library Service will continue to change and innovate over the next year.

**Recommendation:** The Committee is being asked to:

- a) agree the role and function of the Library Service and endorse the approach outlined in this paper;
- b) agree to the proposals around income generation and commissioning; and
- c) note the ongoing programme of work to transform the Library Service, which will be informed by feedback from stakeholders.
- d) Agree that the Libraries Transformation Members Steering Group has served its purpose and can now be dissolved.

<b><i>Officer contact:</i></b>		<b><i>Member contact:</i></b>	
Name:	<b>Christine May</b>	Names:	Councillor Paul Raynes
Post:	Assistant Director, Culture and Community	Post:	Chair of Library Transformation Member Steering Group
Email:	<a href="mailto:Christine.may@cambridgeshire.gov.uk">Christine.may@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:Paul.raynes@cambridgeshire.gov.uk">Paul.raynes@cambridgeshire.gov.uk</a>
Tel:	01223 703521	Tel:	01223 706398

## 1. BACKGROUND

- 1.1 Cambridgeshire Library Service is currently delivered through 32 libraries and four mobile library vehicles, as well as 24/7 online access to e-resources. In total, our libraries are open for more than 1,000 hours per week, with each of our six major town libraries open for 42 hours per week and the Central Library open for 55.5 hours per week. The Service receives more than 2.5 million visitors annually, with Cambridge Central Library being the fourth busiest library in the country.
- 1.2 The service currently employs 118.4 FTE staff who are assisted by 911 volunteers in more than 40 different support roles. Altogether the service has over 500,000 books available for loan as well as over 84,000 reference books. It also offers over 55,000 other items for loan including spoken word and e-books.
- 1.3 The Library Service has been very successful in becoming ever more resourceful over the past eight years, making savings of more than £4 million whilst keeping all libraries open.
- 1.4 In the 2018-19 financial year we are looking to reinstate £230k of funding into the book fund alongside planning for the long-term financial sustainability of the service, ensuring that the library service continues to develop and thrive.
- 1.5 We want to retain the trusted 'brand' of the Library Service whilst continuing to develop our network of libraries and the Mobile Library service, as places where citizens can access a wide range of different services and activities within their communities. This approach is supported by *Libraries Deliver* – the new national strategy for libraries – which challenges local government to consider a 'libraries first' approach.
- 1.6 In August and September 2017 we held a series of stakeholder engagement events across the county to test some early ideas and seek people's suggestions for the service. Throughout the engagement, library users have re-iterated the importance of libraries, both in their 'traditional' role as a place for books, but also as a central location in their local communities that provide a wide range of support and activities that foster a sense of community and belonging.
- 1.7 Feedback highlighted the need for a local approach to provision and a desire to maintain the service. It also highlighted the importance of library staff and volunteers. A summary of the feedback we received is included at **Appendix A**.
- 1.8 Through the work that we have done to date we have identified a package of improvements that will drive increased revenue generation for the library service whilst increasing and improving service delivery, promote closer working with and support for the organisation, and enable reinvestment in the book fund.
- 1.9 The foundation this will provide will enable us to develop and deliver an ambitious programme of work to continue the transformation of our Library Service to support the changing needs of the county.
- 1.10 Recommendations within this report have been subject to review by a cross-party Members Steering Group which has been in place since July. This group has been able to provide officers with an ongoing-steer and advice regarding the transformation programme.

## **2. THE ROLE OF THE LIBRARY SERVICE**

- 2.1 As part of the library transformation programme we want to provide a clear and concise statement articulating the role and function of the service for our citizens and for Cambridgeshire County Council. This is supported by the challenge from [Libraries Deliver](#) to '*acknowledge and promote the role that libraries play*' and to '*think Libraries first*'.
- 2.2 As gateways to knowledge and culture, libraries play a fundamental role in communities. Throughout all of the engagement sessions that we held, a common theme that emerged was the value that people place on this core role for libraries, including the role of the mobile library service in supporting more rural locations.
- 2.3 Libraries are one of the few – and often only – remaining places in communities where people can go to get free, impartial information, help and support, in a setting which people choose to visit as it offers stimulating activities and resources to enjoy. All of this is available as a citizen's right and forms a vital part of our democratic society. Our starting point for developing the future of the library service is to recognise and promote the service as a great asset, both to the communities of Cambridgeshire and to other public sector services.
- 2.4 Internally, the library service should be seen as the 'front door of the council'. This means that the library service should be the default:
- face-to-face channel for council services, with increased co-location of council services;
  - place where people can engage digitally and both provide immediate help and also improve people's digital literacy
  - face-to-face channel for delivering key messages / campaigns / information and community engagement
  - place for staff to meet with clients in the community and to hold meetings, rather than external venues when office sites are not available
  - provider of the Council's universal preventative offer, providing an expanded offer of preventative work with vulnerable children, young people and adults.

All of these developments will also support the ongoing viability of the core library service.

- 2.5 To deliver this 'Libraries First' approach we need to ensure that the role of the Library Service is embedded and understood in all relevant council strategies and plans, as well as making sure that staff within the service have the appropriate skills. This will require a change across the Council's organisational culture. In our engagement with staff they have told us that they are positive about the 'face to face' front door of the council role, and already fulfil this to a large extent, but want to ensure they are properly trained and resourced to carry this out most effectively.

## **3. ENSURING THE LONG-TERM FINANCIAL STABILITY OF THE SERVICE**

- 3.1 Making the improvements outlined in this paper enables us to explore and exploit all options for library service transformation to meet budget challenges in preference to making service reductions. Ongoing financial stability will enable us to continue to develop our library service. To date work has focussed on the opportunities associated with income generation

and commissioning and initial estimates indicate that we will be able to meet our 2018-19 income target in order to reinvest in the book fund.

## Income Generation

- 3.2 The opportunities available for the Library Service to generate income have been reviewed, building on the work previously undertaken by the Income Generation Working Group, and provide a number of options that can be pursued to meet the budget challenge for 2018-19.
- 3.3 On the whole, participants at the engagement sessions were positive about the idea of the Library Service generating income as means of increasing financial sustainability. There were a number of ideas that participants had for how this could be achieved. Out of 117 comments received regarding charging, 102 participants felt that the service should start charging for services, activities or events that the service already provides and to expand this offer.
- 3.4 It is important to note that no one stream of income generation could bring in sufficient revenue to guarantee the future of the Library Service. A mixed portfolio approach – likely to generate more income and carry less risk – will be essential.
- 3.5 Initial income generation opportunities that are currently being actively pursued include:
- **Room and facility lettings** – We are looking to maximise the revenue potential of our meeting rooms and spaces to hire by increasing prices and increasing occupancy levels. To ensure that communities can continue to use these facilities at a reasonable cost, we will make sure that there are different rates for different types of organisations.
  - **Library Extra scheme** – Introducing a chargeable ‘Library Extra’ scheme for library users who want to contribute financially to the Library Service to increase income. The scheme design will ensure that members do not receive preferential treatment over other library services, but would have access to a range of value-added special membership benefits, for example ‘premium member receptions’. This would be a way for people to support their local library.
  - **Charged for computer access** – We are looking to introduce a £1 per hour charge for computer use by adults in libraries, after an initial half hour free for all users. We will ensure that essential online transactions (for example on Gov.uk sites, including Universal Credit applications and Cambridgeshire County Council online transactions) can be carried out free of charge. Libraries will promote the free courses available from the Skills & Learning service to help people to develop their digital skills, as well as the support available to claimants from the Job Centre Plus. Computer use for children up to 18 will remain free.
  - **More charged for events** – The Library Service already organises and delivers events for the local community that people pay to attend, including author talks and arts events. We want to build upon these to increase the frequency and range of chargeable events.
  - **Donation boxes** – Encouraging more donations by locating donation boxes in more prominent positions with increased marketing, including a clear message on how donations are used.

- **Fees and Charges** – increasing all library fees and charges by 2.2% for inflation. Increasing the commercial letting rate by 25% across all libraries, however community or partner lettings rate charge across all libraries will only increase by 2.2% for inflation.
- **Co-location of public services** – Sharing more of our library buildings with other public sector partners to create multi-use spaces to not only generate income but also help to meet people's needs more effectively.
- **Charging groups for use** – We are aware that there are some groups – such as language schools in Cambridge – who regularly use of our facilities. We are considering options for how these groups could make a contribution to our running costs.

It is estimated that an additional income of £180,000 per annum can be achieved from these approaches.

### **Commissioning Opportunities**

- 3.6 Cambridgeshire Library Service currently delivers the Community Health Information Service on behalf of Public Health, the Bookstart book gifting programme on behalf of Children's Services, the Engage programme of activity for older people on behalf of Adult Social Care, and has just been awarded a contract by the Home Office to support online visa applicants. Library services across the country have a proven track record of expanding their offer to deliver wider council and public services.
- 3.7 When discussing the idea of the Library Service delivering more public services, attendees at the engagement sessions were generally supportive, whilst expressing some concerns about the effect that this may have on the capacity of staff to manage at individual libraries.
- 3.8 Work with the Commissioning Directorate has identified a new opportunity for the Library Service to support the council's key outcome of helping people to remain independent in their own homes for longer. We propose to use libraries to demonstrate Assistive Technology to vulnerable people who require some support to remain independent in their own homes.
- 3.9 The library service will work closely with the People and Communities Directorate to continue to explore ways in which the library service can contribute even more towards early help and prevention work, through our trusted libraries and Mobile Library service. Closer working with communities will also help us to identify and prioritise those opportunities that will have the biggest positive impact on them.
- 3.10 It is proposed that this new way of working, will be piloted in Soham. Soham Library already has an extended offer for the community, being the base for the new Neighbourhood Cares project, a community-based approach to providing support to vulnerable people. We will be exploring ways in which this offer can be extended further.
- 3.11 The new Assistive Technology and other commissioned services will bring at least £50,000 per annum into the service, therefore the total value of these income generating and commissioning initiatives is expected to meet the short term financial challenge and support

long term financial sustainability. As well as these initiatives we have a pipeline of additional income generating opportunities to develop in the longer term.

### **Investment required**

- 3.12 Whilst some of these income generation proposals are not new and stem from work previously considered by the Income Working Group, the Library Service has lacked the capacity and specialist skills to take this scale of work forward. Therefore, in order to progress the income generation proposals and to ensure a financially stable future in which new income generation ideas are continually progressed, investment is required to increase the skills and capacity within the Library Service.
- 3.13 We are bidding for support from the Transformation Fund to recruit a one-year fixed-term role to implement the proposals and support the service to develop an effective marketing, income generation and sponsorship strategy. The role has the potential to become self-funding in future as well as identifying opportunities across a range of different services.
- 3.14 This investment also responds to a theme that was highlighted repeatedly by participants in our engagement workshops that the Library Service needs to get better at publicising itself and informing people of the wide range of services, activities and events that are on offer.

## **4. NEXT STEPS**

- 4.1 The work outlined in this paper is the start of our Library Service Transformation Programme. We are in the process of pulling together a Delivery Plan to bring the plan to action and to enable the culture change that we need to make.
- 4.2 As part of the Delivery Plan we will continue the conversations and engagement that we have begun and take this as an opportunity to develop our thoughts around the future shape of the service and make sure they are based on the views of our users.
- 4.3 We will also make sure that the Delivery Plan maps against other strategies – both internal and external – to ensure we are making the best use of our Library assets.
- 4.4 The Library Service will continue to explore further transformation and any recommendations arising from this work will follow normal committee decision making processes.

## **5. ALIGNMENT WITH CORPORATE PRIORITIES**

### **5.1 Developing the local economy for the benefit of all**

The following bullet points set out details of implications identified by officers:

- By providing access to a range of services, libraries assist people to improve their employment prospects;
- Providing workspaces in libraries help entrepreneurs and small business to start up and also work collaboratively;

- Providing support for children helps to ensure that the workforce of the future has well-developed essential literacy skills, and is equipped to engage in lifelong learning.

## **5.2 Helping people live healthy and independent lives**

The following bullet points set out details of implications identified by officers:

- The provision of quality information, guidance and advice in libraries helps people to live healthy and independent lives and make well-informed choices;
- Encouraging the reading habit and providing self-help information in libraries supports people to remain independent
- The Library Service helps people to get involved and feel included in their communities.

## **5.3 Supporting and protecting vulnerable people**

The following bullet points set out details of implications identified by officers:

- The primary purpose of the Library Service is to support and protect vulnerable people who are otherwise unable to access the books, information, access to the internet, advice and guidance they need
- Building on the Library@Home service will enable people to be directed to other appropriate sources of advice and information
- Libraries will continue to be safe places in communities where people can meet others
- Commissioning support for vulnerable people through the library service will help services to reach a wider group of people.

# **6. SIGNIFICANT IMPLICATIONS**

## **6.1 Resource Implications**

*Increased resource will be required to deliver the activity set out in this report. This will be met through a bid for transformation funding and partnership working with the People and Communities and Commissioning Directorate. The investment is one-off and the library service will be required to achieve the additional income on an ongoing basis.*

## **6.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

*There are no significant implications within this category*

## **6.3 Statutory, Legal and Risk Implications**

*There are no significant implications within this category. Following this approach means that we will remain compliant with the 1964 Libraries and Museums Act.*

## **6.4 Equality and Diversity Implications**

*A Community Impact Assessment has been completed for new and additional charges, and mitigation measures used wherever possible to reduce the impact on the most vulnerable.*

## 6.5 Engagement and Communications Implications

*The Library Transformation programme has already carried out extensive engagement with library users and stakeholders to inform the recommendations set out in this report. Further engagement will be carried out to explore ways in which the service can continue to meet community need whilst achieving greater financial sustainability.*

## 6.6 Localism and Local Member Involvement

*Members have already been engaged through the Libraries Member Steering Group, and through a Member Seminar about the Transformation Programme. Further engagement with communities will be carried out on a local basis and local members will be invited to be involved in this process.*

## 6.7 Public Health Implications

*When exploring additional support that the Library Service can provide communities, we will expand upon the current Public Health offer. Furthermore, an increased offer of events and activities for citizens will increase social interaction in communities.*

*This proposal builds on and strengthens the current Public Health initiatives that libraries currently provide through widening access to information and events that engages individuals and communities in taking responsibility for improving their health and affords opportunities to complement commissioned public health services with library services through co-location.*

Implications	Officer Clearance
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Sarah Heywood
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Name of Officer: Paul White
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Satinder Sahota
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Tamar Oviatt-Hyam

<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Sarah Silk
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Tamar Oviatt-Hyam
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Val Thomas

<b>Source Documents</b>	<b>Location</b>
<i>None</i>	N/A

## Appendix A – Feedback from the engagement sessions

Between August and October 2017, 167 people attended a series of workshops for stakeholders of the Cambridgeshire Library Service in the following locations:

- Huntingdon
- Cambourne
- March
- Ely
- Cambridge
- Eastrea
- Histon
- St Neots
- Stetchworth

We would like to thank all the participants for their very helpful feedback at all of the above workshops.

The purpose of these workshops was to share the opportunities and challenges that the service is currently facing and to have a discussion about these, in order to hear people's ideas ahead of developing options and proposals for the future of the service. We are really interested in hearing the ideas of library users and stakeholders and at the workshops we heard a wide range of views and ideas that participants had about the future of the service, specifically in relation to how the service could increase financial sustainability.

This is a summary of these ideas and views that participants shared with us. Wherever possible, the actual words of participants have been used. A list of all comments in full can be found [here](#).

### Income Generation

On the whole, participants were positive about the idea of the Library Service generating income as means of increasing financial sustainability. There were a number of ideas that participants had for how this could be achieved. One being that the service could gain corporate sponsorship:

- *'Sponsorship deals for libraries - businesses will want to do this if we show large footfall'*
- *'Corporate sponsorship Co-op, Sainsbury, Tesco'*
- *'Sponsorship from local companies'*
- *'Link with corporate sponsors – e.g. Costa. You could have a pop-up library in Tesco or Costa'*
- *'Biotech Business increasing pressure on local services so they could offer a paid full-time worker at the library in Trumpington.'*

However, some people were cautious about this;

- *'Sponsors may be unwilling to give money to support the library service as defined by the Act – they are more likely to pay for enhancements.'*
- *'Subsidies from large corporations: we need to be cautious of this – another contributor suggests that a trust fund arrangement would make this more transparent (Amazon?!).'*

- *'Corporate sponsorship can feel uncomfortable'*

Out of 117 comments received regarding charging, 102 participants felt that the service should start charging for services, activities or events that the service already provides and to expand this offer:

- *'Charge for events. Try children's events'*
- *'Charge for the bus pass service - small fee'*
- *'Charging for new release e-books. First 6 weeks'*
- *Charge for out-of-hours access'*
- *'I think this is chicken and egg but a dept/group of people who can bring more events to the library that people would pay for – cultural events (I understand there is a list of these some libraries have)'*
- *'Lend out e-readers / hire e-readers'*
- *'Pop-up cinema in library - film nights'*
- *'The concept of using the library for drama productions'*
- *'Maybe get artists to come out and show work (charge them)'*
- *'Open mic night – poetry'*
- *'London Shows - Top shows on video could be sold or shown in library - charge a fee'*
- *'Use library in evenings for Evening Classes. Charged + franchise possibilities'*
- *'Charge for Author Book Talks'*
- *'Half library, half book shop. Buy a book and then return to get discounts on the next books'*
- *'Charging stations (for a charge)'*
- *'Refreshments at reasonable prices'*
- *'Charge for passport application checks etc.'*

However, 15 comments were received stating that the Library Service should not charge for services, activities and events:

- *'People objected really strongly [to reservation fee] – not charged at Lt Downham Books Café; people would go to Ely.'*
- *'Vital that Rhyme Time and Summer Reading Challenge should be delivered free - so as not to exclude / discriminate against least wealthy'*
- *'Reservations should be free'*
- *'The libraries are a service so should not have to earn money'*
- *'The library service has been cut to the bone. Monetaring this service is out of character and muddies the library brand. We want no more cuts.'*
- *'Charges not supported (apart from out of hours service)'*
- *'Story time should be free but volunteer run - important to keep free as Children are future customers'*
- *'Services with a choice maybe not charge'*

Another recurring theme was for the service to maximise its buildings by hiring out space to other organisations and groups:

- *'Is there a potential to develop spaces that are more multi-purpose?'*
- *'More multi-functional space rather than standard library shelving. Example - Melbourn Hub - foldaway shelving'*
- *'Hire the premises out to other organisations. Need to know the set hiring prices'*
- *'Meeting rooms more accessible - evening lettings'*
- *'Community room in each library, also available out of usual library hours and attracting payment by users'*
- *'Can renting out spaces in some library buildings provide income - outside exercise classes meetings, talks, parties etc. Would also increase knowledge of library services'*
- *'Community spaces for hire - income increasing facility'*
- *'Offer a space for rent in the library to book shops - i.e. Waterstones. Trial pop-up in Hunts and different locations?'*
- *Renting space in the library to companies i.e. travel agents. Dedicated space for commercial enterprises*
- *'A franchising model to other organisations in the library network could provide year on year revenues - this would need to be a company or organisation that is acceptable to our values e.g. coffee provider/independent business rather than a Starbucks or an Amazon - who don't pay their taxes.'*

Some participants also highlighted that they would like to see an increase in council tax to increase funding to libraries:

- *'Put taxes up'*
- *'Lobby for - Raise Council Tax'*
- *'If we raise council tax can we ensure it comes back to libraries?'*
- *'Councillors to increase Council Tax to average allowed, stop cutting.'*
- *'Would you as a council tax payer pay an extra penny to fund your library and reduce cuts. Ring fenced.'*
- *'We want our councillors to know that we think they should raise council tax in order to help pay for the library service we value.'*

## **Co-locating with Partner Services and Organisations**

Participants also commented on the possibility of libraries and partner organisations and services co-locating in the same buildings.

Out of 44 comments received regarding Library Services co-locating with partners, 33 of these were positive about this being explored:

- *'Use space in the library for CAB, Age Concern etc. and other voluntary groups - charge them rent'*
- *'District Council pop-up counter in St Neots library'*
- *'Highways surgery once a month to raise queries face-to-face'*
- *'Have a post office in the Library at Cambourne'*
- *'Relocate One Stop Shop FDC to the library—extend it's open hours and save rental'*

- *'There should be a library at Addenbrookes.'*

However, 11 comments were received highlighting some concern around this:

- *'Parents might be nervous of Children's Centre activities taking place in libraries'*
- *'If we do co-locate we need to maintain a defined library space – don't want to lose the library brand'*
- *'Issues around shared spaces i.e. Gamlingay'*
- *'Joint use library could be exciting and economically viable. Depends on the demographic of the community; new communities unlikely as they are mainly young families – St Neots'*

## **Staff and Volunteers**

Another recurring theme highlighted by participants at the workshops was the value of staff and volunteers.

56 comments were received regarding staff and volunteers in the Library Service. Out of these, 26 participants stated that they would not want to see further reductions to paid staff:

- *'We don't want to lose our librarians'*
- *'Would not like to see any more loss of staff - very important for lonely, alone community members'*
- *'There is a limit to how much more the staff can be cut. It is a very busy library and the staff are always helpful and cooperative and vital to the operation of the library.'*
- *'DON'T LOSE STAFF'*
- *'Would be very unhappy to lose face-to-face contact with staff'*

10 comments highlighted the need for the service to recruit more volunteers:

- *'Need volunteer recruitment - list of all the opportunities - do a story of one volunteer - use local newspapers'*
- *'How do we get the volunteer message out? Letting people know full range of jobs, case studies, local recruitment, using local newspapers and magazines'*
- *'Increasing volunteer recruitment as a way of providing 'over and above' services'*
- *'Business to offer their staff to volunteer as more sustainable people (they will not leave volunteering if a job came up as they already have a job'*

However, 26 participants showed some concern towards the stability of a volunteer workforce, what is being asked of volunteers and issues around recruitment:

- *'How much can we keep asking volunteers to do? Is there a point where they can't take on more?'*
- *'I value and appreciate the passion and enthusiasm of volunteers but we need to protect professional, qualified librarians'*
- *'Don't rely on volunteers'*
- *'Unsustainability of reliance on volunteers in longer term – rise in pension age, declining economy, people working longer & less time to volunteer'*
- *'Volunteers don't necessarily have skills and expertise of paid staff'*

- *'In villages you can get a core group of people to take community ownership. But you can only ask so much (only 4 people have attended this event) – Eastrea'*
- *'Problems of continuity with volunteers who may come and go and not be as able to commit over longer periods of time.'*

## **Communication and Publicity**

A theme highlighted repeatedly by participants was that the Library Service needs to get better at publicising itself and informing people of the range of services, activities and events that are on offer:

- *'Improve communication'*
- *'Go to Parish Council meetings and promote the service'*
- *'Advertise the services you can get from the libraries'*
- *'Advertise using annual events, social media, through other organisations that people will visit. e.g. G.P.s'*
- *'Big problem, make people aware libraries exist and what we offer'*
- *'Individual Facebook pages for each library – people will look for these spaces.'*
- *'Libraries at home needs to be publicised more; should link with Age UK to get more customers'*
- *'There should be a promotional film showing all the good things which happen in libraries, talk to local groups, film workshops like this.'*
- *'Need better marketing and promotion - the world has changed and don't think people fully understand the service today'*

More specifically, participants felt that the service could be doing more to attract young people:

- *'We need to find ways to attract teenagers into libraries'*
- *'Publicity with young people at colleges, especially in 6th Forms'*
- *'Visit sixth forms and year 11 to get their ideas on how they want to use libraries'*

Some participants also felt that communication to volunteer-run libraries could be improved:

- *'CCC needs to improve their communications and countywide initiative especially with LAPs [Library Access Points] to ensure that everyone 'sings from the same hymn sheet'*
- *'Make sure same information to council libraries goes to LAPs'*

## **Approach towards Reviewing the Service**

Some general comments were received from participants about how the Council should be approaching this process including the need for a local approach and a desire to see no further cuts to the service:

- *'be flexible in transforming services - one model may not work for all libraries'*
- *'Offer should depend on the needs of the location'*
- *'Not a one size fits all, appropriate for local communities'*
- *'I feel strongly that we should be INVESTING money in libraries, rather than cutting funds (probably means increase in tax, council tax)'*
- *'Hope that library closures don't happen'*

- *‘Engaging political leadership around the future of libraries’*
- *‘Anything new we do should be kept going for at least 3 years so we know if it is working.’*
- *‘Prioritisation of ideas is key. Should have a ‘top X’ and then a rollout plan for the coming years’*

We also shared with participants some of our early thinking around the things we could explore to secure the future of the service and this is what people told us.

## 1. Providing more public services

One way in which the service could become more financially sustainable is by delivering additional services for the citizens of Cambridgeshire on behalf of public sector partners. Delivering these services would attract additional funding. Nationally, local and central government have been challenged to ‘Think Libraries First’ when it comes to the provision of local community services. Library services across England provide a wider range of information and support that is often taken for granted or its potential not fully realised. This includes support around healthy lifestyles, social isolation, employability skills, digital skills and much more.

When discussing the idea of the Library Service delivering an extended offer of public services, a total of 26 out of 95 comments showed favour towards this approach:

- *‘Home visiting paid for by relevant department - feeding back any problems etc.’*
- *‘Foodbanks or other services to get people into the buildings’*
- *‘Carers’ Mornings’*
- *‘Substitute DWP with libraries—people complain bitterly about having to travel to Job Centres.’*
- *‘Cost savings of reducing social isolation - preventive service’*
- *‘Good to have other services delivered through libraries’*
- *‘I had a positive experience of services for children and families being delivered alongside library services that worked well but it does need additional resource to make this work.’*
- *‘Drop-ins with police to support the community (and other services providing a similar drop-in)’*

However, 40 comments showed some concern towards this way of working:

- *‘Front door service - people behind the ‘door’ must have knowledge/training of CCC services/signposting’*
- *‘Hard for the library to be a one stop shop for the council - hard for one person to know it all’*
- *‘Risk of alienating voluntary sector if delivering same service as them. E.g. Carers Trust’*
- *‘Accountability needs to be thought through when making library assistants responsible for other services’*
- *‘How can single-staffed libraries cope with being a ‘front door’ as well as dealing with customers?’*
- *‘Will library staff be out of their depth if people's health issues are too extreme?’*
- *‘Shortage of library staff in some locations – and lack of specialism/training for additional services (i.e. Blue Badges) – St Neots’*

- *'Not generally keen on wider range of services but would accept this in order to have standardised Opening Hours (e.g. 9-5 daily) across Council'*

## **2. Library access outside of staffed hours**

In recent years, a number of library services across England have introduced technology that allows users to access libraries during non-staffed hours.

This technology has allowed library services to maintain or extend library opening hours. On the whole, this has been met with positivity at a time when many libraries have had to reduce their opening hours to reduce costs.

Implementing this technology does have a cost and therefore savings or significant additional income would have to be generated for this to be possible.

When discussing the possibility of implementing this technology, a total of 69 comments were received. Of these, 14 were generally in favour of the idea:

- *'Ramsey Library would be interested in Open+'*
- *'Cambridge Central - put in Open+'*
- *'Many people in Cambridgeshire don't work 9-5 anymore so Open Plus is an interesting option'*
- *'Participants at this table all agreed that they were ok with Open+ but not if it means cutting staff' – Cambridge Central Library*
- *'Works well in Peterborough or Netherlands - why not here?'*

However, 35 participants showed concern about this technology including the safety and security of buildings and people and the need to make savings to implement this technology:

- *'Don't reduce staffed hours but open to sources of revenue to increase staff hours'*
- *'I would be worried about access to some libraries when not staff in some areas of the county. In rural areas would there be enough take up?'*
- *'Why consider putting in technology and open a library out of hours when it will mean reducing staff who are a valuable resource and the knowledge of the library.'*
- *'How to stop damage to stock / people sleeping in the libraries after hours?'*
- *'Would be very unhappy to lose face-to-face contact with staff'*
- *'Don't want to cut staffed hours at Whittlesey Library to fund Open+'*
- *'Security a key concern, particularly for Cambridge Central Library, which would require additional safeguards e.g. CCTV, at least one member of security staff etc.'*

## **3. Community-led Libraries**

Cambridgeshire currently has 11 volunteer run libraries and the majority of these have been sustained for 15 years. These libraries receive support from Cambridgeshire County Council but are run day-to-day by volunteers.

We want to explore whether any other communities would be interested in taking more of a leading role in the running of their local library.

A total of 61 comments were received relating to the idea of increasing community leadership in libraries. Out of these, 11 participants highlighted an interest in this:

- *'Papworth library as a Community Library'*
- *'Happy to share our experience'*
- *'Community run libraries are a very good idea but perhaps not in this area. (March)'*
- *'If the alternative is closing them yes – depending on the community and support available' – St Neots*
- *'Not opposed to more community run libraries' - Histon*

A further 22 participants showed some concern around this idea:

- *'Not at all in favour of volunteer-led/run library in Cambourne. Maybe in a small setting'*
- *'Volunteer libraries - not keen'*
- *'Can't offer the services we want to from a community run library'*
- *'Community run library does not seem a possibility in March'*
- *'Don't impose community leadership on people - this will create ill feeling'*
- *'Community led no substitute for qualified staff'*

A number of people also stated that they felt the branding of Local Access Points could be improved:

- *'Library Access Points are just libraries in the eyes of the public and should be called libraries and be a part of the Cambridgeshire Libraries family'*
- *'People see LAPs as libraries. Should they change their names? What is the benefit of this?'*

#### **4. Other ways to deliver library services to more isolated communities**

Rural and more isolated communities are currently served by a Mobile Library Service. We are interested in exploring whether there are other ways in which library services could be delivered to these communities in Cambridgeshire. For people who cannot get to a static library, this service is a lifeline. However, there may be other ways in which the same outcomes can be met in a more efficient way.

Some of the ideas that we wanted to gain feedback about were:

- *Pop-up libraries using existing community buildings in isolated areas, e.g. churches, village halls, pubs etc.*
- *The Library@ Home service (volunteers delivering books to people's homes)*
- *Where and how often the current Mobile Library Service stops*

85 comments were received when discussing the possibilities of looking into alternative ways in which library services could be delivered to isolated communities. Out of these, 23 participants liked the idea of a 'pop-up' library providing books to rural communities:

- *'Use book boxes in smaller communities operated by volunteers where not economic to serve by mobile library. This used to work well in the past when I was a child in a small village far from the nearest town.'*

- *'Pop-up libraries at Park and Ride sites'*
- *'Have library in shop in rural villages to bring libraries into these areas and help local business'*
- *'People like pop-up libraries'*
- *'Really liked the idea of pop-up libraries.'*
- *'Like to idea of pop-up libraries – i.e. in telephone boxes. Would need stock rotation'*
- *'Pop up libraries in pubs and churches and telephone boxes are a good idea'*
- *'Looking at new delivery sites, including pubs (a book and a pint, pub quiz), care homes, and supermarkets'*

However a total of 4 comments were received that showed concern towards using this approach to provide books to people in isolated communities:

- *'Pop ups possibly part of solution but don't get drawn into managing too closely or spending too much money on it.'*
- *'Pop ups should not replace mobile library service.'*
- *'Pop-up book exchanges are no replacement for a library or mobile library. Books not good enough - no stock control'*

Additionally, 10 participants highlighted the need to review the stops that are currently carried out by the mobile service:

- *'Save money by not putting mobile library on green at Waterbeach at same time as library is open!!'*
- *'Review usage of mobile library services - remove where underused and instead fund communities where there's no library provision. Pilot a few new routes and review?'*
- *'Take it [Mobile] to dormitories - Housing estates with no services/facilities, shops. Target mobile to them. Combine toys and book. Half the problem lack of advertising'*
- *'Do not park Mobile Libraries where there are existing Independent Community Libraries / LAPs'*
- *'Look at mobile routes more carefully - only go to rural isolated communities.'*

Participants also highlighted other ways in which library services can be delivered:

- *'Instead of home visitor delivering books, as in hospital – volunteer to take those who do not have mobile library to a library.'*
- *'Smaller mobile libraries to really access disabled/limited mobility. Not central village location'*
- *'If you have the volunteers to do this (Increase Library at Home Service) – I was one of the first LAH Volunteers, both get a lot from it.'*
- *'Can we use services that move around for other means? E.g. mobile cafes?'*
- *'Using existing delivery services; i.e. GP's. Opportunities to be more joined up with other groups'*
- *'Encourage care homes to get online access for residents, or weekly deliveries from the libraries'*
- *'Using CCC staff - i.e. Social Workers when going out on visits could take/collect books (in their homes and in care homes) - linking internally and externally'*

In addition to the stakeholder workshops, we also undertook three trips out on the mobile library service to speak with users and obtain their feedback.

We asked users the following questions and this is what they said:

### **What do you value about the mobile library service?**

Of the 28 people we spoke with, 26 valued the convenience of the mobile library, 14 valued the availability of books, 5 valued the opportunity to socialise and 2 said it was good for children.

- *'Handy – come to you. Good choice of books and very helpful' – Littleport*
- *'Love it, have a nice chat with drive. Local, right outside the door. It's the only time some people communicate' – Huntingdon*
- *'Comes to nearby area. Lots of choice of books. Good staff' – Cambridge*

### **Why do you use this instead of a library building?**

A total of 28 people answered with 16 stating they used the mobile library service because they had no transport. 5 people said they did also use the library building.

### **How did you get here?**

Out of 38 people asked, 24 had walked, 11 said the stop was directly outside their residential home, 2 people drove and 1 person cycled.

### **Do you have any ideas about how this service could be delivered to less mobile people and people in isolated communities?**

There was some divided opinion about the benefits of both “pop up” libraries and Libraries@Home+. Below are some of the comments and suggestions that we received:

- *'I can understand if it went – not enough people use it. I would be sad though'*
- *'There are books in the social room but not as much choice. I would use the library at home service if this closed down'*
- *'Pop-up libraries in community buildings good idea. Library at home good if you can't get out and about'*
- *'Library at home doesn't have all the things MLS does and you need to know what books you want - you can't browse. Could be an online option but not everybody can do that'*
- *'Lots of people can't get into towns as the transport isn't there, so either need to provide the transport of MLS'*
- *'Pursue mobile library service but do more to advertise it'*
- *'Don't want MLS to be stopped but liked idea of delivering books to people in their homes. Didn't realise it existed but back idea'*

We also spoke with two groups of young people between the ages of 6 – 13 and 13+ to gather their comments about how and why they use libraries and their suggestions on how we can encourage people to go to libraries.

It should be noted that we have not yet spoken separately with young people actually using the library; this would have provided some balance to the below views.

### **Junior Group 6 – 13 yrs**

Of those asked, 7 have been to a library solely to take out books but have only been once or twice. 6 young people stated that they would not go back as they could use a computer at home, however 1 said they go regularly to get books.

In response to ideas on how to make people go to a library the group suggested that they should be accompanied so that they could be shown around. They didn't like having to be so quiet and suggested having areas but to be able to speak. Another suggestion was to have bean bags.

### **Senior Group 13+**

Of those asked, 11 have been to a library before when they were young but have not visited in over 5 years. The reason for this visit was for books and to use the computer. 7 had never been to a public library, except school, and did not know where their nearest local library was.

- *'You can get everything on the internet now so no point going to a library'*
- *'It's for old people or small kids'*
- *'It's boring, why would you want to go?'*
- *'It's just for books'*

In response to ideas on how to make people go to a library, suggestions were to provide free food and free use of computers.

**PARKING SCHEMES AND CHARGES**

**To:** Highways and Community Infrastructure

**Meeting Date:** 13<sup>th</sup> February 2018

**From:** Graham Hughes, Executive Director – Place and Economy

**Electoral division(s):** All

**Forward Plan ref:** 2018/023      **Key Decision:** Yes

**Purpose:** To seek approval for proposed residents' permit charges and approve an addition to the Residents Parking Scheme Policy

**Recommendation:** Committee is asked to approve:

- a) The Residents' Parking Permit Charges
- b) An addition to the Residents Parking Scheme Policy to allow valid blue badge holders to apply for one free visitors permit per annum
- c) An addition to the Residents Parking Scheme Policy that enables specific local circumstances to be accommodated by agreement between the Chair of Highways & Community Infrastructure and the Local County Councillor. This will be applicable to new schemes introduced from 2018 onwards.

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	Richard Lumley	Name:	Cllr Mathew Shuter/Cllr Bill Hunt
Post:	Assistant Director, Highways	Post:	Chairman/Vice Chairman, Highways & Community Infrastructure Committee
Email:	<a href="mailto:Richard.Lumley@cambridgeshire.gov.uk">Richard.Lumley@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:mshuter@btinternet.com">mshuter@btinternet.com</a> <a href="mailto:William-hunt@hotmail.co.uk">William-hunt@hotmail.co.uk</a>
Tel:	(01223) 703839	Tel:	(01223) 706398

## **1. BACKGROUND**

- 1.1 Cambridgeshire County Council supports the aims of the Greater Cambridge Partnership to ease congestion and prioritise sustainable and active travel, making it easier for people to travel by bus, rail, bicycle and on foot within Cambridge and beyond.
- 1.2 Effective management and charging of car parking can be used as a traffic management tool to encourage and incentivise modal shift to more sustainable methods of travel, which will help to ease congestion and improve air quality.
- 1.3 A report was presented to the Highways & Community Infrastructure (H&CI) committee on 14<sup>th</sup> November 2017 outlining a suite of parking recommendations aligned to future growth across Cambridge. Three of the four recommendations were approved, however the Committee asked officers to review proposals for residents' parking charges with particular reference to visitors' permit charges and the types of permits available, and bring a revised report back to a future committee meeting.

## **2. RESIDENTS' PARKING PERMIT CHARGES**

- 2.1 Residents' and visitors' permit charges have not been increased since 2011. Since this time the cost of providing residents' parking schemes across the city has increased whilst income has generally remained at the same level. Currently the scheme is not covering its costs.
- 2.2 An initial review of permit costs and revenue was undertaken in January 2016 which showed a deficit in the region of £88k per annum. Subsequent cost savings and contractual changes have reduced this deficit to around £21k per annum. However, the introduction of permit limits in line with the new Residents' Parking Scheme policy (three residents' permits per household and 20 visitors' permits per applicant, each visitor permit allowing 5 stays) and in particular the limit on visitor permits, will further compound this deficit and is likely to result in an overall loss in the region of £81k. This is set out in the table in paragraph 2.11.
- 2.3 Based on the expected costs to be met in coming years, permit costs have been reviewed and set at levels that can be expected to generate the funding required to cover the cost of providing the service, thereby ensuring that the schemes are financially sustainable for the council.

### **Proposed new charges**

- 2.4 It is not permitted to use residents' parking schemes as a device to generate an income. However, permit costs can be used as a traffic management tool in line with County Council policies and the Greater Cambridge Partnership City Access Plan aims of encouraging modal shift towards more sustainable methods of transport. Any surplus made must be reinvested in line with the Road Traffic Regulation Act 1984 into highway and transport provision in the area.
- 2.5 The introduction of a 'standard' scheme charge of £52 (£1 per week) has been used as a base from which the charges for the other scheme regimes have been calculated. New scheme proposals will use the 'standard' charge of £52 with an additional charge of £1.25 per hour for each additional hour of operation. The proposed 'standard' permit charge covers the basic cost of enforcement, administration and maintenance (signs & lines).

- 2.6 Set out below are the details of both the existing charges along with the proposed new charges to be implemented from April 2018:

Operational Hours	Current Residents' Permit Fees	Proposed Annual fee
Mon to Fri 9am-5pm	*N/A	£52.00
Mon to Sat 9am-5pm	£52.00	£62.00
All days 9am-5pm	£60.00	£72.00
Mon to Sat 9am-8pm	£70.00	£84.50
Mon to Sat 8am-8pm	£76.00	£92.00
All days 9am-8pm	£81.00	£98.25
Mon to Fri 10am-7pm	£50.00	£56.25

\*There are no current schemes with these operational hours

- 2.7 Visitors' permit fees are currently £8 and each permit allows 5 visits which equates to £1.60 per day. It is proposed to increase visitors' permit fees to £12, equating to £2.40 per day. This will ensure that the cost of providing residents' parking is covered, together with providing some flexibility to accommodate fluctuations due to various discounts and concessionary permits available.
- 2.8 The increase also aims to encourage the use of sustainable transport alternatives such as walking, cycling and public transport; thereby reducing congestion in the city in-line with the council's traffic management duties, the Greater Cambridge Partnership City Access Plan, County Council policies and the Residents' Parking Scheme Policy.
- 2.9 Set out below are details of both the existing charge along with the proposed fee:

Permit Type	Current Visitors' Permit Fee	Proposed fee
Visitor Permit	£8.00	£12.00

- 2.10 The proposed increase in residents' permit costs is forecast to generate an income of £227k. This would not cover the full cost of providing the service which is £501k. However the forecast income from the sale of visitor permits is £308k and this will address the shortfall of income from the residents' permits. The total income of residents and visitors permits will potentially create a surplus of £34k which would be reinvested into highways and transport.
- 2.11 The forecast financial position, with the policy changes but no increase in permit prices, is as follows:

<b>Forecasted Revenue and Cost</b>	<b>£</b>
Forecasted Revenue for 2017/2018 - <b>Residents permits</b>	£202k
Current Cost of Providing the services	£501k
<b>Forecasted Revenue shortfall</b>	<b>-£299k</b>
Forecasted Revenue for 2017/2018 - Visitors <b>permits</b>	£278k
<b>Forecasted Revenue shortfall</b>	<b>-£21k</b>

Estimated loss as a result of limiting permits	-£60k
<b><u>Forecasted revenue shortfall if there is no change to visitor permit charges</u></b>	<b>-£81k</b>

- 2.12 With the proposed changes in permit and visitor permit prices, the projected financial position is as follows:

<b>Introduction of the Proposed Permit Prices</b>	<b>£</b>
Estimated Revenue - <b>Residents' Permits</b>	£227k
Current Cost of Providing the Service	£501k
<b>Forecasted Revenue Shortfall</b>	<b>-£274k</b>
Estimated Revenue – <b>Visitors' Permits</b>	£308k
<b><u>Potential contribution for allowable transport uses or contingency</u></b>	<b><u>£34k</u></b>

- 2.13 The Residents' Parking Scheme Policy (approved by H&CI committee in March 2017) introduced additional permit types such as tradespeople permits. Set out below are details of the proposed fees for both existing and new permit types, emission discounts and other parking concessions.

<b>Concession</b>	<b>Definition</b>	<b>Proposed fee</b>
Residents' permits (existing permit type)	If a residents' main place of residency falls within a scheme and they own or have use (on a regular basis) of a vehicle of the type permitted, they can apply for a residents' permit. Additional information will be required to support the application such as proof of residence and copy of a valid certificate of insurance showing the applicant as the main driver. This type of permits is only valid within designated residents' permit only parking bays and limited to 3 per household per year.	The yearly fee varies depending on the operational hours of the scheme.
Visitors' permits (existing permit type)	Residents' living within a scheme can apply for visitors' permits. Proof of residence will be required to support the application.	Proposed £12.00 per permit (each permit allows 5 visits)

	This type of permit is only valid within designated residents' permit only parking bays and limited to 20 per applicant, per year.	
Free Medical permit (existing permit type)	<p>If a resident is receiving short-term or long-term care in their own home they may be able to apply for free medical permits.</p> <p>These permits can be used by anyone who provides care, including friends and family members, not just registered professionals.</p> <p>The applicant's doctor will need to assess the medical condition or mobility issue and provide an estimate of the number and frequency of official visits required.</p> <p>These permits are only valid within designated residents' permit only parking bays.</p>	Free
Health Care Worker Dispensation (existing permit type)	<p>Registered healthcare workers or social care providers, such as community nurses and doctors, can apply for a Health Care Worker dispensation permit if undertaking unscheduled, emergency based visits to patients or carrying drugs or heavy medical equipment.</p> <p>These permits are valid within designated residents' permit only and on-street Pay &amp; Display parking bays.</p>	£25 per year
Doctor Permit (existing permit type)	<p>Doctor's permits enable General Practitioners easy access to their vehicles in the case of an emergency.</p> <p>These permits are only valid within designated Doctor Permit only parking bays.</p>	Free
Medical Permits (existing permit type)	<p>Medical permits offer those working in the medical profession short-term parking.</p> <p>These permits are surgery specific and only valid within designated Doctor Permit only parking bays located outside the surgeries.</p>	£64.50 per bay, per year
Business Permits (existing permit type)	<p>If a business has no access to off-street parking and a vehicle is essential to the operation of the business, the business can buy a permit to allow parking within their scheme during operational hours. A limit on the number of permits issued may be set where considered appropriate.</p> <p>These permits are only valid within designated residents' permit only parking bays.</p>	<p>Permits are charged at one and half the cost of the relevant residents permit.</p> <p>(i.e. if a residents permit costs £52, a business permit will be £78)</p>
Motorcycle Permit (existing permit type)	<p>Motorcycle permits are available for residents who own motorcycles.</p> <p>These permits are only valid within designated residents' permits only parking bays.</p>	<p>Permits are charged at half the cost of the relevant residents permit.</p> <p>(i.e. if a residents' permit costs £52, a</p>

		motorcycle permit will be £26)
Temporary permit (existing permit type)	Temporary permits are used when a resident within a scheme is awaiting documentation to support their application for an annual permit. They are valid for 3 months.	The full cost of the residents' permit.
Hire Car permit (new permit)	Hire car permits are used when residents' are using a courtesy/hire car. Permits can be purchased on a weekly, monthly or quarterly basis.	Equivalent to the daily cost of a visitor's permit.  (i.e. week (based on a five day week) $£2.40 \times 5 = £12$ )  Month (based on a 20 day month) $£2.40 \times 20 = £48$
Tradesperson Permit (new permit)	A tradesperson who is working on a property within a parking permit scheme and can demonstrate a clear operational need for their vehicle to be parking in that restricted area, can apply for a tradesperson parking permit either in advance or on the day it is required.  Permits can be purchased on a daily, weekly or monthly basis. A tradesperson permit is only valid for the parking scheme for which they apply. Permits are limited to 2 permits at any one time.	Equivalent to the daily cost of a visitors permit plus a £5 admin fee  (i.e. <b>Day</b> $£2.40 + £5$ admin fee = £7.40 <b>Week</b> (based on a 5 day wk). $£2.40 \times 5 + £5$ admin fee = £17 <b>Month</b> (based on a 20 day mth). $£2.40 \times 20 + £5$ admin fee = £53)
Waiver (existing permit type)	A waiver is a permit that allows parking on single or double yellow lines and in pay and display or resident bays. Waivers are only issued where the vehicle is absolutely necessary for completion of a specific task.	£20 per day
Low emissions discount (new)	A discount on resident's permits is offered where vehicles registered after March 2001 have CO2 emissions less than 75g/km.	20% reduction in the cost of a residents permit.  (i.e. if a residents permit costs £52, the permit will cost £41.60)
Blue Badge Holders (existing permit type)	Valid blue badge holders are permitted to park in residents' and pay & display bays when a valid blue badge is correctly displayed. There is no time limitation.	N/A

Short-term parking options	Pay and display bays are also available in most residents' parking schemes which offer short-stay parking. Other options such as mixed use bays (used by both those displaying a valid pay & display ticket or residents/visitors' permit) can also be considered where appropriate.	Costs vary across the city.
Car Club permits (existing permit type)	Car Club permits are available to accredited car club operators. These permits are only valid within designated Car Club only parking bays located across the city.	£52.00 per year
City Centre Access Permits (existing permit type)	Permits are issued allowing vehicles access to the historic City Centre for those with severe physical disabilities.  To qualify, applicants must be in receipt of the War Pension Mobility Supplement, Mobility Allowance, appropriate higher rate Disability Living Allowance, or equivalent Personal Independence Payments.	Free
Blue Badge Holders Free Visitors' Permit (proposed)	Permit will allow those that hold a valid blue badge to apply for one free annual visitors' permit per annum.  The validity of application will be checked with the County Council's Blue Badge Team. This permit will only be valid in designated residents' parking bays.	Free

- 2.14 Whilst the potential revenue from the new permit types has not been taken into account in the above forecast figures, if approved they may impact on the projected revenue generated by reducing the number of full price residents' and visitors' permits obtained.
- 2.15 With significant changes, such as the introduction of permit limits and the launch of new permit types, there is a degree of uncertainty regarding the revenue forecast moving forward. The proposed permit charges should ensure that Residents' Parking Schemes will be cost-neutral to the Council, accommodate revenue fluctuations or potentially provide a surplus that would be reinvested into highways and transport related schemes. Subject to committee approval, the new permit costing structure will be introduced in April 2018.
- 2.16 The free medical permits are designed to make it easier for those receiving and providing regular care within the community. Once a GP has confirmed the level of care required in the home, a resident can apply for free medical permits which entitles their care provider to park without time limit in a 'permit holder only' bay. There is no limit to the number of free medical permits that can be requested. This established and successful scheme currently has over 1,100 valid permits.
- 2.17 Free medical permits, health care worker dispensations and short-stay pay and display parking (available in most residents' parking schemes), offer residents in receipt of care in their home a number of parking options.

- 2.18 To address potential social isolation of people with disabilities, a new permit type is proposed. A Blue Badge Holder Free Visitors Permit will allow those that hold a valid blue badge to apply for one free annual visitors' permit per annum. This permit will only be valid in designated residents' parking bays. Whilst not all people with social isolation and caring needs will be eligible for a blue badge and as such will not benefit from this initiative, it will offer those that are eligible the opportunity to receive social visits free of charge without having to purchase standard visitors' permits.
- 2.19 The proposed new Blue Badge Holder's Free Visitors Permit is in addition to the range of permits which were approved by this committee in the Residents' Parking Scheme Policy in March 2017. For this reason approval for the addition of this permit, to the policy is sought.
- 2.20 Initial investigation has shown that the Blue Badge Holder's free annual Visitors' Permit is a practical and feasible option and requires only minimal changes to the back-office and IT schemes. There will be a cost to setting-up and administering this new permit type along with the inevitable financial impact offering this type of concession presents, both of which will need to be covered by the Residents Parking Schemes.
- 2.21 The Residents Parking Scheme Policy was approved by H&CI committee in March 2017. The changes and new initiatives this policy introduced will be fully implemented in April 2018 along with the proposed new permit pricing structure. Once the policy is established, a review will be undertaken to examine the impact of the changes, consider any further changes or additions to the policy and ensure the Residents Parking Schemes are cost-neutral to the authority.
- 2.22 The existing Residents Parking Schemes will be run in-line with the current Residents Parking Scheme Policy approved by H&CI in March 2017. However it is recognised that as new Residents Parking schemes are extended further out from the City Centre into neighbourhoods without the associated city centre parking demands and with their own local community pressures, some flexibility may be required over and above the existing policy.
- 2.23 Therefore, where there is a specific community or business requirement that can be accommodated within a new Residents Parking Scheme (introduced from 2018 onwards) officers will work with the Chair of Highways & Community Infrastructure and the local County Councillor to agree a suitable approach to accommodate such isolated instances on a case by case basis and it is proposed that the policy be amended to reflect this.

### **3 ALIGNMENT WITH CORPORATE PRIORITIES**

#### **3.1 Developing the local economy for the benefit of all**

Effective parking management encourages the use of more sustainable modes of transport, which will reduce congestion and support economic growth.

#### **3.2 Helping people live healthy and independent lives**

The following bullet points set out details of implications identified by officers:

- Balanced parking provision and effective parking management will offer those with special needs real choices throughout the city by improving transport links and pedestrian access.
- Reduced congestion will have a positive impact on air quality levels, reducing air pollution.

### **3.3 Supporting and protecting vulnerable people**

The following bullet points set out details of implications identified by officers:

- Blue badge holders can park for free in-line with the conditions set out in the blue badge scheme.
- Free medical permits for those receiving medium/long term care in their homes are available. This provides an exemption from having to purchase visitor permits for carers.
- Blue badge holders can apply for one free visitor's permit which offers up to 5 free visits per year.

## **4. SIGNIFICANT IMPLICATIONS**

### **4.1 Resource Implications**

The following bullet points set out details of significant implications identified by officers:

- The Greater Cambridge Partnership Executive Board approved funding of the associated implementation costs for Residents Parking' Schemes.
- The ongoing revenue costs of running Residents Parking Schemes will be generated via the purchase of permits and the schemes should be cost-neutral to the council.

### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications for this priority.

### **4.3 Statutory, Legal and Risk Implications**

The following bullet points set out details of significant implications identified by officers:

- Failure to manage parking effectively will increase congestion, air pollution and undermine road safety.
- Failure to cover the cost associated with on-street parking management will have a negative impact on budgets and other works needed in relation to transport / maintaining the highway.
- The Council has power under the Road Traffic Regulation Act 1984 to set and review charges for parking in its area. In doing so it has to have regard to the objectives of the Act "to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway". The procedure for amending the charges is set out in the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996. There is no statutory obligation to consult on the proposals to increase the cost of parking permits and the Council need only give 21 days' notice that they intend to do so. As set out in 2.14 above it is essential to ensure that any rise in the cost of providing parking permits does not have the motive of generating income for the council.

- The Council's Traffic Management duties under the Road Traffic Regulation Act 1984 and the Traffic Management Act 2004 mean that as well as having regard to the cost of scheme administration and enforcement, charging regimes should also have regard to traffic management considerations and therefore the setting of charges can legitimately be used as a method of restraining demand to enable more effective traffic management.

#### 4.4 Equality and Diversity Implications

Community Impact Assessments are attached, see **Appendix 1 and 2**.

#### 4.5 Engagement and Communications Implications

There are no significant implications within this category.

#### 4.6 Localism and Local Member Involvement

The following bullet points set out details of significant implications identified by officers:

- Local members via the Cambridge City Joint Area Committee (CJAC) and H&CI have been consulted on the proposed pricing structure.

#### 4.7 Public Health Implications

The following bullet points set out details of significant implications identified by officers:

- Effective management of parking can have an impact on reducing congestion and improving air quality
- Consultation with Cambridgeshire and Peterborough Clinical Commissioning Group on medical permits

Implications	Officer Clearance
<b>Have the resource implications been cleared by Finance?</b>	<b>Yes</b> Name of Financial Officer: Sarah Heywood
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?</b>	<b>Yes</b> Name of Financial Officer: Paul White
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	<b>Yes</b> Name of Legal Officer: Fiona McMillan
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	<b>Yes</b> Name of Officer: Tamar Oviatt-Ham
<b>Have any engagement and communication implications been cleared by Communications?</b>	<b>Yes</b> Name of Officer: Sarah Silk

<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	<b>Yes</b> Name of Officer: Tamar Oviatt-Ham
<b>Have any Public Health implications been cleared by Public Health</b>	<b>Yes</b> Name of Officer: Iain Green

<b>Source Documents</b>	<b>Location</b>
<b><i>Residents' Parking Scheme Policy</i></b>	<a href="https://ccc-live.storage.googleapis.com/upload/www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/Residents%27%20Parking%20Scheme%20Policy.pdf?inline=true">https://ccc-live.storage.googleapis.com/upload/www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/Residents%27%20Parking%20Scheme%20Policy.pdf?inline=true</a>

**COMMUNITY IMPACT ASSESSMENT**

Directorate / Service Area		Officer undertaking the assessment
Place & Economy.		Name: Nicola Gardner Job Title: Parking Policy Manager Contact details: 01223 727912
Service / Document / Function being assessed		
Traffic Managers – Permit Charge Review		
Business Plan Proposal Number (if relevant)	N/A	
Aims and Objectives of Service / Document / Function		
<p>The aims of the permit charge review includes:</p> <ul style="list-style-type: none"> <li>Developing a pricing structure that reflects the actual cost of providing Residents' Parking Schemes.</li> <li>Ensuring Residents' Parking Schemes, as a whole, are cost neutral to the County easing the pressure on the on-street parking account which currently supports this service.</li> <li>Moving forward, ensure there is sufficient contingency to accommodate revenue fluctuations due to the discounts being offered.</li> </ul>		
What is changing?		
<p>Residents' and visitors' permit charges have not been increased since 2011. Since this time the cost of providing residents' parking schemes across the city has increased whilst income has generally remained at the same level. Currently the scheme is not covering its costs. The forecast deficit is in the region of £81k.</p> <p>To address this funding deficit and to ensure the sustainability of residents parking, a new permit pricing structure has been proposed which better reflects the costs associate to providing this service. The proposed cost increases should ensure Residents' Parking Schemes are self-funding and that there is the flexibility to accommodate revenue fluctuations.</p>		
Who is involved in this impact assessment?		
e.g. Council officers, partners, service users and community representatives.		
Parking Services Team Finance Team Cambridge City Joint Area Committee Highway and Community Infrastructure Committee		

## What will the impact be?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age		X	
Disability		X	
Gender reassignment		X	
Marriage and civil partnership		X	
Pregnancy and maternity		X	
Race		X	

Impact	Positive	Neutral	Negative
Religion or belief		X	
Sex		X	
Sexual orientation		X	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation		X	
Deprivation			X

For each of the above characteristics where there is a positive, negative and / or neutral impact, please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored. Describe any issues that may need to be addressed or opportunities that may arise.

<b>Positive Impact</b>
<b>Negative Impact</b>
Permits are chargeable. The cost of a residents' permit will depend on the complexity of the scheme, but could impact negatively on those with least ability to pay.
<b>Neutral Impact</b>
<p>The protected characteristics are not relevant in the delivery of this permit pricing structure as no distinction is made when delivering the service.</p> <p>The following permits are available to support the protected characteristics:</p> <p>Free Medical Permits</p> <p>If a resident is receiving short-term or long-term care in their own home they may be able to apply for free medical permits. These permits can be used by anyone who provides care, including friends and family members not just registered professionals. The applicant's doctor will need to assess the medical condition or mobility issue and provide an estimate of the number and frequency of official visits required. These permits are only valid within designated residents' permits only parking bays.</p> <p>Health Care Dispensations</p>

Registered healthcare workers or social care providers, such as a community nurse and doctors, can apply for a Health Care Worker dispensation if undertaking unscheduled, emergency based visits to patients or carrying drugs or heavy medical equipment. These permits are valid within designated residents' permits only and on-street P&D parking bays.

#### Blue Badge Holder's Free Visitors' Permits (Proposed)

If a resident holds a valid blue badge, they may apply for one free visitors' permit. This allows the resident to receive up to five visits per annum with no charge. The applicant will need to provide their blue badge details at the point of application. These permits are only valid within designated residents' permits only parking bay.

In addition, Blue Badge holders are permitted to park in residents' only parking bays and pay & display bays for an unlimited time period.

#### Tradespeople permits

A tradesperson who is working on a property within a parking permit scheme and can demonstrate a clear operational need for their vehicle to be parking in that restricted area, can apply for a tradesperson parking permit either in advance or on the day it is required.

Permits can be purchased on a daily, weekly or monthly basis. A tradesperson permit is only valid for the parking scheme for which they apply.

#### Issues or Opportunities that may need to be addressed

None Identified

### Community Cohesion

If it is relevant to your area you should also consider the impact on community cohesion.

Neutral impact

## Appendix 2

### COMMUNITY IMPACT ASSESSMENT



Directorate / Service Area		Officer undertaking the assessment
Place & Economy.		Name: Nicola Gardner Job Title: Parking Policy Manager Contact details: 01223 727912
Service / Document / Function being assessed		
Traffic Managers – One free Visitors Permit (allowing 5 visits) issued to valid Blue Badge Holders per annum.		
Business Plan Proposal Number (if relevant)	N/A	
Aims and Objectives of Service / Document / Function		
The aims of the permit charge review is: <ul style="list-style-type: none"> <li>To address the social isolation of people with disabilities.</li> </ul>		
What is changing?		
<p>A new permit type is being proposed which offers Blue Badge holder one free Visitors' Permit per annum which can be used in any vehicle.</p> <p>Whilst not all people with social isolation and caring needs will be eligible for a blue badge and as such will not benefit from this initiative, it will offer those that are eligible the opportunity to receive up to five free visits per year.</p> <p>The new Blue Badge Holder's Free Visitors' Permit is in addition to the range of permits which were approved by this committee in the Residents' Parking Scheme Policy in March 2017.</p>		
Who is involved in this impact assessment?		
e.g. Council officers, partners, service users and community representatives.		
Parking Services Team Highway and Community Infrastructure Committee.		

## What will the impact be?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age		X	
Disability	X		
Gender reassignment		X	
Marriage and civil partnership		X	
Pregnancy and maternity		X	
Race		X	

Impact	Positive	Neutral	Negative
Religion or belief		X	
Sex		X	
Sexual orientation		X	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation		X	
Deprivation		X	

For each of the above characteristics where there is a positive, negative and / or neutral impact, please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored. Describe any issues that may need to be addressed or opportunities that may arise.

<b>Positive Impact</b>
This new permit type will offer Blue Badge holders one free Visitors' Permit per annum which can be used in any vehicle. Those that are eligible, will be able to apply for this permit which gives them the opportunity to receive up to five free visits per year.
<b>Negative Impact</b>
There will be a cost to set-up and administer this new permit type along with the inevitable financial impact offering this type of concession presents, both of which will need to be cover by the residents parking schemes.
<b>Neutral Impact</b>
The protected characteristics with the exception of valid Blue Badge Holders will not be impacted by the introduction of this new permit type.
<b>Issues or Opportunities that may need to be addressed</b>
None Identified

**Community Cohesion**

If it is relevant to your area you should also consider the impact on community cohesion.

Neutral impact
----------------



**FINANCE AND PERFORMANCE REPORT – DECEMBER 2017**

*To:* **Highways and Community Infrastructure Committee**

*Meeting Date:* **13th February 2018**

*From:* **Executive Director, Economy, Transport and Environment  
Chief Finance Officer**

*Electoral division(s):* **All**

*Forward Plan ref:* **N/a**                      *Key decision:* **No**

*Purpose:* **To present to Highways and Community Infrastructure Committee the December 2017 Finance and Performance report for Economy, Transport and Environment (ETE).**

**The report is presented to provide Committee with an opportunity to comment on the projected financial and performance outturn position as at the end of December 2017.**

*Recommendations:* **The Committee is asked to:-**

- **review, note and comment on the report.**

<b><i>Officer contact:</i></b>	
Name:	Sarah Heywood
Post:	Strategic Finance Manager
Email:	<a href="mailto:Sarah.Heywood@cambridgeshire.gov.uk">Sarah.Heywood@cambridgeshire.gov.uk</a>
Tel:	01223 699714

## 1. BACKGROUND

- 1.1 The appendix attached provides the financial position for the whole of the ETE Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. To aid reading of the report, budget lines that relate to the Economy and Environment Committee have been shaded, and those that relate to the Highways and Community Infrastructure Committee are not shaded. Members are requested to restrict their questions to the lines for which this Committee is responsible.
- 1.2 The report only contains performance information in relation to indicators that this Committee has responsibility for.

## 2. MAIN ISSUES

- 2.1 The report attached as Appendix A is the ETE Finance and Performance report for December 2017.
- 2.2 **Revenue:** The only material change since last month is the new £112K forecast overspend on Winter Maintenance, due to a higher than usual number of gritting runs to date. However, this could increase or reduce depending on the weather conditions for the remainder of the season.
- 2.3 The forecast bottom line position across ETE is a £143K overspend.
- 2.4 **Capital:** There is an additional £781K slippage in Operating the Network, where one of the signals schemes, funded from developer contributions, will be delayed until next financial year.
- 2.5 **Performance:** The Finance & Performance Report (Appendix A) provides performance information for the 2017/18 suite of key indicators. H&CI Committee has fourteen **performance indicators** reported to it. Of these fourteen, two are currently red, seven are amber, and five are green. The indicators that are currently and are forecast as red at year-end are:
- Classified Road Condition – narrowing the gap between Fenland and other areas of the County
  - Killed or seriously injured casualties – 12 month rolling total
- 2.8 At year-end, the forecast is that two will remain red, that three will be amber, and nine green.

## 3. ALIGNMENT WITH CORPORATE PRIORITIES

### 3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

### 3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

### 3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

## 4. SIGNIFICANT IMPLICATIONS

### 4.1

- Resource Implications –The resource implications are contained within the main body of this report.
- Statutory, Legal and Risk – There are no significant implications within this category.
- Equality and Diversity – There are no significant implications within this category.
- Engagement and Communications – There are no significant implications within this category.
- Localism and Local Member Involvement – There are no significant implications within this category.
- Public Health – There are no significant implications within this category.

Source Documents	Location
There are no source documents for this report	.



**Economy, Transport & Environment Services****Finance and Performance Report – December 2017 for Highways & Community Infrastructure Committee****1. SUMMARY****1.1 Finance**

<b>Previous Status</b>	<b>Category</b>	<b>Target</b>	<b>Current Status</b>	<b>Section Ref.</b>
<b>Green</b>	Income and Expenditure	Balanced year end position	<b>Green</b>	2
<b>Green</b>	Capital Programme	Remain within overall resources	<b>Green</b>	3

**1.2 Performance Indicators – Predicted status at year-end: (see section 4)**

<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
Current status this month	2	7	5	14
Year-end prediction (for 2017/18)	2	3	9	14

**2. INCOME AND EXPENDITURE****2.1 Overall Position**

<b>Forecast Variance - Outturn (Previous Month) £000</b>	<b>Directorate</b>	<b>Current Budget for 2017/18 £000</b>	<b>Current Variance £000</b>	<b>Current Variance %</b>	<b>Forecast Variance - Outturn December £000</b>	<b>Forecast Variance - Outturn December %</b>
+207	Executive Director	1,832	42	2	+207	11
+552	Infrastructure Management & Operations	58,570	-2,996	-7	+671	1
-740	Strategy & Development	9,881	-77	1	-735	-7
0	External Grants	-28,228	0	0	0	0
19	<b>Total</b>	<b>42,055</b>	<b>-3,030</b>	<b>-6</b>	<b>+143</b>	<b>0</b>

The service level budgetary control report for December 2017 can be found in [appendix 1](#).

Further analysis of the results can be found in [appendix 2](#).

## **2.2 Significant Issues**

### **2.2.1 Waste Private Finance Initiative (PFI) Contract**

We are currently forecasting the Waste PFI budget to be around £1.6m overspent. This is largely due to an increase in the quantity of waste collected compared to the forecast, lower levels of Third Party Income through the contract, an increase in the amount of bulky waste collected that is sent direct to landfill, an increased quantity of material rejected from the In-Vessel Composting process, rising costs for recycling wood and rigid plastics collected at Household Recycling Centres and a shortfall in the delivery of savings for the current financial year – it is expected that these will however be delivered next year. Although the Mechanical Biological Treatment (MBT) plant has performed slightly better than the 2016/17 performance levels, the savings this has delivered are not sufficient to offset the additional pressures.

The variable nature of the MBT creates significant uncertainty in the forecast and actual performance could improve (and the forecast overspend reduce) or worsen (and the overspend increase). There are also historic disputes to consider, which are not factored into any of the above.

A number of predicted underspends have been identified across ETE, (either one-off, which will help offset the waste pressure this financial year, or ongoing, which can be brought out in the Business Plan) which can be used to offset the pressure in waste. The areas which are predicted to underspend (or achieve additional income) are Concessionary Fares, Traffic Signals, Streetlighting, Highways income and City centre access cameras.

### **2.2.2 Winter Maintenance**

This budget is expected to overspend due to the number of gritting runs that have taken place in November and December compared to previous years. For this year 27 runs have taken place compared to 16 runs that took place over the same period last year.

## **2.3 Additional Income and Grant Budgeted this Period (De minimis reporting limit = £30,000)**

There were no items above the de minimis reporting limit recorded in December 2017.

A full list of additional grant income can be found in [appendix 3](#).

## **2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De minimis reporting limit = £30,000)**

There is items above the de minimis reporting limit recorded in December 2017:-

Allocation of budget to match insurance charges £1,614,648

A full list of virements made in the year to date can be found in [appendix 4](#).

### **3. BALANCE SHEET**

#### **3.1 Reserves**

A schedule of the Service's reserves can be found in [appendix 5](#).

#### **3.2 Capital Expenditure and Funding**

##### Expenditure

##### **3.2.1 Operating the Network**

One of the signals schemes will be delayed until 2018/19, as traffic modelling work needs to be completed to determine the final design options. The scheme is on Cherry Hinton Road, Cambridge at the Queen Ediths Way / Robin Hood junction. The scheme is funded by developer contributions and expected cost is £556k.

##### Funding

All other schemes are funded as presented in the 2017/18 Business Plan.

A detailed explanation of the position can be found in [appendix 6](#).

## **4. PERFORMANCE**

### **4.1 Introduction**

This report provides performance information for the suite of key Economy, Transport & Environment (ETE) indicators for 2017/18. At this stage in the year, we are still reporting pre-2017/18 information for some indicators.

New information for red, amber and green indicators is shown by Committee in Sections 4.2 to 4.4 below, with contextual indicators reported in Section 4.5. Further information is contained in Appendix 7.

### **4.2 Red Indicators (new information)**

This section covers indicators where 2017/18 targets are not expected to be achieved.

#### **a) Highways & Community Infrastructure**

##### **Road and Footway Maintenance**

- Classified road condition - narrowing the gap between Fenland and other areas of the County (2017/18)

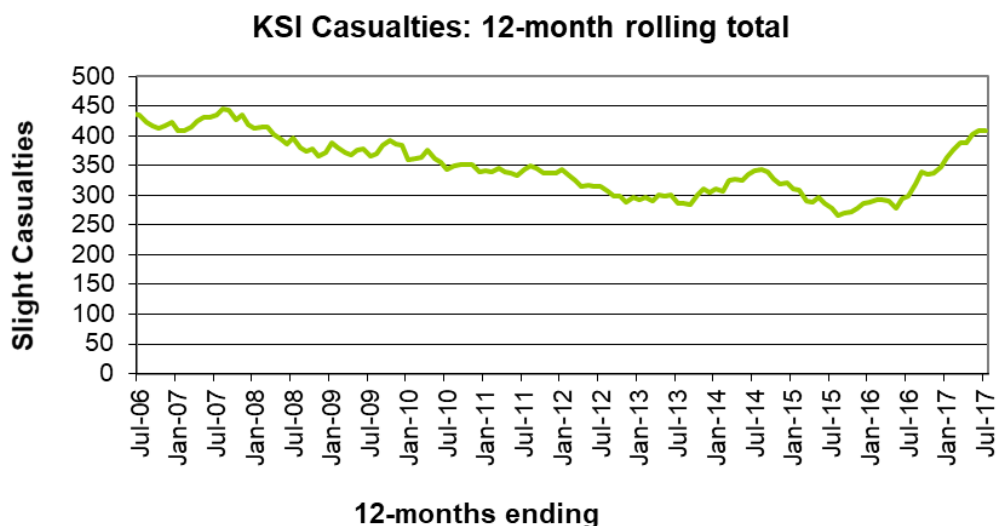
Provisional figures show the gap increasing by 0.5%. However, the gap is not significant, and may be affected by the experimental error within the machine condition survey methodology. It should also be mentioned that significant investment is taking place in the Fenland area associated with the DfT Challenge Fund bid. Works are planned to commence on site January 2018, the outcome of which will be captured in future surveys.. Additionally, this is only an annual sample survey and does only include 25% of the classified road network, and so will not always capture recent improvement works undertaken. The narrowing the gap indicator will continue to be monitored.

##### **Road Safety**

- Road accident deaths and serious injuries - 12-month rolling total (to July 2017)  
The provisional 12 month total to the end of July 2017 is 408 compared with 299 for the same period of the previous year.

During July 2017 there were 3 fatal and 24 serious casualties.

We are waiting for outstanding 2017 data from August onwards from the police and we are liaising with them to obtain this information.



From April 2016 police forces across the country introduced a new national Collision Recording and Sharing System (CRASH), which was implemented for Cambridgeshire in April.

We have discussed our increase in reported serious injuries with the Head of Road Safety Statistics at the Department for Transport (DfT), who advised that there have been increases in recorded serious injury statistics across Great Britain by police forces who have adopted CRASH, and that this is likely to be due to better recording of injury type and on 2nd February DfT published a provisional 3rd quarter casualty bulletin for Great Britain, which includes a section on the effect of CRASH: <https://www.gov.uk/government/statistics/reported-road-casualties-great-britain-provisional-estimates-july-to-september-2016>

In Cambridgeshire, we have always put resource into checking and validating the information we received, and in working closely with the police to improve data quality. However, even with the processes we had in place, it looks as if there may have previously been some under-reporting of serious injuries in Cambridgeshire.

We have met with other local authorities using CRASH, Addenbrooke's MTC, EoE Trauma Network, Highways England and the DfT to discuss their data. The DfT have compared data from police forces using CRASH with those not using CRASH and have definitely seen an uplift in serious casualties but they have also seen this same trend in a force using a different system. The DfT have offered an initial estimate of 10-15% uplift in serious casualties as a result of the introduction of CRASH. Work is ongoing from all involved in this data.

More work is needed to fully understand the effect of CRASH on Cambridgeshire's statistics, and the introduction of CRASH may not be the only factor in our increase in reported serious injuries. There has been an increase in slight casualties at the same time and this may indicate that while the introduction of CRASH has undoubtedly had an effect on the recorded severity of casualties that a general increase in casualties has also occurred. DfT is also planning to publish estimates of the CRASH effect on road casualty statistics, although that will not be available until later in the year.

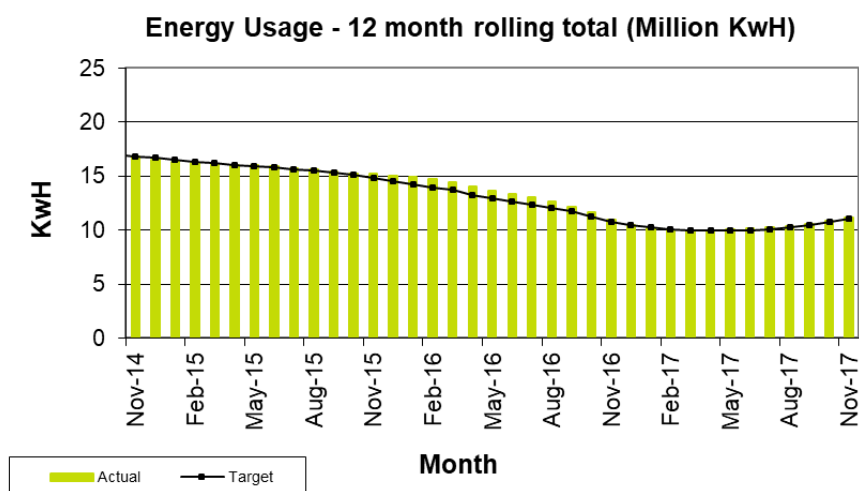
### 4.3 Amber indicators (new information)

This section covers indicators where there is some uncertainty at this stage as to whether or not year-end targets will be achieved.

#### a) Highways & Community Infrastructure

##### Street Lighting

- Energy use by street lights – 12-month rolling total (to November 2017)  
Actual energy use to November is 11.15 Kwh, which is up from the last reported figure of 10.84 and currently above our target of 10.59.



The energy targets have now been updated to reflect other measures agreed elsewhere (such as the presence or absence of part night lighting, including those being funded by Cambridge City and Parish Councils).

### 4.4 Green Indicators (new information)

The following indicators are currently on-course to achieve year-end targets.

#### a) Highways & Community Infrastructure

##### Road and Footway Maintenance

- Principal roads where maintenance should be considered (2017/18)  
Provisional results indicate that maintenance should be considered on 2.8%, rounded to a reportable 3%, of the County's principal road network. This indicates a slight deterioration from the previous year where the figure was 2.3%, rounded to a reportable 2%
- Non-principal roads where maintenance should be considered (2017/18)  
Provisional results indicate that maintenance should be considered on 6% of the County's non-principal road network. This is considered a steady state condition and is the same as the figure for 2016/17 and for 2015/16 and better than the Council's target of 8%.

## 4.5 Contextual indicators (new information)

### a) Highways & Community Infrastructure

#### Road Safety

- Road accident slight injuries – 12-month rolling total (to July 2017)

There were 1,631 slight injuries on Cambridgeshire's roads during the 12 months ending July 2017 compared with 1,636 for the same period the previous year.

During July there were 111 slight casualties.

We are waiting for outstanding 2017 data from August onwards from the police and we are liaising with them to obtain this information.



## APPENDIX 1 – Service Level Budgetary Control Report

Forecast Variance - Outturn November  £'000	Service	Current Budget for 2017-18  £'000	Expected to end of December  £'000	Actual to end of December  £'000	Current Variance  £'000      %		Forecast Variance - Outturn December  £'000      %	
	<b>Economy, Transport &amp; Environment Services</b>							
+206	Executive Director	1,564	2,061	2,102	+42	+2	+206	+13
+0	Business Support	268	194	195	+1	+0	+0	+0
0	Direct Grants	-21,673	0	0	+0	+0	+0	6
<b>+207</b>	<b>Total Executive Director</b>	<b>-19,841</b>	<b>2,255</b>	<b>2,297</b>	<b>+42</b>	<b>+2</b>	<b>+207</b>	<b>-1</b>
	<b>Directorate of Infrastructure Management &amp; Operations</b>							
-4	Director of Infrastructure Management & Operations	144	108	95	-13	-12	-4	-3
+1,604	Waste Disposal including PFI	34,080	27,757	26,678	-1,079	-4	+1,604	+5
	Highways							
+0	- Road Safety	332	260	267	+6	+2	+0	+0
-124	- Traffic Management	1,384	1,011	900	-111	-11	-131	-9
-0	- Highways Maintenance	6,636	4,520	4,727	+207	+5	+51	+1
-9	- Permitting	-1,333	-806	-956	-149	+19	-9	+1
+0	- Winter Maintenance	1,975	1,230	1,396	+166	+0	+112	+6
-240	- Parking Enforcement	0	-203	-1,269	-1,066	+525	-240	+0
-368	- Street Lighting	9,505	6,115	5,522	-593	-10	-372	-4
-45	- Asset Management	578	665	635	-29	-4	-45	-8
-358	- Highways other	588	-221	-225	-4	+2	-400	-68
+0	Trading Standards	706	356	328	-27	-8	+0	+0
	Community & Cultural Services							
-84	- Libraries	3,388	2,536	2,194	-342	-13	-67	-2
+0	- Archives	347	272	205	-67	-25	-7	-2
+45	- Registrars	-541	-379	-366	+13	-4	+44	-8
+135	- Coroners	780	551	643	+92	+17	+135	+17
0	Direct Grants	-6,555	-3,278	-3,278	0	+0	0	36
<b>+552</b>	<b>Total Infrastructure Management &amp; Operations</b>	<b>52,015</b>	<b>40,493</b>	<b>37,497</b>	<b>-2,996</b>	<b>-7</b>	<b>+671</b>	<b>+1</b>
	<b>Directorate of Strategy &amp; Development</b>							
+0	Director of Strategy & Development	142	106	99	-7	-6	+0	+0
+9	Transport & Infrastructure Policy & Funding	297	73	203	+130	+178	+9	+3
	Growth & Economy							
-83	- Growth & Development	549	422	299	-122	-29	-84	-15
+0	- County Planning, Minerals & Waste	304	144	88	-56	-39	+0	+0
+0	- Historic Environment	53	88	127	+39	+45	+0	+0
-0	- Flood Risk Management	442	296	248	-48	-16	+0	+0
-250	- Highways Development Management	0	69	-145	-214	-309	-250	+0
-47	- Growth & Economy other	165	309	298	-11	-4	-47	-29
+0	Major Infrastructure Delivery	0	235	254	+19	+8	+0	+0
	Passenger Transport							
+65	- Park & Ride	193	634	984	+350	+55	+70	+36
-408	- Concessionary Fares	5,393	3,474	3,299	-175	-5	-408	-8
-26	- Passenger Transport other	2,342	1,423	1,441	+18	+1	-26	-1
0	Direct Grants	0	0	0	0	+0	+0	0
<b>-740</b>	<b>Total Strategy &amp; Development</b>	<b>9,881</b>	<b>7,273</b>	<b>7,196</b>	<b>-77</b>	<b>-1</b>	<b>-735</b>	<b>-7</b>
<b>19</b>	<b>Total Economy, Transport &amp; Environment Services</b>	<b>42,055</b>	<b>50,020</b>	<b>46,990</b>	<b>-3,030</b>	<b>-6</b>	<b>+143</b>	<b>+0</b>
	<b>MEMORANDUM</b>							
<b>£'000</b>	<b>Grant Funding</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>%</b>	<b>£'000</b>	<b>%</b>
0	- Combined Authority funding	-21,673	0	0	+0	+0	+0	+0
0	- Street Lighting - PFI Grant	-3,944	-1,972	-1,972	+0	+0	+0	+0
0	- Waste - PFI Grant	-2,611	-1,306	-1,306	+0	+0	+0	+0
<b>+0</b>	<b>Grant Funding Total</b>	<b>-28,228</b>	<b>-3,278</b>	<b>-3,278</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>+0</b>

## APPENDIX 2 – Commentary on Forecast Outturn Position

Number of budgets measured at service level that have an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater.

Service	Current Budget for 2017/18 £'000	Current Variance		Variance	
		£'000	%	£'000	%
<b>Executive Director</b>	1,564	+42	+2	+206	+13
<p>The review of Senior management within ETE has completed with implementation on 1<sup>st</sup> January 2018. This limits the amount of savings that can be made in this financial year. The full year will save up to £250k.</p>					
<b>Waste Disposal incl PFI</b>	34,080	-1,079	-4	+1,604	+5
<p>We are currently forecasting the Waste PFI budget to be around £1.6m overspent. This is largely due to an increase in the quantity of waste collected compared to the forecast, lower levels of Third Party Income through the contract, an increase in the amount of bulky waste collected that is sent direct to landfill, an increased quantity of material rejected from the In-Vessel Composting process, rising costs for recycling wood and rigid plastics collected at Household Recycling Centres and a shortfall in the delivery of savings for the current financial year – it is expected that these will however be delivered next year. Although the Mechanical Biological Treatment (MBT) plant has performed slightly better than the 2016/17 performance levels, the savings this has delivered are not sufficient to offset the additional pressures.</p> <p>The variable nature of the MBT creates significant uncertainty in the forecast and actual performance could improve (and the forecast overspend reduce) or worsen (and the overspend increase). There are also historic disputes to consider, which are not factored into any of the above.</p> <p>A number of predicted underspends have been identified across ETE, (either one-off, which will help offset the waste pressure this financial year, or ongoing, which can be brought out in the Business Plan) which can be used to offset the pressure in waste. The areas which are predicted to underspend (or achieve additional income) are Concessionary Fares, Traffic Signals, Streetlighting, Highways income and City centre access cameras.</p>					
<b>Traffic Management</b>	1,384	-111	-11	-131	-9
<p>The signals budget is expected to underspend by £100k mainly due to savings from a new contract and savings on energy. There is also expected to be an increase in income of £65k for Temporary Traffic Regulation Orders (TTRO), however the income for New Roads and Street Works Act (NRSWA) charges is behind expected budgeted position. This underspend will be used to help cover the pressure on the Waste budget.</p>					

<b>Winter Maintenance</b>	1,975	+166	0	+112	+6
This budget is expected to overspend due to the number of gritting runs that have taken place in November and December compared to previous years. For this year 27 runs have taken place compared to 16 runs that took place over the same period last year.					
<b>Parking Enforcement</b>	0	-1,066	+525	-240	0
Income from City centre access cameras is currently ahead of budget, due to new cameras but the level of income is not expected to continue as drivers get used to the new restrictions.					
<b>Street Lighting</b>	9,505	-593	-10	-372	-4
We are currently forecasting the Street Lighting budget to be £368k under spent. This is due to the higher number of deductions for performance failures than expected, which were made in line with the PFI contract and relate to adjustments due under the contract Payment Mechanism regarding performance. An element of this forecast outturn is also due to project synergy savings which have now been realised in this financial year.					
<b>Highways other</b>	588	-4	+2	-400	-68
Additional Highways income that has been achieved would normally be re-invested in preventative maintenance work but until the spend on the Waste budget is clearer, this funding will be held to cover the pressure on the Waste budget.					
<b>Coroners</b>	780	+92	+17	+135	+17
Costs in this area have increased due to more deaths and also an increase in costs relating to Assistant Coroners handling complex cases. There is also an increase in inquest costs due to the large case load.					
<b>Highways Development Management</b>	0	-214	-309	-250	0
Section 106 and section 38 fees have come in higher than expected for new developments and is expected to lead to an overachievement of income. However, this is an unpredictable income stream and the forecast outturn is updated regularly.					
<b>Concessionary Fares</b>	5,393	-175	-5	-408	-8
The projected underspend is based on the final spend in the last financial year and currently the initial indications are that this level of underspend will be achieved this year. This underspend will be used to help cover the pressure on the Waste budget.					

### APPENDIX 3 – Grant Income Analysis

The table below outlines the additional grant income, which is not built into base budgets.

<b>Grant</b>	<b>Awarding Body</b>	<b>Expected Amount £'000</b>
<b>Grants as per Business Plan</b>	Various	32,051
Waste PFI Grant		-80
Reduction to match Combined authority levy		-1,327
Adult Learning & Skills - now being reported under People & Communities		-2,418
Non-material grants (+/- £30k)		+2
<b>Total Grants 2017/18</b>		<b>28,228</b>

## APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
<b>Budget as per Business Plan</b>	38,682	
Apprenticeship Levy	61	
Implementation of the Corporate Capacity Review	-698	
Allocation of Waste inflation	200	
Waste – allocation of demand funding to cover increased costs	170	
Adjustment to match Combined authority levy	1,327	
Use of earmarked reserve – Asset Information records	45	
Use of earmarked reserve – Transport Strategy & Policy	200	
Use of earmarked reserve – Flood Risk Management	42	
Use of earmarked reserve – Former Whippet Bus Routes	118	
Transfer of Service from Corporate Services – Green Spaces	56	
Adult Learning & Skills - now being reported under People & Communities	-180	
Transfer of Service from Corporate Services – Cultural Services	427	
Allocation of budget to match insurance charges	1,615	
Non-material virements (+/- £30k)	-10	
<b>Current Budget 2017/18</b>	<b>42,055</b>	

## APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31st March 2017	Movement within Year	Balance at 31st December 2017	Yearend Forecast Balance	Notes
	£'000	£'000	£'000	£'000	
<b>General Reserve</b>					
Service carry-forward	2,229	(2,229)	0	0	To be transferred to central reserve
<b>Sub total</b>	<b>2,229</b>	<b>(2,229)</b>	<b>0</b>	<b>0</b>	
<b>Equipment Reserves</b>					
Libraries - Vehicle replacement Fund	218	0	218	218	
<b>Sub total</b>	<b>218</b>	<b>0</b>	<b>218</b>	<b>218</b>	
<b>Other Earmarked Funds</b>					
Deflectograph Consortium	57	0	57	57	Partnership accounts, not solely CCC
Highways Searches	55	0	55	0	
On Street Parking	2,286	0	2,286	2,000	
Bus route enforcement	117	(117)	0	0	
Streetworks Permit scheme	98	0	98	0	
Highways Commuted Sums	620	3	622	620	
Asset Information records	0	0	0	0	
Streetlighting - LED replacement	0	200	200	0	
Community Transport	0	444	444	562	This is being used to meet legal costs if required.
Guided Busway Liquidated Damages	1,523	(718)	805	300	
Waste and Minerals Local Development Fra	59	0	59	59	
Strategic Transport Corridor Feasibility Studies	0	0	0	0	
Flood Risk funding	0	0	0	0	
Proceeds of Crime	356	0	356	356	
Waste - Recycle for Cambridge & Peterborough (RECAP)	291	0	291	250	Partnership accounts, not solely CCC
Fens Workshops	61	0	61	61	Partnership accounts, not solely CCC
Travel to Work	211	0	211	211	Partnership accounts, not solely CCC
Steer- Travel Plan+	72	0	72	72	
Northstowe Trust	101	0	101	101	
Archives Service Development	234	0	234	234	
Other earmarked reserves under £30k - IMO	36	2	38	0	
Other earmarked reserves under £30k - S&D	(188)	(1)	(189)	0	
<b>Sub total</b>	<b>5,989</b>	<b>(188)</b>	<b>5,801</b>	<b>4,883</b>	
<b>Short Term Provision</b>					
Mobilising Local Energy Investment (MLEI)	669	0	669	0	
<b>Sub total</b>	<b>669</b>	<b>0</b>	<b>669</b>	<b>0</b>	
<b>Capital Reserves</b>					
Government Grants - Local Transport Plan	0	25,368	25,368	0	Account used for all of ETE
Government Grants - S&D	786	13,731	14,517	0	
Government Grants - IMO	0	0	0	0	
Other Capital Funding - S&D	5,788	(1,590)	4,198	5,000	
Other Capital Funding - IMO	699	135	834	200	
<b>Sub total</b>	<b>7,274</b>	<b>37,643</b>	<b>44,917</b>	<b>5,200</b>	
<b>TOTAL</b>	<b>16,379</b>	<b>35,227</b>	<b>51,606</b>	<b>10,301</b>	

## APPENDIX 6 – Capital Expenditure and Funding

### Capital Expenditure

2017/18						TOTAL SCHEME	
Original 2017/18 Budget as per BP	Scheme	Revised Budget for 2017/18	Actual Spend (December)	Forecast Spend - Outturn (December)	Forecast Variance - Outturn (December)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	Integrated Transport						
200	- Major Scheme Development & Delivery	200	114	200	0	200	0
682	- Local Infrastructure Improvements	1,014	467	995	-19	863	0
594	- Safety Schemes	594	38	594	0	594	0
345	- Strategy and Scheme Development work	601	551	601	0	345	0
2,362	- Delivering the Transport Strategy Aims	4,501	1,111	3,742	-759	4,178	0
23	- Air Quality Monitoring	23	0	23	0	23	0
14,516	Operating the Network	16,255	8,480	15,375	-880	16,248	0
	Infrastructure Management & Operations Schemes						
6,269	- £90m Highways Maintenance schemes	6,000	2,690	6,140	140	90,000	0
0	- Pothole grant funding	1,155	801	1,155	0	1,155	0
395	- Waste Infrastructure	395	7	395	0	5,120	0
2,060	- Cambridgeshire Archives	1,975	24	39	-1,936	5,180	0
284	- Community & Cultural Services	1,993	80	1,493	-500	3,042	0
0	- Street Lighting	736	0	736	0	736	0
0	- National Productivity Fund	2,890	1,779	2,905	15	2,890	0
0	- Challenge Fund	4,583	300	4,583	0	6,250	0
0	- Safer Roads Fund	1,175	84	1,175	0	1,175	0
	Strategy & Development Schemes						
4,370	- Cycling Schemes	5,149	1,753	2,212	-2,937	17,598	0
850	- Huntingdon - West of Town Centre Link Road	1,510	533	560	-950	9,116	0
25,000	- Ely Crossing	25,891	15,857	25,891	0	36,000	0
0	- Chesterton Busway	200	240	206	6	200	0
1,370	- Guided Busway	1,200	124	1,200	0	148,886	0
11,667	- King's Dyke	6,000	485	5,580	-420	13,580	0
0	- Wisbech Access Strategy	330	314	330	0	1,000	0
1,000	- Scheme Development for Highways Initiatives	1,000	4	1,000	0	1,000	0
100	- A14	342	236	310	-32	25,200	0
250	- Energy Efficiency Fund	250	96	250	0	1,000	0
0	- Soham Station	500	13	500	0	6,700	0
	Combined Authority Schemes	55	81	55	0	55	0
	Other Schemes						
3,590	- Connecting Cambridgeshire	4,217	1	850	-3,367	36,290	0
0	- Other Schemes	200	200	200	0	200	0
<b>75,927</b>		<b>90,934</b>	<b>36,463</b>	<b>79,295</b>	<b>-11,639</b>	<b>434,824</b>	<b>0</b>
-9,664	Capital Programme variations	-15,022		-3,383	11,639		
<b>66,263</b>	<b>Total including Capital Programme variations</b>	<b>75,912</b>	<b>36,463</b>	<b>75,912</b>	<b>0</b>		

The increase between the original and revised budget is partly due to the carry forward of funding from 2016/17, this is due to the re-phasing of schemes, which were reported as underspending at the end of the 2016/17 financial year. The phasing of a number of schemes has been reviewed since the published business plan and this has included a reduction in the required budget in 2017/18, for King's Dyke. This still needs to be agreed by GPC.

Three additional grants have been awarded since the published business plan, these being Pothole grant funding, the National Productivity fund and the Challenge Fund.

The Capital Programme Board have recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. As forecast underspends start to be reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when slippage exceeds this budget. The allocations for these

negative budget adjustments have been calculated and shown against the slippage forecast to date.

## **Operating the Network**

One of the signals schemes will be delayed until 2018/19, as traffic modelling work needs to be completed to determine the final design options. The scheme is on Cherry Hinton Road, Cambridge at the Queen Ediths Way / Robin Hood junction. The scheme is funded by developer contributions and expected cost is £556k.

## **Safer Roads Fund**

A successful bid was made to Department for Transport (DfT) to secure £1,300,000 worth of funding from the Safer Roads Fund. This funding is specifically for safety improvements on the A1303. The scheme will be completed in 2018/19.

## **Cambridgeshire Archives**

When last assessed it was assumed that a third of the construction work would be delivered in 2017/18. The latest schedule received from the Contractor indicates that all construction work will now start in May 2018, therefore £3.778m of the £3.817m capital budget will be required in 2018/19. However, the scheme is still on track to complete in 2018/19.

## **King's Dyke**

Negotiations with the main land owners on land acquisition and land contract are progressing well. There are some encouraging signs that a contract exchange with one of the main land owners may be completed soon after Christmas.

There are still some minor issues to resolve with the land deals and conditions of access with the remaining parties, but these are not considered onerous and should also reach a conclusion later in January 2018.

Kier, the appointed contractor, has commenced on the Stage 1 contract for detailed design. The design will inform a more robust construction target price prior to award of the Stage 2 contract for construction. Further and more detailed land and ground survey work is required to feed into the design. The first of the Ground Investigation works are expected to start early in the New Year. This will involve trial holes in the existing A605 to locate and survey the public utility services within the road and verges.

## **Ely Southern By Pass**

The construction target cost for the contract was £27.4m at the time of award of Stage 2. Whilst work is progressing on site, some significant risks have emerged requiring additional work, including Network Rail requirements, the diversion of statutory undertakers' plant, buildability issues arising from the complex V piers and additional temporary works resulting from poor and variable ground conditions. These will increase the outturn cost of the scheme significantly and are currently being considered with the contractor to minimise the impact on the project and to reduce the cost impact.

The completion date is likely to be late summer/Autumn 2018 depending on weather. The Council is working with the contractor to identify options to mitigate against delay and minimise costs. A number of value engineering opportunities are also being explored.

### **Abbey - Chesterton Bridge**

This project is still in the process of discharging planning conditions to enable works to start on site, as per below.

Originally planned spend for 2017/18 was £1,917,000 but now looks to be £350,000. The planning application was submitted in July 2016 and it was anticipated that this process would complete by autumn 2016, with construction of the bridge in late 2017, and thus significant construction related spend could be achieved.

The planning permission was not granted until February 2017 following the need to submit multiple packages for certain aspects of the application. Construction now looks likely to commence in March 2018, though this is dependent upon discharging the pre-start planning conditions.

Significant spend will not be encountered until the construction work commences, thus the majority of spend will now come in 2018/19 rather than 2017/18.

### **Huntingdon – West of Town Centre Link Road**

The outturn for the scheme has reduced to £665,000 from £1,510,000, this is due to land cost claims which have not been resolved as anticipated and it is now expected these claims will be resolved in 2018/19.

### **Cambridge Cycling infrastructure**

This is the programme of S106 funded cycling projects in Cambridge. The funding is generally not time limited, and thus any underspend rolls into the next year. The originally planned spend was £1,580,000 but now looks to be £150,000. This is a consequence of public consultation and scheme development work being extended, not least Queen Edith's Way, which is the project with the largest single budget. Following consultation E&E Committee agreed to undertake further development and consultation with local residents. The delivery team's priority has been to complete projects that have some time limited funding associated with them such as DfT Cycle City Ambition funded schemes and St Neots Northern foot and cycle bridge, and to progress some of the higher profile projects such as Abbey-Chesterton bridge.

**A10 Harston** - Scheme under construction and approaching the end of the 18 week programme, with some minor works needed in the new year to complete. Wider shared path. On track to achieve spend forecast of £1,030,000 for the year.

**Trumpington Road** – Scheme recently completed. Spend slightly over the original forecast of £480,000 for the year due to more extensive than anticipated works associated with gas main.

**Quy to Lode** – Scheme substantially complete. 2km new village link. On track to achieve spend forecast of £451,000 for the year.

**Major Scheme Development and Delivery** – Relocation of BT poles has been ordered in advance of a new foot and cycleway being built in the future on the A1198 between Papworth and Cambourne. Preliminary design work is underway to determine the feasibility of improved street lighting on West Fen Road, Ely and a new foot and cycleway between Burwell and Exning.

**Milton Road to Cambridge North Station** - This project is now substantially complete apart from some minor snagging issues. The previous Network Rail Track is to become public highway and the adoption process is underway. There will be some fees and charges associated with this process either in 2017/18 or 2018/19 depending on the date of adoption.

**Cambridgeshire Busway Lighting** - This project is now complete and operational. There is a requirement to pass on a commuted sum of £50k for maintenance purposes from 2018/19.

### **Connecting Cambridgeshire**

Expenditure in this year will be lower than estimated in relation to the BT contract. To confirm, delivery is on track but expenditure has been re-phased, and therefore the funding will be required next financial year.

### **Capital Funding**

2017/18				
Original 2017/18 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2017/18 £'000	Forecast Spend - Outturn (December) £'000	Forecast Funding Variance - Outturn (December) £'000
17,991	Local Transport Plan	17,815	17,507	-308
2,483	Other DfT Grant funding	21,965	20,398	-1,567
19,231	Other Grants	10,367	10,367	0
4,827	Developer Contributions	6,418	3,666	-2,752
18,992	Prudential Borrowing	23,768	19,425	-4,343
12,403	Other Contributions	10,601	7,932	-2,669
<b>75,927</b>		<b>90,934</b>	<b>79,295</b>	<b>-11,639</b>
<b>-9,664</b>	Capital Programme variations	-15,022	-3,383	11,639
<b>66,263</b>	<b>Total including Capital Programme variations</b>	<b>75,912</b>	<b>75,912</b>	<b>0</b>

<b>Funding</b>	<b>Amount (£m)</b>	<b>Reason for Change</b>
Rolled Forward Funding	6.0	This reflects slippage or rephasing of the 2016/17 capital programme to be delivered in 2017/18 which will be reported in August 17 for approval by the General Purposes Committee (GPC)
Additional / Reduction in Funding (Specific Grant)	-9.0	Rephasing of grant funding for King's Dyke (-£1.0m), costs to be incurred in 2018/19. Grant funding for Ely Crossing now direct from DfT previously part of Growth Deal funding (-£8.3m)
Revised Phasing (Section 106 & CIL)	-0.8	Revised phasing of Guided Busway spend and receipt of developer contributions.
Revised Phasing (Other Contributions)	-3.2	Revised phasing of King's Dyke spend
Additional Funding / Revised Phasing (DfT Grant)	16.3	New Grant funding – National Productivity Fund (£2.9m), Pothole Action Fund (£1.2m), Challenge Fund (£3.5m) and Safer Roads Fund (£1.2m). Grant funding for Ely Crossing now direct from DfT previously part of Growth Deal funding (£11.3m)
Additional / Reduction in Funding (Prudential borrowing)	-1.0	Rephasing of grant funding for Ely Crossing reduced the requirement for borrowing (-£3.0m). Brought forward borrowing to fund DfT Challenge Fund schemes (£2.25m).

The increase between the original and revised budget is partly due to the carry forward of funding from 2016/17, this is due to the re-phasing of schemes, which were reported as underspending at the end of the 2016/17 financial year. The phasing of a number of schemes have been reviewed since the published business plan and this has included a reduction in the required budget in 2017/18, for King's Dyke.

Four additional grants have been awarded since the published business plan, these being Pothole grant funding, the National Productivity fund, Challenge Fund and Safer Roads Fund.

## APPENDIX 7 – Performance (RAG Rating – Green (G) Amber (A) Red (R))

### b) Highways & Community Infrastructure

Frequency	Measure	What is good?	Dir'n of travel	Latest Data		2017/18 Target	Current status	Year-end prediction	Comments
				Period	Actual				
Archives									
Quarterly	Operating Model Enabler: Exploiting digital solutions and making the best use of data and insight								
	Increase digital access to archive documents by adding new entries to online catalogue	High	↑	To 30 September 2017	440,288	417,000	G	G	<p>The figure to the end of September 2017 is 440,288 which means the year-end target of 417,000 has been achieved.</p> <p>This equates to an increase over the previous quarter of 9,855, or roughly 150 catalogue entries per working day.</p>
Communities									
Yearly	Operating Model Outcomes: People lead a healthy lifestyle and stay healthy for longer & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	Proportion of Fenland and East Cambs residents who participate in sport or active recreation three (or more) times per week. Derived from the Active People Survey	High	↑	2015/16	22.7%	24.2%	A	A	<p>The indicator is measured by a survey undertaken by Sport England. The Council's target is for Fenland and East Cambridgeshire to increase to the 2013/14 county average over 5 years. Applying this principle to Sport England's revised baseline data gives a 5-year target to increase the participation rate in Fenland and East Cambridgeshire (combined) to 26.2%.</p> <p>The 2013/14 figure was 21.3% and the 2014/15 figure improved to 21.9%. The 2015/16 figure has continued the improving trend at 22.7% but is slightly off track.</p>
Library Services									
Quarterly	Operating Model Outcomes: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents & People lead a healthy lifestyle and stay healthy for longer								

Frequency	Measure	What is good?	Dir'n of travel	Latest Data		2017/18 Target	Current status	Year-end prediction	Comments
				Period	Actual				
	Number of visitors to libraries/community hubs - year-to-date	High	↑	To 30 September 2017	1,129,897	2.4 million	A	A	<p>There have been 587,158 visitors to libraries/community hubs between July and September 2017 and a total of 1,129,897 during the year to date (April to September 2017).</p> <p>Numbers during the quarter have been buoyed up following hard-work by staff to promote the Summer Reading Challenge. Compared with 2016-17 25% more children started the Challenge while the number of children's activities over the period rose by 17% and the number of children attending these activities increased by 46%.</p> <p>Public PC and Wi-Fi usage also show a 9% and 20% increase respectively compared with the same period last year.</p>
	<b>This indicator does not link clearly to a single Operating Model outcome but makes a key contribution across many of the outcomes as well as the enablers.</b>								
	Number of item loans (including eBook loans) – year-to-date	High	↑	To 30 September 2017	1,317,726		Contextual		<p>There have been 673,536 item loans between July and September 2017 and a total of 1,317,726 during the year to date (April to September 2017).</p> <p>Figures, especially children's, have improved as a result of the Summer Reading Challenge while seasonal factors have seen an increase in issues of eBooks and eAudio by 19% and 13% respectively compared with quarter 1.</p>
<b>Road and Footway maintenance</b>									
Yearly	<b>Operating Model Outcomes: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents &amp; People live in a safe environment</b>								
	Principal roads where maintenance should be considered	Low	↔	2017/18	3%	3%	G	G	Provisional results indicate that maintenance should be considered on 2.8%, rounded to a reportable 3%, of the County's principal road network.

Frequency	Measure	What is good?	Dir'n of travel	Latest Data		2017/18 Target	Current status	Year-end prediction	Comments
				Period	Actual				
									This indicates a slight deterioration from the previous year where the figure was 2.3%, rounded to a reportable 2%
	Classified road condition - narrowing the gap between Fenland and other areas of the County	Low	↓	2017/18	3.5% gap	2% gap	R	R	Provisional figures show the gap increasing by 0.5%. However, the gap is not significant, and may be affected by the experimental error within the machine condition survey methodology. It should also be mentioned that significant investment has recently been carried out in the Fenland area associated with the DfT Challenge Fund bid, and these works will not have been included in this year's survey. Additionally, this is only an annual sample survey and does only include 25% of the classified road network, and so will not always capture recent improvement works undertaken. The narrowing the gap indicator will continue to be monitored.
	Non-principal roads where maintenance should be considered	Low	↔	2017/18	6%	8%	G	G	Provisional results indicate that maintenance should be considered on 6% of the County's non-principal road network. This is considered a steady state condition and is the same as the figure for 2016/17 and for 2015/16 and better than the Council's target of 8%.
	Unclassified roads where structural maintenance should be considered	Low	↑	2017/18	22%	Contextual			Provisional figures suggest the condition has seen significant improvement from 33% to 22%  However, unlike last year, when the worst roads were surveyed to assist in prioritising works, a random sample has been undertaken, and this will reflect more accurately the condition of the unclassified network.
Road Safety									
	Operating Model Outcomes: People live in a safe environment & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								

Frequency	Measure	What is good?	Dir'n of travel	Latest Data		2017/18 Target	Current status	Year-end prediction	Comments
				Period	Actual				
Monthly	Killed or seriously injured (KSI) casualties - 12-month rolling total	Low	↔	To 31 July 2017	408	<275	R	R	<p>The provisional 12 month total to the end of July 2017 is 408 compared with 299 for the same period of the previous year.</p> <p>During July 2017 there were 3 fatal and 24 serious casualties.</p> <p>We are waiting for outstanding 2017 data from August onwards from the police and we are liaising with them to obtain this information.</p>
	Slight casualties - 12-month rolling total	Low	↓	To 31 July 2017	1631	Contextual			<p>There were 1,631 slight injuries on Cambridgeshire's roads during the 12 months ending July 2017 compared with 1,636 for the same period the previous year.</p> <p>During July there were 111 slight casualties.</p> <p>We are waiting for outstanding 2017 data from August onwards from the police and we are liaising with them to obtain this information.</p>
Rogue Traders									
Quarterly	Operating Model Outcomes: People live in a safe environment & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	Money saved for Cambridgeshire consumers as a result of our intervention in rogue trading incidents. (Annual average)	High	↓	To 30 June 2017	£115,504	Contextual			<p>£16,245 was saved as a result of our intervention in four rogue trading incidents during the second quarter of 2017/18. The annual average based on available data since April 2014 is £115,504. Data for 2017/18 includes Peterborough savings.</p> <p>It is important to note that the amounts recovered do not reflect the success of the intervention. In many cases the loss of a relatively small amount can have significant implications for victims; the impact can only be viewed on a case-by-case basis.</p>
Trees									

Frequency	Measure	What is good?	Dir'n of travel	Latest Data		2017/18 Target	Current status	Year-end prediction	Comments
				Period	Actual				
6 monthly	Operating Model Outcomes: People live in a safe environment & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	Number of trees removed			January to June 2017	61				34 trees were removed because of disease, 11 because of subsidence and 16 because of natural disasters.  Discussions are currently underway with the relevant parish for a suitable location for 12 replacement trees in South Cambridgeshire.
	Number of trees planted			January to June 2017	3				Discussions underway with parish for suitable location for 12 replacement trees in South
LHI Projects									
Quarterly	Operating Model Outcomes: People live in a safe environment & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	East Cambridgeshire LHI Programme (15 Projects)	High	↑	To 31 October 2017	47.3%	100%	A	G	With 118 LHI projects to manage and deliver alongside the rest of the TDP across the County, resources are under significant pressure, with vacant posts proving very difficult to successfully recruit to. In order to help reduce the risk of delays to the programme, measures have therefore been put in place to supplement design and management resources, drawing on additional resource from our highway services contract. Whilst this additional resource has helped, it has not fully solved the problem and the risk although reduced does remain
	South Cambridgeshire LHI Programme (28 Projects)	High	↑	To 31 October 2017	54.5%	100%	A	G	
	Cambridge City LHI Programme (38 Projects)	High	↑	To 31 October 2017	44.7%	100%	A	A	
	Fenland LHI Programme (13 Projects)	High	↑	To 31 October 2017	48.2%	100%	A	G	
	Huntingdonshire LHI Programme (24 Projects)	High	↑	To 31 October 2017	62.4%	100%	G	G	

Frequency	Measure	What is good?	Dir'n of travel	Latest Data		2017/18 Target	Current status	Year-end prediction	Comments
				Period	Actual				
Street Lighting									
Monthly	Operating Model Outcomes: People live in a safe environment & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	Percentage of street lights working	High	↓	To 31 October 2017	99.6%	99%	G	G	The 4-month average (the formal contract definition of the performance indicator) is 99.6% this month, and remains above the 99% target.
	Energy use by street lights – 12-month rolling total	Low	↑	To 30 November 2017	11.15 million kWh	10.59 million kWh	A	G	Actual energy use to November is 11.15 kWh, which is up from the last reported figure of 10.84 and currently above our target of 10.59.  The energy targets have now been updated to reflect other measures agreed elsewhere (such as the presence or absence of part night lighting, including those being funded by Cambridge City and Parish Councils).
Waste Management									
Monthly	Although this indicator does not link directly to an Operating Model outcome, it has a large financial impact on the Council								
	Municipal waste landfilled – 12-month rolling average	Low	↑	To 31 October 2017	33.9%	Contextual			During the 12-months ending October 2017, 33.9% of municipal waste was landfilled.

# HIGHWAYS AND COMMUNITY INFRASTRUCTURE POLICY AND SERVICE COMMITTEE AGENDA PLAN

Published on 1st February 2018  
Updated 5<sup>th</sup> February 2018



Cambridgeshire  
County Council

## Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

The definition of a key decision is set out in the Council's Constitution in Part 2, Article 12.

\* indicates items expected to be recommended for determination by full Council.

+0 indicates items expected to be confidential, which would exclude the press and public. Additional information about confidential items is given at the foot of this document.

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.

The agenda dispatch date is six clear working days before the meeting.

**The following are standing agenda items which are considered at every Committee meeting:**

- **Minutes of previous meeting and Action Log;**
- **Finance and Performance Report;**
- **Agenda Plan, Appointments to Outside Bodies and Training Plan.**

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
<b>13/02/18</b>	Parking Schemes and Charges	Richard Lumley	2018/023	31/01/18	05/02/18
	Library Service Transformation	Christine May	2018/024		
<b>13/03/18</b>	Highways Infrastructure Assets Management Plan 2018-28	Richard Lumley/ Mike Atkins	Not applicable	28/02/18	02/03/18
	Road Safety across Cambridgeshire	Andy Preston/ Matt Staton	2018/019		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Local Highway Improvement (LHI) Schemes 2018/19	Andy Preston			
<i>[10/04/18] Provisional mtg.</i>				28/03/18	30/03/18
<b>22/05/18</b>				09/05/18	11/05/18
<i>[12/06/18] Provisional mtg.</i>				30/05/18	01/06/18
<b>10/07/18</b>	Annual review of the Highways Contract			27/06/18	29/06/18
	Coroners Service Update	A Donovan	Not applicable		
<i>[14/08/18] Provisional mtg.</i>				01/08/18	03/08/18
<b>11/09/18</b>	Highway Contract Monitoring	Richard Lumley	Not applicable	29/08/18	31/08/18
<b>09/10/18</b>				26/09/18	28/09/18
<b>13/11/18</b>				31/10/18	02/11/18
<b>04/12/18</b>				21/11/18	23/11/18
<b>15/01/19</b>				02/01/19	04/01/19
<i>[12/02/19] Provisional mtg.</i>				30/01/19	01/02/19
<b>12/03/19</b>				27/02/19	01/03/19
<i>[16/04/19] Provisional mtg.</i>				03/04/19	05/04/19
<b>21/05/19</b>				08/05/19	10/05/19

**November 2019:** Review of withdrawal of £1 Park & Ride parking charge

**Notice made under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in compliance with Regulation 5(7)**

1. At least 28 clear days before a private meeting of a decision-making body, public notice must be given which must include a statement of reasons for the meeting to be held in private.
2. At least 5 clear days before a private meeting of a decision-making body, further public notice must be given which must include a statement of reasons for the meeting to be held in private, details of any representations received by the decision-making body about why the meeting should be open to the public and a statement of the Council's response to such representations.

<b>Forward plan reference</b>	<b>Intended date of decision</b>	<b>Matter in respect of which the decision is to be made</b>	<b>Decision maker</b>	<b>List of documents to be submitted to the decision maker</b>	<b>Reason for the meeting to be held in private</b>

**Decisions to be made in private as a matter of urgency in compliance with Regulation 5(6)**

3. Where the date by which a meeting must be held makes compliance with the above requirements impracticable, the meeting may only be held in private where the decision-making body has obtained agreement from the Chairman of the Council.
4. Compliance with the requirements for the giving of public notice has been impracticable in relation to the business detailed below.
5. The Chairman of the Council has agreed that the Committee may hold a private meeting to consider the business referred to in paragraph 4 above because the meeting is urgent and cannot reasonably be deferred for the reasons stated below.

<b>Date of Chairman's agreement</b>	<b>Matter in respect of which the decision is to be made</b>	<b>Reasons why meeting urgent and cannot reasonably be deferred</b>

For further information, please contact Quentin Baker on 01223 727961 or [Quentin.Baker@cambridgeshire.gov.uk](mailto:Quentin.Baker@cambridgeshire.gov.uk)



# HIGHWAYS & COMMUNITY INFRASTRUCTURE COMMITTEE TRAINING PLAN

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Cllrs Attending	Percentage of total
1.	Waste – visit to treatment plant at Waterbeach			12/02/18 (11am-2pm)		Visit		
2.	Pot-hole/Highway Maintenance session			tbc				
3.	The budget and ETE business planning process (H&CI and E&E Committees)	<ul style="list-style-type: none"> <li>An overview of the Council's budget and how it works in ETE</li> <li>A understanding of the business planning process and cycle</li> <li>The committee process for approving, delivering and monitoring business cases and transformation ideas</li> </ul>		09/08/17 (10am-12) KV Room  <b>12/09/17</b> (11.30-1pm) KV Room	Amanda Askham			
4.	Highways - minibus tour to see work out on the network including dragon patcher					Tour/visits		
5.	Highways – depot open days			03/10/17 Huntingdon 09/10/17		Visit		

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Cllrs Attending	Percentage of total
				Witchford 11/10/17 March 16/10/17 Whittlesford (10am to 4pm)				
6.	Community and Cultural Services – ‘package tour’ to see libraries, archives, registration and coroner services working closely together in Huntingdon					Tour/ visits		
7.	follow up visits to (4) e.g. coroner inquest, citizenship ceremony, local libraries/LAPs					Visits		
8.	Trading Standards – diary dates to accompany various campaigns					Visits		

- Members can ask officers for one-to-one meetings if they would like to discuss topics further.
- In addition to the training plan, Member Seminars often include relevant items: 12/01/18: ETE senior leader restructure/appointments and Annual Parking Report; 13/04/18: Road adoption.

*Updated 05/02/18*